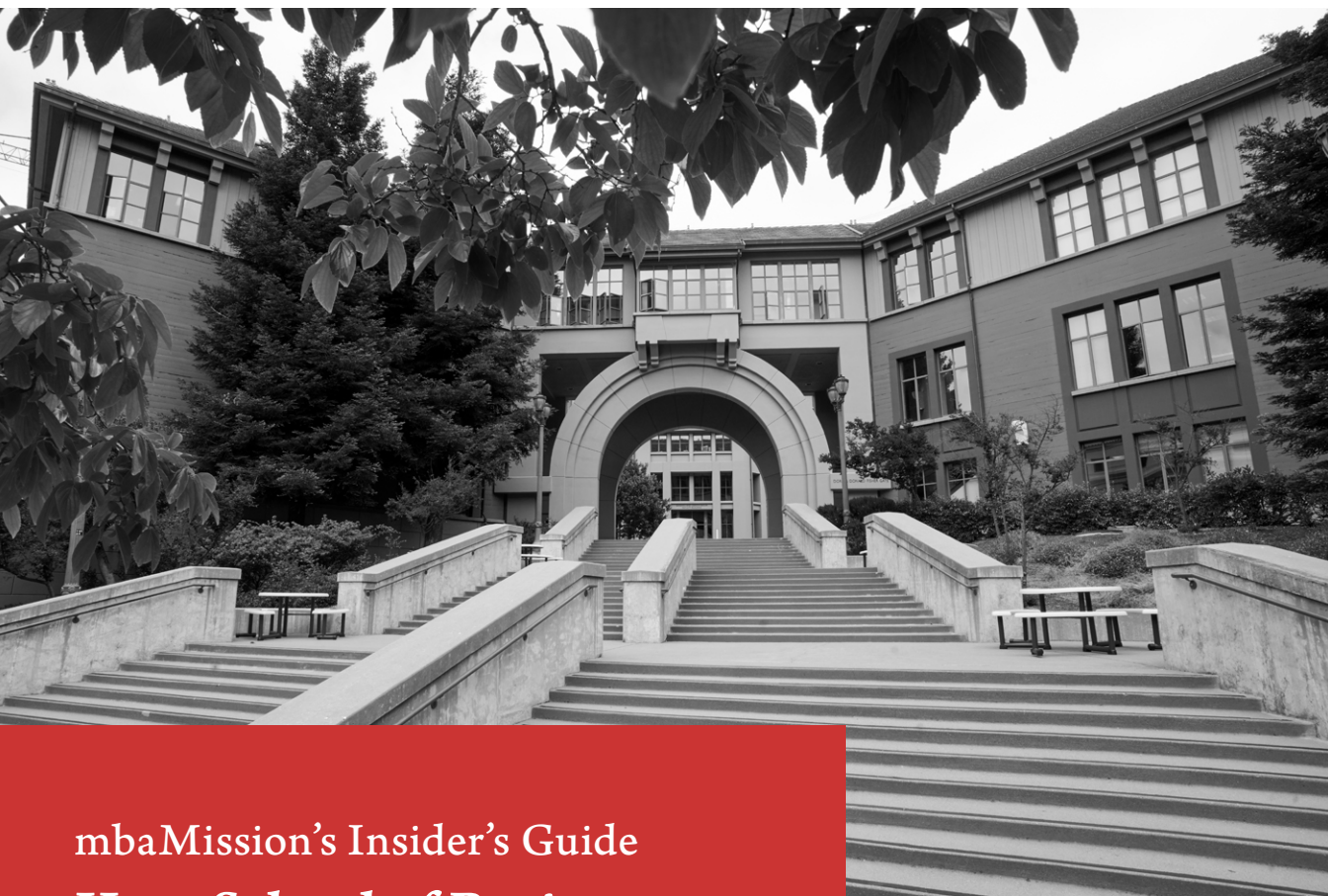




mbaMission's Insider's Guide
Haas School of Business

University of California-Berkeley

Berkeley, CA

2016-2017

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Since Ambassadorial Speechwriter and MBA Jeremy Shinewald founded mbaMission in 1999, we have worked closely with business school candidates from around the world, successfully guiding them through the entire admissions process (“from start to finish”) and ensuring that each of their unique attributes is showcased in a creative, compelling, and focused way. We are published authors with elite MBA experience who work one-on-one with clients to discover, select, and articulate the unique stories that will force admissions committees to take notice. We work on all aspects of the application process, helping to reduce candidates’ stress levels and maximize applicants’ chances of gaining admission to top American and international business schools.

mbaMission offers all candidates a free half-hour consultation (www.mbamission.com/consult/).

Introduction

After more than a decade helping MBA applicants get into top business schools, we have learned what can compel an admissions committee to send that coveted letter of acceptance. Selecting the right MBA program for your needs and developing a true understanding of and familiarity with that program are crucial in crafting a successful application. We have therefore invested hundreds of hours into researching and examining the leading business schools—including speaking with students, alumni, and other representatives—to construct these guides, with the express goal of helping applicants like you make informed decisions about this important step in your education and career.

We hope you enjoy this guide and encourage you to visit us at www.mbamission.com for complete and detailed analysis of the leading schools' essay questions, weekly essay-writing tips, MBA news and trends, and other valuable free information and resources. And for any advice you may need on applying to business school, please contact us for a free 30-minute consultation. Our consultants are extensively trained to help applicants present themselves in the most interesting and compelling way and take advantage of every opportunity that might increase their chances of being admitted to their target MBA program.

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Over the past six years, *Poets&Quants* has become the foremost authority on the top business schools. Our mission has always been to help young professionals with one of the most important—and potentially most expensive—decisions of their lives: whether to pursue an MBA.

This Insider's Guide is part of a new editorial partnership between *Poets&Quants* and mbaMission, the world's leading MBA admissions consulting firm. We closely evaluated all such guides currently on the market, and I am confident that you will not find a more thorough analysis of an MBA program than mbaMission's. These in-depth reports are well researched and well written, offering the detail and examination applicants need to really understand a school's culture, offerings, and outcomes. We are thrilled to offer these guides to our readers for free, thanks to our new partnership.

Moreover, the guides are a great complement to the daily coverage of MBA news, students, programs, and admissions practices on PoetsandQuants.com. We hope you will visit our site often to stay informed about the programs that interest you and the one you ultimately attend. We will continue to provide the most relevant and current resources on the MBA world to help you make the best possible decisions on your path from school selection to career advancement.

I wish you the best of luck on your journey to what will undoubtedly be a transformational experience.

John A. Byrne

Founder & Editor-In-Chief

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Each application season, we also provide essay question analyses for the top schools and exclusive interviews with admissions directors.

Be sure to follow us on Twitter ([@mbaMission](#)) and “Like” us on [Facebook](#) for great MBA admissions tips, news, company updates, and other valuable information.

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The MBA Program in Context:

Choosing UC Berkeley Haas

Over the years, we have met many aspiring MBA students who have tried to identify their target schools and quickly become overwhelmed, wondering, “How are the top MBA programs really different?” and “How do I choose the one that is right for me?”

Frustrated, some applicants ultimately choose schools based simply on rankings or the opinions of friends or alumni. Although these inputs have a place in your evaluative process, you should also do the necessary research to find the program that is truly best for your personality and professional needs. In doing so, you will find significant differences between, for example, programs that have a class size in the low 200s and those that have classes of more than 900 students. As you are undoubtedly already aware, an MBA is a significant investment in the short term and a lifetime connection to an institution in the long term. We therefore strongly encourage you to take time now to think long and hard about this decision and thoroughly consider your options. We hope this guide will prove helpful to you in doing just that.

*You may not find a single program that meets **all** your needs and preferences, but you should be able to identify ones that fulfill the factors that are most important to you.*

At mbaMission, we advise candidates evaluating their potential target schools to consider the following eight specific characteristics (in no particular order) that shape MBA programs:

1. Location: Urban Campus Versus College Town
2. Class Size: Smaller Versus Larger
3. Curriculum: Flexible Versus Mandatory Core
4. Pedagogy: Lecture Versus Case Method
5. Academic Specializations/Recruitment Focus: Resources and Employers
6. Alumni Base: Opportunities to Engage
7. Facilities: Shaping the Academic/Social Experience
8. Rankings and Reputation: Important Metrics or Arbitrary Measures?

You will not likely find a single MBA program that meets *all* your needs and preferences across these eight criteria, but you should be able to identify schools that fulfill the factors that are most important to you. Although this guide is intended to familiarize you on a deeper level with this particular school, nothing will prove more valuable in your decision making than visiting the programs that appeal to you and experiencing them firsthand. Inevitably, no matter what your research may reveal, some schools will simply “click” with you, and others will not.

Note: The authors and editors at mbaMission have made every effort to ensure the accuracy and timeliness of the information included in this guide. However, some discrepancies may exist or develop over time between what is presented here and what appears in the school’s official materials, as well as what may be offered by other content providers in print or online. For the most up-to-date information, always check with your target school directly. The opinions expressed by the people interviewed are those of the attributed individuals only and may not necessarily represent the opinion of mbaMission or any of its affiliates.

We also wish to thank the students, alumni, faculty members, and administrators who gave generously of their time to provide valuable input for this guide.

1. Location: Urban Campus Versus College Town

Pursuing an MBA can be quite intense, and the environment and community surrounding the campus can profoundly affect and even shape your MBA experience. For example, imagine stepping out of a class at New York University’s (NYU’s) Stern School of Business and into the energetic bustle of New York City’s West Village. Now imagine walking outside after a course at the Tuck School of Business at Dartmouth and being surrounded by the tranquility and natural beauty of New Hampshire’s Upper Valley. Neither scenario is necessarily “better” than the other, but one might appeal to you more.

The environment and community surrounding your chosen school can profoundly affect and shape your MBA experience.

An urban campus can undoubtedly offer social and cultural opportunities that a college town simply cannot match. This is not to suggest, however, that college towns are devoid of culture—indeed, intense intellectual and cultural programs exist in college towns *precisely because* the academic institution is at the core of the community.

While schools in college towns tout their close-knit atmosphere and the tight bonds classmates form in such a setting, this environment can be welcoming for some students and overwhelming for others. In contrast, urban campuses are more decentralized, with students often living in various parts of a city and even in the surrounding suburbs. Someone who has a greater need for privacy or personal space might therefore prefer an urban environment. In addition, in major urban centers, some students—particularly those who lived in the city before enrolling

Urban Campus Schools	Urban/College Hybrid Schools	College Town Schools
Chicago Booth Columbia Business School Harvard Business School MIT Sloan NYU Stern UCLA Anderson UPenn Wharton	Northwestern Kellogg Stanford GSB UC Berkeley Haas Yale SOM	Cornell Johnson Dartmouth Tuck Duke Fuqua Michigan Ross UVA Darden

in business school—may already have well-developed social groups, and this scenario may again be better for those who find an academically and socially all-encompassing environment less attractive.

One aspect of the MBA experience that candidates often fail to consider when evaluating their school options is weather. Although factoring climate into your school choice may initially seem superficial, if you know you cannot comfortably manage frigid conditions or soaring temperatures, certain programs should be stricken from your list. We encounter many applicants each year who wisely stave off a potentially miserable experience by choosing to not apply to certain schools in locations they just do not feel are “livable” for them.

In addition, housing costs are one expense that many applicants do not stop to consider before choosing a school to target. By researching real estate prices at the top programs, we found that the cost differential between renting a one-bedroom apartment in a Midwestern college town and renting one in New York City, for example, can be quite significant—adding up to tens of thousands of dollars on a cumulative basis across two years. This is an important factor to include as you weigh your options and calculate your projected budget.

In summary, a college town can be appealing for some candidates because its smaller size tends to create strong bonds within the business school’s community, though for others, the lack of privacy could be undesired or overwhelming. Furthermore, some find a slower pace of life calming and comfortable, whereas others crave the energy and bustle of a city. If you strongly prefer one or the other, you should be able to quickly eliminate certain schools from your list.

Average Monthly Rent for a One-Bedroom Apartment			
NYU Stern	New York, NY	\$3,508	within .06 mile radius of campus
Columbia Business School	New York, NY	\$2,399	within .20 mile radius of campus
Stanford GSB	Stanford, CA	\$2,396	within .88 mile radius of campus
MIT Sloan	Cambridge, MA	\$2,231	within .34 mile radius of campus
Harvard Business School	Cambridge, MA	\$2,220	within .16 mile radius of campus
UCLA Anderson	Los Angeles, CA	\$1,629	within .39 mile radius of campus
Chicago Booth	Chicago, IL	\$1,612	within .17 mile radius of campus
UC Berkeley Haas	Berkeley, CA	\$1,303	within .34 mile radius of campus
UPenn Wharton	Philadelphia, PA	\$1,173	within .31 mile radius of campus
Northwestern Kellogg	Evanston, IL	\$1,138	within .88 mile radius of campus
Michigan Ross	Ann Arbor, MI	\$1,126	within .14 mile radius of campus
Yale SOM	New Haven, CT	\$1,107	within .18 mile radius of campus
Dartmouth Tuck	Hanover, NH	\$1,013	within 1.54 mile radius of campus
Cornell Johnson	Ithaca, NY	\$888	within .20 mile radius of campus
UVA Darden	Charlottesville, VA	\$844	within .67 mile radius of campus
Duke Fuqua	Durham, NC	\$686	within .72 mile radius of campus

According to Rentometer.com, accessed May 2016.

Part of the University of California (UC) system, the Haas School of Business is located on the campus of UC Berkeley, just 14 miles northeast of San Francisco, on the eastern side of the San Francisco Bay. Often foggy, with cool summers and wet winters, Berkeley enjoys the temperate climate of Northern California.

Both on- and off-campus housing are available, but most Haas students live off campus, approximately 15–25 minutes away. Many live in the neighborhoods surrounding Berkeley and walk or bike to school, though some students (mostly second years) do commute from San Francisco (approximately a half-hour drive with no traffic). Berkeley is easily accessible via San Francisco's Bay Area Rapid Transit system, called the BART, and the Berkeley BART Station is a 15-minute walk from Haas (campus shuttles are also available without cost for students). Parking on campus can be scarce; one second-year student joked in a Haas admissions chat, "If you win the Nobel Prize at Berkeley ... you get free parking," a reference to 2009 Nobel Laureate and Haas professor emeritus Oliver Williamson. Students who drive to school can end up with as much as a ten-minute walk to reach campus, but given Berkeley's temperate climate, this does not likely pose much of a problem for most.

Finding housing "is not the easiest task," a second-year student admitted to mbaMission. The university's Cal Rentals housing service offers assistance with both on- and off-campus housing; however, we learned that most students typically find their housing through Craigslist. According to the Haas Web site, the average rent in off-campus housing in the area was from \$700 to \$1,000 a month for a studio, \$850 to \$1,400 for a one-bedroom, and upwards of \$1,200 for a two-bedroom apartment. As one second-year student noted, "It's high for most of the country, but nothing compared to Manhattan." On campus, the Manville and Ida Jackson Apartments are designated for single graduate students, while married students—with or without families—can choose between East and West Village within University Village (Albany). A second year told mbaMission that some MBA students move to San Francisco in their second year but that those students tend to be somewhat removed from campus life as a result.

Haas's location in the Bay Area, nestled in the Berkeley Hills, affords the school's students many opportunities to enjoy life outside the classroom. Known for its natural beauty, the area encompassing the upper hills that surround Berkeley is a nature preserve and offers views of the Golden Gate Bridge, the city of San Francisco, and the Pacific Ocean. Berkeley itself, which has a cosmopolitan community and a reputation for being one of the most liberal cities in the country, is a quintessential college town of just under 120,000 residents. In the neighborhood of North Berkeley is an area known as the Gourmet Ghetto, where food shops and restaurants abound, including the well-known Chez Panisse. South Berkeley's "Asian ghetto" offers restaurant options for every price point.

Students reportedly take full advantage of all that San Francisco, which is just a 15-minute BART ride from campus, has to offer, with its world-famous restaurants, professional football and baseball teams, diverse culture, and active night life. In a survey on student life on the Haas Web site (<http://haas.berkeley.edu/MBA/studentlife/survey.html>), respondents recommended "must-do" activities such as visiting Big Sur, exploring

the wine county, biking across the Golden Gate Bridge, and hiking Mount Tamalpais. A second-year student told mbaMission, “There’s a lot to do here, and everybody takes advantage of the surrounding environment.”

Considering that Napa Valley, Big Sur, Carmel by the Sea, Yosemite National Park, and Lake Tahoe are just a day’s travel from the Haas campus, we were not surprised that students we interviewed list “location” as one of the primary reasons they chose the school. A second-year student with whom mbaMission spoke noted, “You can go snowboarding one weekend and surfing the next. It’s hard to beat.”

2. Class Size: Smaller Versus Larger

Another element that affects the character of a school’s MBA experience is class size. You might want to reflect on your high school, college, and work environments to help you determine whether you would be more comfortable in a larger class or a smaller one—or whether this is even a consideration for you at all.

Students at smaller schools (which we define as having approximately 350 students or fewer per class) tend to interact with most of their peers and professors at some point during the typical two-year MBA period. Thus, the smaller schools are generally considered more “knowable,” and their communities tend to be quite closely knit. Also, consider that assuming a leadership position is easier in a smaller environment, because, for example, the Finance Club may have only one president at both a small school and a large school, but competition for such a position would obviously be greater in the larger program.

Some individuals might prefer to be at a larger school where they can better maintain their anonymity if they so choose. A student at a school with close to 900 people or more in each class will not likely get to know each and every one of his/her classmates by the end of the program, and some people might prefer this. Further, advocates of larger classes tout the advantage of being able to interact with more people during one’s MBA experience—and to thereby develop a broader and more robust network of peers. Note that many schools divide students into smaller groups—called “sections,” “clusters,” “cohorts,” or even “oceans”—in which approximately 60–90 students take certain classes together, and this approach can help foster a stronger sense of community within the larger programs.

Reflect on your past academic and work environments to determine whether you would be more comfortable in a larger or smaller class—or whether this is a consideration for you at all.

Haas is one of the smaller top U.S. business schools, with a typical average class size of only about 240 (though the Class of 2015 had 252). Despite its small size, Haas appears to offer a very diverse community. Roughly 40% of each incoming class is made up of international students, and each entering class as a whole reflects a wide array of interests and professional backgrounds.

Class Size	
900 to 1,000	Harvard Business School
800 to 900	UPenn Wharton
700 to 800	Columbia Business School ¹
500 to 600	Chicago Booth
400 to 500	Northwestern Kellogg Duke Fuqua Michigan Ross Stanford GSB NYU Stern MIT Sloan
300 to 400	UCLA Anderson UVA Darden Yale SOM
200 to 300	Dartmouth Tuck Cornell Johnson UC Berkeley Haas

Schools are listed in order from largest class to smallest within each category.

¹Includes J-Term students

Beginning during Orientation Week, each of Haas’s incoming classes is divided into four cohorts of approximately 60 students each. Named “Gold,” “Blue” (for Berkeley’s school colors), “Oski” (for the school mascot), and “Axe” (after the trophy awarded to the winner of the UC/Stanford football game), the four cohorts compete in the Cohort Olympics (with events such as a cupcake-eating contest) as well as a mini case competition. Students remain in their cohort, taking all core courses together, for the first semester. Noted a second-year student with whom we spoke, “With everyone trying to work out their identity at the start,” the cohort system “makes everything less overwhelming.”

Within the cohort, students are further divided into 15 study groups of four people each. Study group members work together to prepare for presentations and exams in addition to studying cases, and these small groups help enhance the bond between class-

mates at the school. First-semester core classes are taken within the cohort and so have approximately 60 students in each. Elective courses, which students can start taking in the spring of the first year, are generally smaller. Using a point system, students bid for placement into elective classes. Second-year

Year-Over-Year Class Profile Data: UC Berkeley Haas	Class of 2017	Class of 2016	Class of 2015	Class of 2014	Class of 2013	Class of 2012
Number of Applicants	3,592	3,550	3,422	3,352	3,444	3,627
Number of Full-Time Students	246	241	252	240	236	243
Average GMAT	715	717	714	715	715	718
GMAT Range (80%)	680–760	680–750	680–750	679–760	675–750	680–760
Average GPA	3.66	3.62	3.61	3.61	3.64	3.63
GPA Range (80% Range)	3.42–3.90	3.36–3.90	3.34–3.83	3.30–3.89	3.39–3.87	3.39–3.87
Median Years of Work Experience	5	5	5	5	5	5
Median Age	28	28	28	28	28	28
U.S. Minority Representation	36%	41%	40%	34%	43%	36%
Female Representation	41%	43%	29%	33%	29%	30%
International Representation	40%	43%	37%	37%	36%	38%

School	Women	International	Minorities
Chicago Booth	42%	34%	23% ¹
Columbia Business School	36%	42%	35% ¹
Cornell Johnson	26%	35%	26%
Dartmouth Tuck	42%	32%	20% ¹
Duke Fuqua ²	35%	40%	21%
Harvard Business School	41%	34%	25% ¹
Michigan Ross	32%	35%	25%
MIT Sloan	41%	38%	NA
Northwestern Kellogg	43%	40%	23% ¹
NYU Stern	36%	37% ⁴	26%
Stanford GSB	40%	40% ^{3,4}	19% ¹
UC Berkeley Haas	41%	40%	36% ¹
UCLA Anderson	30%	33%	27%
UPenn Wharton	43%	32%	30% ¹
UVA Darden	35%	38%	17% ¹
Yale SOM	40%	40%	22% ¹

Bolding indicates highest figure in each category.

¹ Specified as U.S. minorities.

² Fuqua had released no official figures for the Class of 2017 by the publication of this guide but offers statistics on its site to represent a “typical” class.

³ Includes permanent residents.

⁴ Includes dual citizens.

students get priority for classes, and with 1,000 points allocated for bidding, a student may put as many as 600 points toward a popular elective that often sells out, whereas other classes may require just a point or two. Still, a second year told mbaMission, “You generally get into what you want when you want.”

Throughout its materials and on its Web site, Haas emphasizes the collaborative nature of its MBA program and community. The school’s study groups, cohorts, and small classes contribute to this. Moreover, most Haas students live within a 15-minute walk to campus, and this proximity, in addition to the school’s active clubs and social scene, helps give the program more of a “collegial” atmosphere. Reportedly, this sense of community and teamwork is what leads many MBA applicants to choose Haas.

Several students we interviewed felt that the small class size increases the opportunity for students to create meaningful personal and networking relationships. “Collaboration comes from relationships,” a second year explained to mbaMission, adding that the small class size intensifies those relationships. And one second year who was initially concerned about the smaller class size told mbaMission, “I thought size

Most Common Undergraduate Major for Incoming Students (Class of 2017)		
Chicago Booth	Business	32%
Columbia Business School	Social Science	38%
Cornell Johnson	NA	NA
Dartmouth Tuck	Humanities, Social Science, Economics	53%
Duke Fuqua ¹	Engineering/Natural Sciences	29%
Harvard Business School	Economics and Business	43%
Michigan Ross	Humanities	40%
MIT Sloan	Engineering	33%
Northwestern Kellogg	Economics/Business	40%
NYU Stern	Business and Commerce	23%
Stanford GSB	Humanities or Social Sciences	48%
UC Berkeley Haas	Business	26%
UCLA Anderson	Engineering	23%
UPenn Wharton	Humanities	42%
UVA Darden	NA	NA
Yale SOM	Humanities and Social Sciences	31.7%

¹ Fuqua had released no official figures for the Class of 2017 by the publication of this guide but offers statistics on its site to represent a “typical” class.

was a negative, but it turned into a positive.” Another second-year student we interviewed commented, “My classmates really surprised and impressed me,” and a first year emphatically described her fellow students as “*amazing* people.”

When asked what he thought more people should know about the school, a first year told us, “Haas is known for its culture and small, tight-knit class. It does not disappoint on that front. A certain type of person self-selects to this school, and admissions does a good job of making sure the unique culture is cultivated here.”

3. Curriculum: Flexible Versus Mandatory Core

Many business schools have a “core” curriculum—a standard series of courses that all students must take. However, these core requirements can vary tremendously from one program to the next. For example, one school may teach its required curriculum for the entire first year, meaning that students will not take any elective courses until their second year, whereas another MBA program may stipulate only one or two required courses.

The rigidity or flexibility of a school’s required curriculum affects students’ education and socialization. Regardless of their professional experience, students at a school with a rigid core curriculum must all take the same classes. At some schools, for example, even CPAs must take the required foundational accounting course, whereas at others, students can waive selected classes if they can prove a certain level of proficiency. Again, both approaches have pros and cons, and what those are depends on your perspective.

The rigidity or flexibility of a school’s first-year curriculum affects students’ education and socialization.

Proponents of a rigid core curriculum would argue that academics understand what skills students need to become true managers and that when students “overspecialize” in one area, their overall business education can ultimately suffer. A significant body of academic writing has been devoted to critiquing programs that give students a narrow view of business, notably Henry Mintzberg’s *Managers Not MBAs: A Hard Look at the Soft Practice of Managing and Management Development* (Berrett-Koehler, 2004) and Rakesh Khurana’s *From Higher Aims to Hired Hands: The Social Transformation of American Business Schools and the Unfulfilled Promise of Management as a Profession* (Princeton University Press, 2007).

Advocates of the core curriculum approach would also argue that having all students take the same classes creates a common language and discussion among the classmates because of the shared experience. In addition, proponents contend that a rigid core curriculum facilitates learning, because students who have applicable direct experience bring that knowledge and insight into the classroom and can thereby help teach others. Finally, schools with mandatory cores generally keep students together in their sections for several months, if not an entire academic year, and students who interact every day in this way ultimately forge strong bonds. This sustained contact and connection can create a deep sense of community among the students.

Can Waive/ Test Out of Classes	Cannot Waive/ Test Out of Classes
Chicago Booth Columbia Dartmouth Tuck Duke Fuqua Michigan Ross Northwestern Kellogg NYU Stern UC Berkeley Haas UCLA Anderson UPenn Wharton	Cornell Johnson Harvard Business School MIT Sloan Stanford GSB UVA Darden Yale SOM

In contrast, those who would argue in favor of a more flexible curriculum feel that students benefit from the opportunity to specialize immediately—that time is short, and students need power and choice in preparing for their desired careers. So if, for example, a student intended to enter the world of finance, an advocate of

flexibility would argue that the student should be able to study finance in depth *throughout* the MBA program, possibly even from day one, so as to gain as much experience as possible in this area—especially before interviewing for a summer internship. Furthermore, proponents for flexible curricula caution that experienced students could end up “wasting” hours taking courses in subjects in which they already have expertise. Finally, they would

assert that a flexible schedule allows students the opportunity to meet a greater number and wider variety of their classmates.

First-year students take 12 required core courses over two semesters—fall and spring—which are further divided into four eight-week quarters called Fall A, Fall B, Spring A, and Spring B. As mentioned earlier in the Class Size section, in the first (Fall A) quarter of their first year, students are divided into four groups of roughly 60 students each, called cohorts; students take all fall semester core classes with their assigned cohort. The core constitutes approximately 40% of the course load for a Haas MBA and focuses on the fundamentals of business education, with classes such as “Introduction to Finance,” “Marketing Management,” and “Leadership Communication.” A first year with whom we spoke praised this latter class in particular, saying it “has been the most useful, as it forces all students to develop soft leadership skills that are absolutely necessary to succeed in your career regardless of role and function.” These courses build on one another and are deliberately designed to provide a basis for all students in the program for when they focus their study individually in the second year.

First-Year Required Courses (12 courses):

- **“Data and Decisions”**
- **“Economics for Business Decision Making”**
- **“Ethics and Responsible Business Leadership”**
- **“Financial Accounting”**
- **“Introduction to Finance”**
- **“Leadership Communication”**
- **“Leading People”**
- **“Macroeconomics in the Global Economy”**
- **“Marketing Management”**
- **“Operations”**
- **“Problem Finding, Problem Solving”**
- **“Strategic Leadership”**

The fall semester is the most structured segment of the Haas curriculum, with the Fall A and Fall B quarters involving four courses each. Students have the option of waiving all but four of the core courses via waiver exams; these exams are given before the semester begins, and a passing grade exempts students from taking the course. However, any course that is waived must be replaced with an elective.

A second-year student told mbaMission that career coaching starts as early as Orientation Week and that the initial portions of the program’s first year involved “a lot more career stuff a lot earlier than I was expecting.”

Teamwork is reportedly a large part of the Haas MBA program, and first-year students are placed into four-person study groups to prepare for classes, read cases, and study for exams. As one second-year student stated in a Haas online admissions chat, the study groups are “a great chance to learn how to work in teams and a chance to let people take risks.”

Beginning in Spring A of the first year, students may begin taking elective courses in addition to their core work. Accounting for roughly 60% of the total Haas MBA course load, electives build on the core’s general management foundation. The Haas curriculum is designed to be flexible, with students using electives to either focus on an area of concentration or to cover a wide array of topics. During their second year, students choose all their courses from a continually evolving list of elective options. To take advantage of the resources offered via the full UC Berkeley program, students are also permitted to take up to six electives offered through the greater university.

A first year with whom we spoke said that what had surprised him most about his Haas MBA experience was “how hard it is to choose between the various interesting electives the program has to offer.” He explained, “You have to continually be ready to reevaluate your course selection based on the ton of new information you receive while in an MBA program. This new information comes by way of talking with companies, hearing high-level executives at speaker series, and networking with alumni and second-year students, just to name a few sources.”

At Haas, students have a voice with regard to the curriculum and often speak up about possible curricular changes. The school responds to student feedback by regularly changing elective offerings and even adjusting core classes. In addition, student-initiated and -led courses are a tradition at Haas. These classes, offered every semester and developed and run under the tutelage of a faculty member, tend to cover a diverse array of topics. Examples include “Wine Industry,” “Life as an Entrepreneur,” “Topics in Technology,” and “The Private Equity Deal.” Student-led courses often take the form of a speaker series; recent examples include the “Real Estate Speaker Series,” the “Digital Media and Entertainment Speaker Series,” and the “Investment Speaker Series.”

In 2010, Haas announced an overhaul of its curriculum. The result of 18 months of research and discussion among students, faculty, alumni, and even recruiters, this revamping sought to better integrate the tenets of innovative leadership that already form the fundamentals of a Haas MBA. Two core courses were revised (“Leading People” and “Leadership Communications”), and a one-unit required course on problem solving was added (“Problem Finding, Problem Solving”). In addition, as part of the school’s emphasis on creating innovative leaders, Haas students must now take one of more than a dozen Applied Innovation courses, which offer team-based, experiential leadership opportunities.

Overall, the curriculum changes appear to have been more thematic than “nuts and bolts.” The Berkeley Innovative Leader Development (BILD) curriculum, also announced in 2010, integrates four defining prin-

ciples—Question the Status Quo, Confidence Without Attitude, Students Always, and Beyond Yourself—across core and elective courses. Assistant Dean of the Full-Time MBA Program and Admissions Stephanie Fujii (MBA '04) described BILD in a Haas online admissions chat as a “connective theme running throughout our core and elective curriculum.” As Dean Richard K. Lyons (BS '82) stated in a Haas press release, “These principles have always been the Haas heartbeat, but we have never articulated them until now and have never used them so deliberately to shape our students and graduates.”

Although Haas does not offer majors, the school has developed 11 academic areas within which students can now frame their studies, called Areas of Emphasis. These designated areas “provide direction in achieving specific career goals,” explains the school’s Web site. Students are given suggestions from the school on the coursework, internships, and extracurricular activities that will best prepare them to succeed in their chosen study areas. The Areas of Emphasis are as follows:

- **Corporate Social Responsibility**
- **Energy and Clean Technology**
- **Entrepreneurship**
- **Finance**
- **Global Management**
- **Health Management**
- **Marketing**
- **Real Estate**
- **Social Sector Leadership**
- **Strategy/Consulting**
- **Technology**

The only certificate program still available at Haas is in real estate and is provided via the Fisher Center for Real Estate (see the Real Estate section under Professional Specializations for more detail).

4. Pedagogy: Lecture Versus Case Method

Students will likely encounter multiple styles of learning while in business school—including participating in simulations, listening to guest speakers, and partaking in hands-on projects—but the two most common MBA learning styles are case method and lecture.

Pioneered by HBS, the case method, or case-based learning, requires students to read the story (called a “case”) of either a hypothetical or a real protagonist who is facing a managerial dilemma. As the student reads, he/she explores the protagonist’s dilemma and has access to various quantitative and qualitative data points meant to facilitate further analysis. (Cases can vary in length but are typically 10–20 pages long.) After reading and study-

ing the entire case, the student generally understands the profundity of the problem and is typically asked a simple question: “What would you do?” In other words, how would the student act or react if he/she were in the protagonist’s place? What decision(s) would the student make?

After completing his/her independent analysis of the case, the student typically meets with the members of his/her study group or learning team (if the school in question assigns such teams) for further evaluation. Together, the group/team members explore and critique one another’s ideas and help those students who may have had difficulty understanding particular aspects of the issue or progressing as far on their own. Often, though not always, the team will establish a consensus regarding the actions they would take in the protagonist’s place. Then, in class, the professor acts as facilitator and manages a discussion of the case. Class discussions can often become quite lively, and the professor will guide students toward resolving the dilemma. Sometimes, the professor will ultimately reveal the protagonist’s decision and the subsequent results—or even bring the actual protagonist into the classroom to share and discuss the case’s progression and outcomes in person.

Students will encounter many different styles of learning during their time at business school, but the two most common are case method and lecture.

In short, the case method focuses primarily on the analytical process and illustrates that the problems presented have no clear-cut right or wrong responses. For a student to disagree with the protagonist’s chosen path—even

Top Three Teaching Methods					
School	Case Study	Lectures	Team Project	Experiential Learning	Simulation
Columbia Business School	40%	38%	15%	–	–
Dartmouth Tuck	35%	20%	20%	–	–
Duke Fuqua	33%	33%	24%		–
Harvard Business School	80%	–	10%	5%	–
Michigan Ross	25%	–	–	20%	20%
MIT Sloan	33%	20%	–	22%	–
Northwestern Kellogg	30%	28%	25%	–	–
NYU Stern	25%	25%	25%	–	–
Stanford GSB	40%	20%	–	15%	–
UC Berkeley Haas	50%	25%	–	20%	–
UCLA Anderson	30%	40%	15%	–	–
UPenn Wharton	40%	30%	–	10%	–
UVA Darden	75%	–	10%	15%	–
Yale SOM	40%	33%	–	10%	–

According to each school’s Bloomberg Businessweek rankings profile, accessed March 2016 (as of publication of this guide, however, these data are no longer listed on the Bloomberg Businessweek Web site). Figures were not available for Chicago Booth or Cornell Johnson.

after it has proved to be successful—is not unusual. After all, another approach (or even inaction) may have produced an even better result.

Note that case-based learning is not specific to one academic discipline. Cases are available in finance, strategy, operations, accounting, marketing, and still other areas. Further, many cases are interdisciplinary, meaning that they address more than one area at a time, such as requiring students to think about how a financial decision might affect the operations of a manufacturing company or the ways in which a marketing decision might involve significant financial considerations. Importantly, students in case environments are often graded on their “contribution” to the class discussion (measured by the level of one’s participation in discussions and analysis, not on the frequency with which one offers “correct” answers), so the case method is not for those who are uncomfortable speaking in class. However, it can be incredibly helpful for those who want or need to practice and build confidence speaking publicly.

Lecture is the method of learning that is familiar to most people—the professor stands in front of the class and explores a theory or event, facilitating discussion and emphasizing and explaining key learning points. Often, students have read chapters of a textbook beforehand and have come to class with a foundation in the specific area to be examined that day. Although the case method gives students a context for a problem, those who favor lecture tend to believe that the case method is too situation specific and therefore prefer a methodical exploration of theory that they feel can be broadly applied across situations. In lecture classes, the professor and his/her research or theory are technically paramount, though students still participate, challenge ideas, and debate issues.

Note that at some schools, professors may alternate between cases and lectures within a single semester of classes.

Although the breakdown of teaching methodologies offered in *Bloomberg Businessweek’s* most recent profile of Haas designates that 50% of courses are taught through case studies and 25% are lecture (with 20% experiential learning), we learned that the program is actually more flexible than these percentages may imply. Professors can choose which method they prefer on a course-by-course basis, and while some classes are 100% case based, others rely more heavily on lectures. Professors often switch between lecture and case method within the framework of a given course, depending on the nature of the information for any given class.

Average GPA of Incoming Students (Class of 2017)	
Stanford GSB	3.75
Harvard Business School	3.66
UC Berkeley Haas	3.66
Yale SOM ¹	3.63
MIT Sloan	3.6
Chicago Booth	3.6
Northwestern Kellogg	3.6
NYU Stern	3.51
Columbia Business School	3.5
Dartmouth Tuck	3.5
UVA Darden	3.5
Cornell Johnson ¹	3.37
Duke Fuqua	NA
Michigan Ross	NA
UCLA Anderson	NA
UPenn Wharton	NA

¹ Median GPA listed.

Although experiential learning has always been an important component of the Haas curriculum, in 2010, the school made such learning a requirement for graduation. Students must now pick at least one Applied Innovation course from among the following options:

- **“Applied Data Analytics”**
- **“Cleantech to Market”**
- **“Design and Development of Web-Based Products and Services”**
- **“Haas@Work”**
- **“The Haas Socially Responsible Investment Fund”**
- **“Hedge Fund Strategies”**
- **“Influencing Consumers”**
- **“International Business Development”**
- **“Lean Launchpad”**
- **“Managing the New Product Development Process”**
- **“Real Estate Investment Analysis”**
- **“Social Lean Launchpad”**
- **“Social Sector Solutions”**
- **“The Startup Lab”**
- **“Strategic and Sustainable Business Solutions”**

Experiential opportunities include consulting for nonprofit organizations in “Social Sector Solutions,” developing a business model for a technology start-up in “Lean Launchpad,” and working with leading executives at such firms as Virgin America, Disney, and Wells Fargo through “Haas@Work.” In addition, courses such as “International Business Development” and “Influencing Consumers” focus on applying knowledge to real-world scenarios. “The Haas Socially Responsible Investment Fund” class offers hands-on experience developing trading strategies for financial, social, and environmental returns on a student-led fund valued at more than \$2M.

Given Haas’s focus on a collaborative learning environment, teamwork and group activities can make up a large portion of the class experience. At least a portion of the assignments for most courses is dedicated to group activities, and students often voluntarily form groups to aid in studying.

5. Academic Specializations/Recruitment Focus: Resources and Employers

Schools’ brands and reputations develop over time and tend to endure, even when the programs make efforts to change them. For example, many applicants still feel that Kellogg is *only* a marketing school and that Chicago Booth is *only* for people interested in finance, even though both programs boast strengths in many other areas. Indeed, this is the exact reason mbaMission started producing these guides in 2008—we wanted applicants to see

School	Top Industry for 2015 Graduates	% Entering the Industry
Chicago Booth	Financial Services	35.2%
Columbia Business School	Financial Services	37.1%
Cornell Johnson	Financial Services	34.0%
Dartmouth Tuck	Consulting	34.0%
Duke Fuqua	Consulting	32.0%
Harvard Business School	Financial Services	31.0%
Michigan Ross	Consulting	30.9%
MIT Sloan	Consulting	32.1%
Northwestern Kellogg	Consulting	34.6%
NYU Stern	Consulting	29.0%
Stanford GSB	Finance	31.0%
UC Berkeley Haas	Technology/Telecom	37.8%
UCLA Anderson	Technology	31.1%
UPenn Wharton	Financial Services	36.9%
UVA Darden	Financial Services	30.0%
Yale SOM	Consulting	29.3%

beyond these superficial “market” perceptions. Make sure you are not merely accepting stereotypes but are truly considering the breadth and depth of resources available at each school.

We have dedicated the majority of this guide to exploring the principal professional specializations for which resources are available at this particular school, and we encourage you to fully consider whether the MBA program meets your personal academic needs by supplementing the information here with additional context from the school’s career services office, by connecting with the heads of relevant clubs on campus, and perhaps even by reaching out to alumni in your target industry.

Do not merely accept stereotypes but truly consider the breadth and depth of resources available at each school.

Top Industries: UC Berkeley Haas	2015	2014	2013	2012	2011	2010	2009
Technology ¹	37.8%	43.4%	33.1%	31.0%	31.5%	30.9%	26.3%
Consulting	25.0%	26.4%	23.5%	20.7%	27.1%	23.8%	26.3%
Financial Services	15.0%	11.5%	15.4%	14.3%	15.8%	11.6%	14.5%
Health/Biotech/Pharma	6.6%	3.8%	6.6%	6.9%	7.4%	2.8%	9.5%
Energy	4.4%	3.8%	11.0%	7.4%	7.4%	11.0%	4.5%

¹ Listed in Haas’ 2015 report as Technology/Telecom.

With a culture of leading through innovation, Haas is essentially a school focused on management fundamentals, working to create innovative leaders across a broad spectrum of functions and industries rather than to carve out a reputation for a specialization in a particular industry. Not surprisingly, perhaps, given the school's close ties to Silicon Valley, a large percentage of Haas graduates tend to enter the technology industry each year.

In fact, technology held the top position among the industries the Class of 2015 entered, with 37.8% of graduates accepting a job in this field (includes telecom; 43.4% in 2014 and 33.1% in 2013). Technology has been the leading industry for Haas's emerging MBAs since 2009, when an equal percentage of graduates—26.3%—entered consulting. In addition, 14.4% of Haas's Class of 2015 accepted positions with a marketing function, down from 26.5% in 2014 and 21.3% in 2013.

The snapshot of some of the school's top employers for 2015 appears to bear out these trends:

- Adobe
- Amazon
- Bain & Company
- The Boston Consulting Group
- Deloitte
- eBay
- Facebook
- Genentech
- Goldman Sachs
- Google
- LinkedIn
- McKinsey & Company
- Morgan Stanley

The school's Career Management Group serves as a valuable tool for Haas's aspiring MBAs and the school's alumni alike. In fact, Haas was ranked number one internationally by *The Economist* in 2012, 2013, and 2014 for "diversity of recruiters." "The staff at our career services office is incredible," said a second year in a Haas online admissions chat. "They know us by name, by face, by background, and by our career goals. Whether you are still trying to figure [out] what industry you want to pursue to networking and interviewing with your target companies, they will sit down with you to practice interviewing, polish your resume, and just talk with you to help you form your plan to get the job or internship that is right for you."

With the mean base salary for recent graduates rising steadily for the past three classes, from \$116,045 for 2012's graduates to \$117,738 in 2013, \$121,816 in 2014, and finally \$123,403 in 2015, the work of the career

services personnel may be the reason Haas graduates have been able to weather the economic downturn so well.

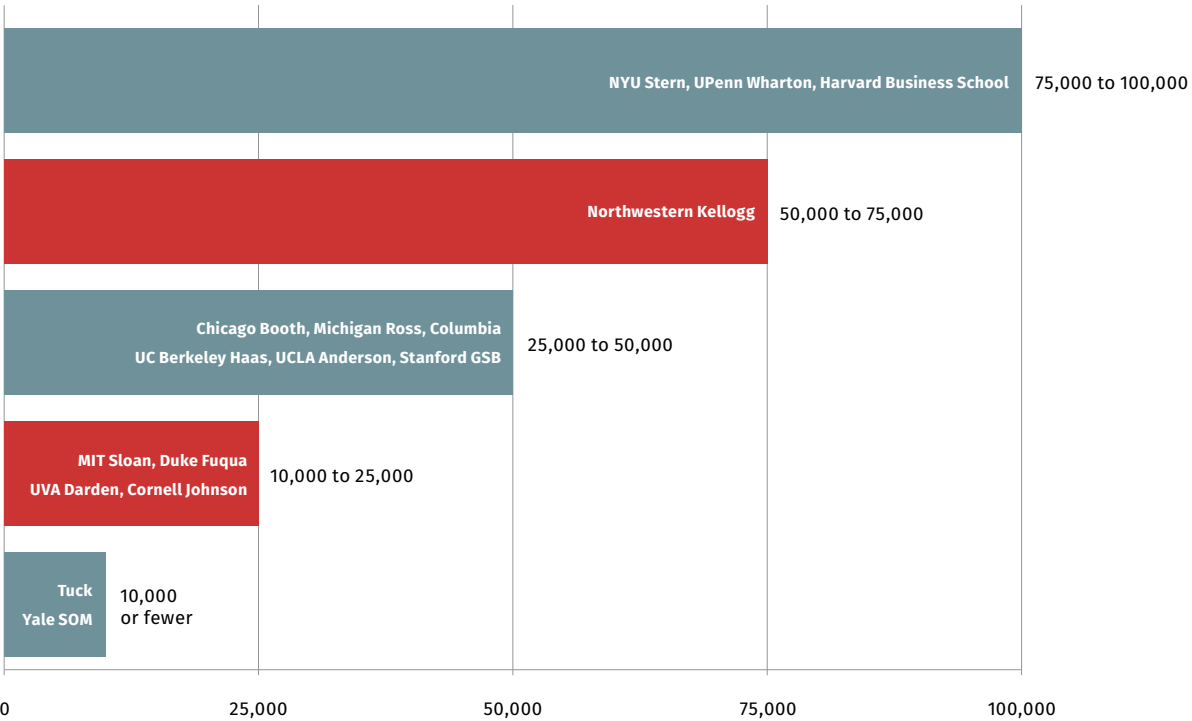
6. Alumni Base: Opportunities to Engage

The size and depth of a school’s alumni base may be important to you as you seek to break into a specific field or region/country. Some MBA programs have had large classes for many years and can therefore boast sizeable alumni networks, whereas other schools may have pockets of strength in particular parts of the world or in certain industries—or can claim a smaller but tighter-knit and more dedicated alumni network overall. For example, Dartmouth Tuck has a smaller absolute number of alumni than most top U.S. schools but has repeatedly been touted as having the highest rate of annual alumni giving, thanks to its very dedicated graduates.

Some schools boast sizeable alumni networks, while others have pockets of strength in particular regions or industries.

Alumni Base

Schools are listed in order from largest alumni base to smallest within each category.



Note: Some schools include MBA program graduates only in their alumni total; other schools may also include alumni from their part-time, executive, doctoral, and/or other programs, so totals may not be directly comparable.

Although acquiring detailed breakdowns of a school's alumni base is sometimes difficult, you may want to consider whether the school you are targeting has alumni clubs in your chosen professional area (i.e., some schools have industry-specific alumni groups) or preferred post-MBA location. Furthermore, if you are determined to live in a particular city/country/region after graduating, then earning your MBA in or near that area, if possible, may be a good idea, so that you can more easily connect with local alumni while you are in school—particularly if you want to pursue a niche professional area and do not expect to participate in on-grounds recruiting. Of course, technological developments have greatly facilitated outreach, meaning that alumni are no longer a flight or long drive away, but are now just a phone call, email, text, or even Skype session away.

Numbering over 37,000, Haas alumni can be found in all 50 U.S. states and more than 80 countries around the globe. The Haas Alumni Network (“HAN”) was founded in 1954 and serves students and alumni through a variety of resources, such as networking events, career guidance, and online offerings. Alumni stay connected through nearly 40 regional chapters in the United States and more than 90 regional chapters throughout the world. In addition, 15 affinity groups, ranging from Venture Capital Alumni to Energy to Gay, Lesbian, Bisexual, and Transgender Alumni, are available in the San Francisco Bay Area, and the school supports 15 virtual affinity groups online.

Social networking has proved to be a boon to alumni interaction, with Haas alumni connecting through LinkedIn and Facebook. HAN also offers alumni access to Haas@Cal, a password-protected, online social and professional networking site where alumni can create blogs, send group emails, and create group event calendars.

Alumni relations events are both social and professional in nature, and “there are, on average, Haas alumni events happening six out of seven days a week all over the world,” boasts the school's Web site. Each semester, the Haas Alumni Relations Office hosts a networking event designed to bring together the school's MBA students and graduates in the Bay Area. Mixers, picnics, reunions, and sporting events such as the annual Haaski Open Golf Tournament, as well as webinars, seminars, and speaker series, can all be found on HAN's alumni calendar.

The career services arm of HAN includes more than 4,000 alumni who have offered their expertise as career advisors. The Alumni Jobs weekly e-newsletter communicates job postings and career programs to interested, subscribed alumni around the world. Regularly hosted webinars, such as “Career Fitness in Turbulent Times,” “Making Your Job Search Go Faster,” “Progressing in Your Organization,” and “How to Connect with [the] Haas Alumni Network” also provide graduates with career development guidance throughout the year. Moreover, alumni have lifetime access to Haas's Thomas J. Long Business Library and are allowed to audit one course per semester for free.

Although the school's small class size makes for a comparatively smaller than average alumni base, a second-year student reported to mbaMission that this does not pose any problems. Networking opportunities still abound in this tight-knit community.

7. Facilities: Shaping the Academic/Social Experience

When contemplating an MBA program, do not overlook the school's facilities. Renovations, upgrades, and new construction are all regular occurrences on school campuses these days, as some programs increase their square footage while others unify disparate areas or refresh existing spaces. Some schools boast on-campus housing or elite athletic facilities, others have established new green spaces and meeting rooms, and still others have refurbished or added classrooms, theaters, libraries, and other such resources. Keep in mind, though, that just because a school has not updated or added to its facilities in recent years, this does not mean that its offerings are outdated or subpar; the lack of updates may simply be because none have been needed or the school has invested in other aspects of its program instead. A campus visit is always the best way to evaluate firsthand what a school has to offer, but we nonetheless dedicate this space to a discussion of the facilities available at this particular program.

If a school has not made updates to its facilities in recent years, perhaps none were needed or the school has invested in other aspects of its program instead.

Opened in 1995, the 200,000 square foot Haas School of Business building was designed by renowned architect and former chair of UC Berkeley's department of architecture Charles Moore. Intended to reflect the Haas program's sense of community and collaborative spirit, the building is a mini campus comprising three connected wings that surround a central courtyard.

In addition to classrooms, laptop docking sites, video conference stations, and the Chetkovich Career Center, the Haas building houses a computer center, the Fisher Center for Real Estate and Urban Economics, the Lester Center for Entrepreneurship and Innovation, and the Institute for Business Innovation. The 50,000-square-foot Thomas J. Long Business Library encompasses two floors of one wing of the building.

One enters the Haas minicampus through the Gothic-inspired Cronk Gate, which leads to the central courtyard, the location of many of the school's social activities. Students can grab lunch at the FIFO@Haas café or at the Bank of America Forum and, thanks to the area's temperate climate, can often enjoy their meal in the sunshine. Consumption Functions (monthly Friday-night gatherings; see the Social/Community Life section for details) and tailgating for UC football games also take place in the courtyard.

In February 2010, Dean Lyons unveiled the Haas School of Business Strategic Plan. Among the plan's three areas of strategic focus is "Transform Our Haas Campus." The master plan to physically make over the

campus—as part of the Campaign for Haas, a \$227M capital plan which was officially completed in 2013 but remains open for willing participants—is intended to increase the focus on teamwork and innovation. In addition to the renovated café, planned facilities will include a new workspace, an expansion that will house more classrooms, and executive education facilities.

One of the first completed elements of the transformation, opened in January 2010, is the Koret Interactive Learning Center, a 70-seat tiered classroom with two breakout rooms that includes state-of-the-art teaching technology, such as a high-tech lectern, white boards, and video conferencing capabilities. In addition, renovations to the Thomas J. Long Business Library intended to facilitate group interactions—such as the installation of glass partitions to create new conference space and group study rooms—took place in early 2010.

After completing the installation of a new climate control system in its Cheit classrooms, Haas began the first stages of construction of its campus expansion in December 2012. In spring 2013, the school opened its renovated courtyard, which encompasses a more flexible outdoor area and includes several landscaping and outdoor seating improvements adding 16 tables and 64 chairs. The school's Web site describes this courtyard and adjoining library space as a “super-collider” to facilitate social interaction and learning.

In December 2014, Dean Lyons announced that the initial steps toward the construction a new facility, the North Academic Building, had been taken. The building, made possible by \$60M in private donations, will have six stories and encompass nearly 80,000 square feet, including four experimental learning areas, eight lecture rooms, a 300-seat event area, and 28 study rooms. The building is expected to be ready for use in the fall of 2016.

The other two components of Haas's Strategic Plan include “Redefine the Business Graduate” and “Realize Our Intellectual Future.” Haas plans to accomplish the former through changes to the curriculum such as the BILD program (described in the Curriculum section) that will further the goal of developing innovative leaders. Institutes such as the Center for Teaching Excellence and the Institute for Business Innovation will assist with accomplishing the latter component by developing think tanks and better using the Haas faculty, and by expanding programs to better fulfill the school's mission: “To develop leaders who redefine how we do business.”

8. Rankings and Reputation: Important Metrics or Arbitrary Measures?

MBA rankings should always be viewed with a healthy dose of skepticism, given that they can fluctuate dramatically from year to year and from publication to publication. For example, if you had relied on the *Financial Times*' rankings to choose the Yale School of Management as your business school in 2011 because of the program's position at number seven, you probably would have been disappointed to see the school then slide down to number

12 just one year later before rebounding to number nine the following year. Similarly, if you had selected UC-Berkeley Haas in 2004, when it was number 17 in *Bloomberg Businessweek*'s ranking, you would have been delighted to see the program rise to number eight in 2010 before it slipped out of the top ten again to number 13 in 2012.

Can an MBA program—which is made up of so many moving parts—really change so much in just one or two years? Furthermore, how can one reconcile that UVA Darden is in the second position (among U.S. programs) in *The Economist*'s rankings but is 11th in the *U.S. News & World Report* rankings, 12th in the *Bloomberg Businessweek* survey, and 14th in the *Financial Times*' ratings—all at the same time? Or that Stanford GSB holds the 11th position on *The Economist*'s list but is seventh in the *Bloomberg Businessweek* rankings, third in the *Financial Times*' survey, and second in the *U.S. News* rankings? Or that UPenn Wharton is number two in the *Financial Times*' rankings, number four according to *U.S. News*, and number five in *Bloomberg Businessweek* but is only number eight in *The Economist*'s survey?

An MBA ranking that appears to be gaining in popularity, according to feedback we have received from candidates in recent years, is from *Poets&Quants*, which aggregates what it considers the top five MBA surveys (from *Bloomberg Businessweek*, *The Economist*, the *Financial Times*, *U.S. News & World Report*, and *Forbes*) to create a kind of composite ranking. Of course, the various surveys should and likely will provide some context for your decision, but resist the temptation to choose a school based on rankings alone, because rankings may ultimately betray you—possibly even before you graduate.

One thing to keep in mind, particularly for international students, is that a school's reputation domestically can be quite different from its reputation abroad. Years ago, mbaMission worked with an international candidate who was accepted into the MBA programs at Cornell Johnson and Dartmouth Tuck. When this individual shared the good news with his manager, his manager said, "I thought you would have gone to an Ivy League school like Princeton!" Of course, Dartmouth and Cornell *are* in fact Ivy League institutions, and Princeton does not even have an MBA program—the manager's reaction illustrates how possible misconceptions can arise. So, after considering an MBA program's strengths, you might factor in that some schools have greater brand power in certain parts of the world, especially if you plan to live and work abroad after you complete your studies.

We advise you to consider your MBA a long-term investment that will pay dividends throughout your life, and such an investment should be based on more than a one-time ranking. In fact, most MBAs who are five to ten years out of school are not even aware what their school is now ranked. Perhaps more importantly, if you were to ask one whether the school's position in the rankings has any effect on his/her career, the response would certainly be an impassioned "No!"

The various surveys should and will provide some context for your decision, but resist the temptation to choose a school based on rankings alone.

U.S. Ranking: UC Berkeley Haas	2017	2016	2015	2014	2013	2012	2011	2010	2009
Poets&Quants	NA	NA	8	10	10	9	9	9	NA
U.S. News & World Report	7	7	7	7	7	7	7	7	NA
Bloomberg Businessweek ¹	NA	NA	9	19	[14]	14	[8]	8	[10]
Financial Times	NA	5	7	8	7	7	13	12	16
The Economist	NA	NA	5	5	3	6	5	3	1

¹ Until 2015, Bloomberg Businessweek released rankings every two years (in November), so numbers in brackets represent carryover from the previous year’s ranking.

Haas regularly places among the top ten in several of the popular business school rankings. The program moved up two spots domestically in the 2016 *Financial Times* survey, from seventh to fifth, as well as three places internationally, from tenth to seventh. In *The Economist’s* 2015 rankings, the school remained in the fifth spot in the United States for the second year in a row and climbed a spot internationally, landing at sixth. *Poets&Quants*, in its 2015 ranking of U.S.-based MBA programs, ranked Haas eighth, two spots higher than in 2014. The most remarkable recent shift in rankings for Haas came in the 2015 *Bloomberg Businessweek* survey, where the school rose ten spots from last year, entering the top ten again at ninth place after falling out in 2012.

Haas once again maintained its position at number seven in the United States in the 2017 *U.S. News & World Report* rankings, where it has stood since at least 2010. In addition, the school appears in the following 2017 *U.S. News* specialty rankings: nonprofit (4), entrepreneurship (5), finance (7), international (3, tied with Thunderbird School of Global Management), management (7), marketing (9), information systems (14), and part-time MBA (1). In addition, in the Princeton Review’s 2016 evaluation of U.S. MBA programs, Haas was rated third (out of 295 schools) for Toughest to Get Into, and number six for Best Career Prospects.

A second-year student with whom mbaMission spoke noted Haas’s gradual rise in the rankings in recent years, saying, “Rankings certainly matter and are one aspect of consideration while choosing schools to apply to. We ... care about rankings and feel a sense of pride when we know that the school is climbing the ranks. I think everyone wants to be associated with a better program, and if the reputation of the school improves, it will hopefully benefit everyone in the long run in their careers.” Offering a slightly different perspective, a first year we interviewed remarked, “Haas is a top ten program in most rankings. There have been some fluctuations on certain publications, but I do not feel that the current students and alumni I have interacted with share the sentiments of the publication.”

Poets & Quants (2015)	
1	Harvard Business School
2	Stanford GSB
3	Chicago Booth
4	UPenn Wharton
5	Northwestern Kellogg
6	Columbia Business School
7	MIT Sloan
8	UC-Berkeley Haas
9	Dartmouth Tuck
10	Yale SOM
11	Duke Fuqua
12	UVA Darden
13	Michigan Ross
14	UCLA Anderson (tie)
14	Cornell Johnson (tie)
16	NYU Stern
17	UNC-Chapel Hill Kenan-Flagler
18	UT Austin McCombs
19	Carnegie Mellon Tepper
20	Emory Goizueta

U.S. News & World Report (2017)		Bloomberg Businessweek (2015)	
1	Harvard Business School	1	Harvard Business School
2	Stanford GSB (tie)	2	Chicago Booth
2	Chicago Booth (tie)	3	Northwestern Kellogg
4	UPenn Wharton	4	MIT Sloan
5	MIT Sloan (tie)	5	UPenn Wharton
5	Northwestern Kellogg (tie)	6	Columbia Business School
7	UC-Berkeley Haas	7	Stanford GSB
8	Dartmouth Tuck (tie)	8	Duke Fuqua
8	Yale SOM (tie)	9	UC-Berkeley Haas
10	Columbia Business School	10	Michigan Ross
11	UVA Darden	11	Yale SOM
12	Duke Fuqua (tie)	12	UVA Darden
12	Michigan Ross (tie)	13	UCLA Anderson
14	Cornell Johnson	14	Dartmouth Tuck
15	UCLA Anderson	15	Emory Goizueta
16	UNC-Chapel Hill Kenan-Flagler (tie)	16	Cornell Johnson
16	UT Austin McCombs (tie)	17	UNC-Chapel Hill Kenan-Flagler
18	Carnegie Mellon Tepper	18	Carnegie Mellon Tepper
19	Emory Goizueta	19	Rice Jones
20	NYU Stern	20	UW Foster

Financial Times (2016) ^{1,2}		The Economist (2015) ^{1,3}	
1	Harvard Business School	1	Chicago Booth
2	UPenn Wharton	2	UVA Darden
3	Stanford GSB	3	Dartmouth Tuck
4	Columbia Business School	4	Harvard Business School
5	UC-Berkeley Haas	5	UC-Berkeley Haas
6	Chicago Booth	6	Northwestern Kellogg
7	MIT Sloan	7	UCLA Anderson
8	Northwestern Kellogg	8	UPenn Wharton
9	Yale SOM	9	NYU Stern
10	NYU Stern	10	Columbia Business School
11	Michigan Ross	11	Stanford GSB
12	Duke Fuqua	12	MIT Sloan
13	Dartmouth Tuck	13	Yale SOM
14	UVA Darden	14	Duke Fuqua
15	Cornell Johnson	15	Cornell Johnson
16	Carnegie Mellon Tepper	16	Emory Goizueta
17	UCLA Anderson	17	Michigan Ross
18	UNC-Chapel Hill Kenan-Flagler	18	IU Kelley
19	Georgetown McDonough	19	Carnegie Mellon Tepper
20	UT Austin McCombs	20	OSU Fisher

¹ Excludes international schools and reranks only U.S. schools.

² The Financial Times ranks UC Berkeley Haas 7 internationally.

³ The Economist ranks UC Berkeley Haas 6 internationally.

University of California, Berkeley

Haas School of Business

Summary

The school of business at UC Berkeley was originally founded in 1898 and is the oldest public business school in the country. After receiving a 1989 gift to support the construction of the business school building, the school was named after former Levi Strauss & Co. chairman Walter A. Haas (BS 1910). In doing research for this guide, we learned that the environment at Haas is collaborative, rather than cutthroat, and that teamwork and group projects are emphasized. Despite its small size, the school has a diverse student body, with more than 35% to 45% of each incoming class typically made up of international students (40% for the Class of 2017, 43% for the Class of 2016, and 37% for the Classes of 2015 and 2014). Haas appears to benefit from its location in the heart of the San Francisco Bay Area and its proximity to Silicon Valley. Innovation and forward-thinking entrepreneurship are apparent throughout its curriculum.

The majority of the first year of the Haas MBA program focuses on core courses. The fall and spring semesters primarily encompass four quarters of required classes—ranging from “Operations” to “Data and Decisions” to “Leading People”—and form a general management foundation for the school’s first-year students. By the start of the Spring A quarter, students may begin to take at least two elective classes in addition to their core coursework, and their second year is made up entirely of electives. One second-year student described the progression of coursework to mbaMission by saying, “For me, the second year has been much more about specialization, while the first year was about gaining a broad overview. The first year was about breadth, and the second year is about depth.”

A second year we interviewed called Haas “the West Coast MIT,” and the school’s former director of admissions, Peter Johnson, described the school in a January 2010 online admissions chat as “collaborative, innovative, forward thinking and action oriented.” Through its philosophy of leading through innovation, Haas works to develop graduates who are leaders capable of challenging convention and of thinking innovatively across a variety of disciplines. Ideally, students in the program will, through their coursework, gain a greater understanding of their own capabilities as leaders, as well as of how to manage complex projects by viewing traditional problems with fresh eyes.

Innovation appears to be the underlying theme of all ventures at Haas. In the school’s 2010 strategic plan, Dean Richard Lyons stressed that Haas would continue to refine its view of the “innovative leader” and work across all divisions to create those leaders. Declares the strategic plan’s summary and the school’s mission statement, “Our archetype is the *Innovative Leader*, which has four parts: They **build enterprises** powered in **every business area** by **new ideas** put into **action**” (emphasis in original).

The phrase “leading through innovation” is found repeatedly throughout Haas’s marketing materials. The development of skills that allow graduates to “seize opportunities, challenge conventional wisdom, and act creatively” is, says the school’s Web site, what distinguishes a Haas MBA. Rather than focusing on producing graduates who are capable of succeeding only in specialized fields, such as finance or marketing, Haas has developed a program to create leaders who are innovative and display what the school consistently emphasizes as “confidence without attitude”—one of the school’s core values.

The Dean

Richard “Rich” K. Lyons, an undergraduate alumnus of UC Berkeley (’82) and a Haas finance professor, was appointed dean of the business school in July 2008 after a stint as chief learning officer at Goldman Sachs. In the wake of the financial crisis, Lyons sought to rethink the societal impact of business education, stating in a 2010 article in the *San Francisco Chronicle*, “We have been a lot less deliberate than we need to be about the norms and values that we are reinforcing, whether it’s about career choice or thinking about one’s role in society and the way one manages and leads.”

Although his academic background is in examining currency markets and international finance, Lyons has since shifted his research focus to the relationship between leadership and innovation in organizations. To this extent, he has helped guide Haas’s strategic emphasis on producing what he describes as “path-bending” business leaders. In a 2011 video on the school’s Web site, Lyons lists a number of pathways that he says “cannot remain linear” over the course of the next century—including health care expenditure, public education, access to safe water around the world, the economics of aging, energy use, climate, and obesity—adding, “these unsustainabilities are at the same time enormous commercial opportunities.”

As part of this vision, Haas underwent a major curriculum overhaul beginning in 2010, with the addition of BILD (discussed in the Curriculum section). In a 2011 interview with *Poets & Quants*, Lyons explained, “At Haas, we want to tether our vision around sustainability because it feels like a defining feature of our time.” In addition, between 2010 and 2013, Lyons oversaw the completion of a \$277M fundraising campaign called Campaign for Haas to accomplish three strategic goals: to refocus the school’s curriculum on “leadership through innovation,” to transform campus facilities, and to expand the school’s research faculty.

Even before assuming his responsibilities as dean, Lyons garnered recognition as an innovative business educator inside the classroom. In 1998, he was the recipient of UC Berkeley’s Distinguished Teaching Award, one of the university’s highest honors, and has received Haas’s Cheit Award for Excellence in Teaching six times.

Professional Specializations

Consulting

In 2015, 25.0% of Haas's graduates entered positions in the consulting industry (26.4% in 2014 and 23.5% in), which was the second most popular area that year, after technology. Many students come to Haas with a consulting background, and such first-year core classes as "Operations" and "Strategic Leadership" help provide students with a foundation upon which to build a consulting emphasis. Given that consultants should possess good communication skills, "Leadership Communication" is another core course that is key for students interested in pursuing a role in this field.

With respect to electives, Haas offers roughly 16 in this study area. Classes such as "Designing Financial Models That Work," "Marketing Research," "Managerial Accounting," "Corporate Financial Reporting," and "Financial Information Analysis" could all benefit aspiring consultants. In addition, strategy courses such as "Strategic Brand Management," "Competitive and Corporate Strategy," and "Strategy, Structure and Incentives" are recommended for those interested in consulting.

Many classes and resources at Haas are designed to allow students to fully examine the consulting industry. In the International Business Development program (discussed more fully in the International Business section), for example, students spend a semester working in teams to assist an international client with projects such as market studies or business plans and then travel to the client's home location to complete their work. In the "Social Sector Solutions: Social Enterprise" course, which is co-taught by McKinsey & Company director Paul Jansen, groups of students team with McKinsey consultants to support Bay Area nonprofit clients. In addition, the student-run club Berkeley Solutions Group (BSG) affords Haas's aspiring MBAs "real-world" consulting experience. BSG members provide services such as strategy recommendations, feasibility studies, and market research for both for- and nonprofit clients.

In the experiential learning program Haas@Work, which one second-year student described to mbaMission as "awesome, really great, a really cool experience," students work in teams of 10-15 with executives at national and international corporations on a problem of the client's choosing. Participating students offer recommendations for the target problem, and once the company chooses its preferred recommendation, the students work to implement their plan over the subsequent 100 days. Organizations participating in past Haas@Work projects include Safeway's IT Innovation Group, SAP's Global Business Incubator, Abbott Diabetes Care, U.S. Bank, PayPal, Dow Corporate Ventures, Gracenote, Del Monte, the Walt Disney Company, Panasonic Corporation, Clorox, Wells Fargo Bank, Visa, and Cisco Systems.

The mission of the Haas Consulting Club (HCC), according to the organization's site, is to help students gain exposure to the field and assist them in finding a suitable position in the industry. HCC provides its members resources necessary for successful networking and recruiting. For example, first years can take advantage of the club's

Consulting Boot Camps, which take place a number of times during the academic year; the boot camps' timing is intended to help prepare students for their summer internship searches by allowing them to practice consulting cases before they must begin interviewing with firms.

In addition, the HCC hosts a Firm Night each fall at which graduating students can network with industry professionals and learn more about how specific companies work. HCC's case interview preparation assistance is likely an invaluable resource for members as well, considering that experience in the case method is key for those students pursuing positions in this industry.

Major consulting firms regularly recruit at Haas. The school's list of top hirers for the Class of 2015 includes Accenture, Bain & Company, the Boston Consulting Group, Deloitte, and McKinsey & Company. Other firms in this field that have recruited at the school in recent years include A.T. Kearney, LEK Consulting, Infosys Consulting, PricewaterhouseCoopers, and ZS Associates.

Entrepreneurship, Private Equity, and Venture Capital

The innovative environment of the San Francisco Bay Area and the school's proximity to Silicon Valley make Haas a good fit for students interested in entrepreneurship. And as a second year pursuing entrepreneurship told mbaMission, Haas is a "great place to meet others who want to start a company right out of school." The school's Web site notes that "the San Francisco Bay Area has long been a hotbed for new business creation," and as a result, Haas "remains one of the world's leading centers for the study and practice of entrepreneurship."

In addition to courses such as "Lean Launchpad," "New Venture Finance," and "Business Model Innovation and Entrepreneurial Strategy," the entrepreneurship curriculum includes the class "Opportunity Recognition: Technology and Entrepreneurship in Silicon Valley," which is described on the school's site as especially suited to students planning on founding or operating start-up companies "in a setting of rapid technological change and limited resources." Although Haas no longer offers certificates, Entrepreneurship is one of the school's 11 Areas of Emphasis. Incorporating both experiential learning and traditional coursework, the Area of Emphasis in Entrepreneurship is designed to provide students with the skills necessary to launch their own business or start a career in the venture capital industry.

Haas's Lester Center for Entrepreneurship is the school's home for entrepreneurial studies. Founded in 1991 through a gift from W. Howard Lester, former chairman of Williams-Sonoma and Haas Emeritus Advisory Board member, the center combines experiential and traditional academic learning through coursework, competitions, and entrepreneurial forums. The Lester Center lays out a plethora of courses for those interested in entrepreneurship that leads students through the process of preparing to launch a new venture.

The Lester Center also offers several business development competitions each year, such as the Global Social Venture Competition, though its primary event is LAUNCH (formerly known as the UC Berkeley Startup Compe-

tion). In 2015, this annual competition—which was founded in 1999 and is open to teams that include at least one member affiliated with either UC Berkeley or UC San Francisco—attracted approximately 100 entries and 300 student and alumni attendees from the two schools. Teams vied for a \$25,000 grand prize and a runner-up award of \$15,000. All teams, including semifinalists, were also eligible for a \$5,000 Faculty Choice award and a \$5,000 Audience Choice award.

The judges assessed the plans based on the attractiveness of the business model, the quality of the proposed product, the market opportunity the venture offered, the team members' qualifications, and the venture's overall appeal. First place went to Transcense, a group conversation mobile application for hard-of-hearing individuals, while the runner-up was Xendit, a global money transfer application. DeviceFarm, which has designed a nail fungus removal device, was named the Faculty Choice, while online learning improvement software Optucourse claimed the Audience Choice award.

A total of 38 teams competed in the semifinals at Haas in April 2014, with eight finalists presenting their plans to a panel of judges made up of venture capitalists and entrepreneurs. The grand prize-winning team, ReMeeting—which also won the information technology and Web track—is a scheduling and personal assistant application. The 2014 People's Choice Award went to ViVita Technologies, which developed an animal-derived heart valve replacement process, and the Elevator Pitch Award recipient was SmartBod, which proposed a new implementation technology in women's sex toys.

The Lester Center's Berkeley Entrepreneurs Forum regularly connects Haas and UC Berkeley students—as well as the general public—with successful entrepreneurs by bringing these practitioners to campus as speakers and panel discussion participants. The 2015–2016 forum series began with a networking reception and a panel presentation entitled “Angel and Venture Capital Financing Overview.” The panel, which was moderated by a partner at Fenwick & West LLP, examined current trends in early-stage financing. A 2014–2015 forum event was titled “The Other F Word: Failure and How Successful Leaders Put It to Work” and featured two Lester Center senior fellows as speakers.

Forum events in 2013–2014 included “The Sharing Economy,” which, in addition to featuring three prominent entrepreneurs, offered a networking reception showcasing successful start-up companies in the area, such as Yerdle, City CarShare, Collaborative Housing, and Getaround. An early 2013 forum event titled “The Power of Mobile in Emerging Markets” similarly offered a networking reception, followed by a panel discussion. The vice president of Gray Ghost Ventures moderated the panel, which also featured the CEO of Medic Mobile, the chief operating officer of Range Networks, and the CEO of PharmaSecure as speakers.

The Haas Venture Fellows Program is also available through the Lester Center and offers students the opportunity to perform actual project work for local venture capital firms for academic credit. Students in this highly selective program have completed projects with such firms as Bessemer Venture Partners, Morgenthaler, Trinity Ventures, and Sequoia Capital. Venture Fellows also participate in the program's Pitch Lab, in which budding entrepreneurs

from within the UC Berkeley community can practice their pitches and receive feedback and advice. In addition, the program organizes events to facilitate networking between its fellows and practicing venture capitalists in the area.

Students interested in starting their own business can apply to participate in the SkyDeck startup accelerator (previously the Berkeley Entrepreneurship Laboratory, and before that the Berkeley Business Incubator, originally founded in 1997). According to a second year with whom we spoke, SkyDeck is a joint venture between the university's College of Engineering and the Office of Technology Transfer. The Haas portion of SkyDeck, noted the student we interviewed, occupies "the entire penthouse of the tallest office building in downtown Berkeley." SkyDeck offers 10,000 square feet of space, including offices, a reception area, and conference and meeting spaces, and at its inception housed nine ventures. Students involved in entrepreneurial pursuits at SkyDeck also have access to telecommunication services such as flat-panel monitors, wireless Internet, whiteboards, podiums, and conference areas.

Aspiring MBAs who would like to serve as mentors to other future business leaders may be interested in the offerings of the Center for Young Entrepreneurs at Haas, also known as YEAH. The YEAH program pairs MBA students (and UC Berkeley undergrads) with students in the Bay Area in grades 9 through 12, whose skills and confidence are bolstered through the mentors' support. Since the late eighties, YEAH has worked to both foster the entrepreneurial spirit of these local youth and provide a campus experience for kids who may not otherwise consider attending college or pursuing a career in business.

The Berkeley Entrepreneurs Association (formerly the Haas Entrepreneurs Association) states on its site that its mission is to "be the comprehensive guide and helper for everything happening at UC Berkeley related to entrepreneurship." With more than 900 members, the group is one of the largest student organizations on campus, hosting regular roundtables and tours of local businesses.

Students at Haas can select from 15 courses that focus specifically on venture capital or private equity, such as the aptly named "Venture Capital and Private Equity." Moreover, noting that both venture capital and private equity have foundations in investment banking, the school directs students with an interest in either area to certain electives related to the latter field, including "Mergers and Acquisitions: A Focus on Creating Value," "Corporate Finance," and "Negotiations and Conflict Resolution."

The annual UC Berkeley Venture Capital Investment Competition (VCIC) is described on the Lester Center's site as a "reverse business plan competition," meaning that rather than playing the role of innovator and submitting a plan for a new business idea, students act as venture capitalists and compete by judging new ventures and deciding which potential investments to "fund." Actual, real-world investment opportunities are scrutinized, and seasoned venture capitalists judge the competing students on their decision making. Open to all graduate students—who participate in groups of five—the competition typically draws more than 150 entrants, though only six teams are

selected to compete. Winners at Haas proceed to the regional finals at the University of Southern California and if successful there, then advance to the international competition at the University of North Carolina in the spring.

The school's teams in 2012, 2014, and 2016 won first place in the regional round of the VCIC, going on to compete at the international finals hosted by the University of North Carolina. In 2013, the Haas team Green Flash Ventures took second place in the regional competition.

Approximately 21 faculty members teach entrepreneurship-related courses as well as those pertaining to private equity and venture capital. Despite the school's offerings in these latter areas, however, Haas students do not appear to enter these fields in large numbers immediately after graduating. In fact, no hiring percentages specifically for private equity or venture capital have been presented in the school's employment reports for the past four graduating classes (2015, 2014, 2013, 2012).

Haas alumni have started such ventures as IndieGoGo, BARE Magazine, Google Earth, Revolution Foods, Aurora Biofuels, and Acumen Medical. Unfortunately, Haas does not typically release the percentage of graduates in each class who started their own companies.

Finance

In 2015, 15.0% of Haas students entered the financial services industry after graduation. After this figure originally showed a downward trend from 2007 (23%) to 2010 (11.6%)—likely related to the economic turmoil of this period—data from more recent graduating classes (11.5% in 2014, 15.4% in 2013, and 14.3% in 2012) had seemed to indicate that opportunities in finance may be rebounding for Haas's MBAs. We believe this area continues to be a robust element of the Haas program, which prepares students for careers in investment banking, investment management, hedge funds, and economic development, as well as venture capital and private equity.

As we have noted, Haas does not have majors, but Finance is one of 11 Areas of Emphasis offered within the school's curriculum of general management fundamentals. Students interested in this industry can focus their studies on key areas, such as corporate finance, asset management, financial institutions and markets, financial economics, and investment strategy. After completing the finance-related courses in Haas's required core, including "Introduction to Finance" and "Financial Accounting," students may choose from nearly 50 electives in this study area, including "Corporate Finance," "Financial Institutions and Markets," and "Investment Strategies and Styles." The "Behavioral Finance" course examines market anomalies as well as the "winner's curse" and certain investor characteristics, such as overconfidence.

The Haas Finance Club has many offerings to round out a concentration in the field. For example, the club hosts recruiting trips to Wall Street, happy hour functions with alumni, Friday visits to local firms, and informational sessions on specific careers and companies.

The Investment Club at Haas is reportedly very active, holding stock pitch sessions, assisting students with interview skills, and offering members the opportunity to practice their pitches. Club events offered during the 2015–2016 academic year include an investment management lunch and a trek to Franklin Templeton Investments in San Mateo, California. The club also coordinates an annual career trek to Los Angeles, enabling members to visit firms there such as Capital Group, Dimensional Fund Advisors, Oaktree Capital Management, Canyon Capital Advisors, and PIMCO.

During the 2014–2015 school year, the club offered such events as a conversation with the founder of Muddy Waters Research, and a teach-in on using the Bloomberg terminal computer system..

Other Investment Club events in recent years have included a practitioner teach-in with the founder/chairman of Libertad Bank and a partner/director of research at Palo Alto Investors, LLC; a presentation titled “From Potential to Action: Bringing Social Impact Bonds to the US” by the CEO of The Roberts Enterprise Development Fund; a student and alumni spring networking mixer; career treks to such firms as New Island Capital Management, Litman Gregory Asset Management, Weintraub Capital Management, and Dodge & Cox; a roundtable lunch with representatives from Franklin Templeton Investments; and a talk titled “The Dangers of Insider Trading,” given by a former professional stock trader who was arrested for insider trading and was facing 9–11 years in prison.

In 2015, a group of 20 students from Haas joined other aspiring MBAs students from business schools around the country for an annual visit to meet Warren Buffet, the “Oracle of Omaha,” in person. The trip included a tour of local companies, including Oriental Trading Company and Nebraska Furniture Mart, as well as lunch and a question-and-answer session with Buffett.

The Haas Web site lists more than 40 members in the school’s finance department. Top hiring firms for Haas students in 2014–2015 include PayPal, Citibank, Goldman Sachs, Visa, and Morgan Stanley. In the past, Barclays, Credit Suisse, Deutsche Bank, J.P. Morgan, and UBS have also recruited the school’s graduates.

Health Care and Biotechnology

The Health Management Program at UC Berkeley dates back to 1948, when the school formed a graduate program in hospital administration. Berkeley’s School of Public Health was the first such program west of the Mississippi. Responding to changes in the health care field and in hospital administration, in 1982, the School of Public Health at UC Berkeley joined with Haas to offer a dual MBA/Master’s of Public Health (MPH) degree. The MBA/MPH is a 2.5-year program, during which students take courses at both schools and typically complete two summer internships in the health care field before graduation. Haas’s Graduate Program in Health Management states on its Web site that a holistic approach to education in health management and policy issues is the best way to prepare graduates for the leadership challenges of “diverse and often contradictory perspectives across the health industry.”

Haas students not interested in the MBA/MPH path but who still wish to pursue a career in this field can focus instead on the school's Area of Emphasis in Health Management. Suggested electives in this study area include "Healthcare in the 21st Century," "Innovations in Healthcare," and "Health Care Finance." In "Innovation in Healthcare," students act as health care venture capitalists. Entrepreneurs in health care present to the students the latest innovations in information technology, the delivery of health care services, and medical devices. After these pitches, the class decides whether to "buy" or "sell" the idea presented, explained a second year we interviewed, with students viewing the field in terms of new innovations on the horizon as well as from the perspective of investment in health care and biotechnology.

Regarding the MBA program's health care resources, a second year told us, "While academics are great, the majority of the benefit is through the clubs." The Haas Healthcare Association is a student-run organization that was formed in 2007 when Healthcare@Haas and the Berkeley BioBusiness Association merged into one group. Each year, the association organizes career treks to firms such as Gilead Sciences, Genentech, and Castlight Health. It also offers an annual Firm Night, at which members can learn more about different career options within the biobusiness and health care fields by meeting firsthand with participating recruiters from some of the country's major firms. Corporate participants at Firm Nights have included representatives from such health care-related organizations as McKesson, Gilead Sciences, Kaiser Permanente, Deloitte Consulting, Genentech, Castlight Health, FSG, Abbott Laboratories, Amgen, Life Technologies, Oynx Pharmaceuticals, and Stanford Hospital.

A second year serving as co-president of the Haas Healthcare Association told mbaMission that she chose the school for her MBA in large part because of its "strong health care program" and remarked, "It has fulfilled my expectations. Haas is preparing me well." She added that the Haas Healthcare Association in particular was a core part of her development, calling it "an excellent leadership development opportunity."

Since 2006, the Haas Healthcare Association has sponsored the annual Healthcare Conference. The theme for the 2015 conference was "Inspire Technology. Advance Healthcare. Improve the World." The event's featured keynote speakers were a partner and founding member of IDEO; a professor and interim chair of medicine at the University of California, San Francisco; and a senior strategic advisor and former CEO of the American Geriatrics Society. Numerous panel discussions included such topics as "Data Science in Health: Lessons from the Field," "Closing the Gap: Models for International Collaboration in Healthcare Product Development," and "Digital Health Start-Up Growing Pains: The Dual Pursuit of ROI and Evidence." Attendees were also able to take part in a start-up expo, which featured such start-ups as Memora Health and NURX, and a career expo, where the represented companies included Deloitte, PwC, Amgen, and Abbott Laboratories.

The 2014 conference was themed "Exploring New Frontiers." Keynote speakers for the event were the executive director/CEO of the Permanente Medical Group (who was also president/CEO of the Mid-Atlantic Permanente Medical Group), the founder/vice president of platform for Practice Fusion, and the divisional vice president of global market development for Abbott Vascular. Panel sessions explored such topics as "Managing a Revolution: Changing the Culture of Care Delivery," "Reverse Innovation: What the U.S. Can Learn from Global Healthcare Solutions," and

“Using Big Data to Solve Big Problems in Healthcare.” A hands-on expo on “Disruptive Technologies in Healthcare,” which showcased start-ups and innovative technologies in the industry, was also among the day’s activities.

The previous year (2013), the conference was themed “Embracing Consumer Choice” and focused specifically on how companies must adapt their business models to accommodate changes in the health care industry. The CEO of Burrill & Company and the executive vice president/CFO of Safeway Health Inc. presented the conference’s key-note speeches. Panels examined the issues of “Innovative Solutions in Global Health,” “Start-Ups and VCs Banking on Consumer Choice,” and “Prevention in Every Dimension.” The conference also featured a workshop on “Designing for a Healthcare Consumer,” a product demo, and the Blue Shield of California Case Competition.

A second-year student with whom mbaMission spoke felt that Haas’s health care program prepared him well for a career in this dynamic industry, noting that classes often start with “what’s in the news that day.” He added that with many industry professionals serving as adjunct professors and teaching electives in the MBA program, Haas students get both real-world and academic perspectives on issues in the field.

Fifteen faculty members are listed as part of the school’s health management department—including five who are part of the Graduate Program in Health Management—and 6.6% of Haas’s 2015 graduates entered the pharma/bio-tech/health care industry (3.8% in 2014, 6.6% in 2013, and 6.9% in 2012). The executive director of Haas’s Graduate Program in Health Management, Kristiana Raube, told mbaMission, “Health management is stronger than it has ever been at Haas, and students are getting great jobs (and multiple offers).” Raube attributes the shift in numbers over the years to the trend of other industries, such as consulting and finance, absorbing health care hires.

Health care and biotechnology firms that have recruited Haas students in recent years include 1 Life Healthcare, Abbott Laboratories, the USCF Medical Center, Kaiser Permanente, Medtronic, Stanford Hospitals & Clinics, Sutter Health, Onyx Pharmaceuticals, and Genentech, Inc.

International Business

For a school at which international students typically make up 35%–45% of the student body (40% in the Class of 2017, 43% in the Class of 2016, and 37% in the Classes of 2015 and 2014), Haas not surprisingly has many options for students interested in international business. Core and elective courses, study abroad opportunities, international study/travel during breaks, globally focused student clubs, and an international teaching faculty all support Haas’s commitment to a global education.

With the restructuring of its curriculum in 2010, Haas replaced its Certificate in Global Management program with a Global Management Area of Emphasis. After completing the core course “Macroeconomics in the Global Economy,” students can choose from a number of electives that focus on international business, such as “Global Strategy and Multinational Enterprise,” “International Marketing,” “International Business Development for MBAs,” and “Global Leadership.”

Second-year students interested in studying abroad can choose to participate in one of Haas's many exchange programs with top business schools around the world, including the Hong Kong University of Science and Technology, the London Business School, L'Ecole des Hautes Etudes Commerciales in France, and IESE Business School in Spain.

A key component of Haas's global curriculum is the International Business Development (IBD) program, a global management consulting program in which students are assigned to real-world business projects with companies around the globe. Students work in teams on their assigned project at Haas from January to May, then travel to the location of their project to finalize their work on-site. The program offers students the opportunity to learn about a new culture and "provides ... practical experience in international management consulting," says its Web site. An IBD program manager with whom we spoke noted that in 2012, the program expanded to include students from the school's part-time MBA program.

A second-year student with whom we spoke noted that the IBD program is very competitive to get into, which can sometimes be "frustrating." However, because of its popularity, the program has reportedly been expanding. In 2015, Haas students worked in Senegal, where they helped a local startup called In Touch SA to develop a market strategy and validate the company's value proposition. Another team headed to China to work on technology firm CreditEase's online lending platform. In 2014, a team of students traveled to India to assess the financial sustainability of World Health Partners, an organization tasked with providing health care in small villages. Another team worked in Nepal, consulting for the nonprofit group Beauty for Ashes, which focuses on helping victims of sex trafficking. Projects in 2013 included creating a sustainable business model for an apiary in Tanzania, consulting in Mexico City for an Internet start-up, and examining business opportunities in Tel Aviv with global money manager Franklin Templeton Investments. Since its inception, the program has sent more than 1,200 MBA students to more than 80 countries, including Bulgaria, Finland, Kenya, Nigeria, South Africa, China, Hong Kong, Laos, South Korea, Zambia, Mongolia, Brazil, Chile, Costa Rica, Peru, Honduras, Haiti, and Mexico.

We noted that one of the more unusual IBD destinations in past years was the remote Falkland Islands, where a team of students assessed the potential for a sustainable tourism industry. A team member on the trip said in a post on the school's Haas in the World blog, "Working with scientists in Argentina, academics in Chile, military in the Falklands, and fundraisers from New York City demonstrated how challenging global projects can be. More importantly, it taught me how an effective small team can lead much larger institutions to tackle daunting challenges."

Outside the classroom, Haas's global emphasis is evidenced by several internationally focused clubs, research centers, competitions, and conferences. Regional student clubs at the school include the Asia Business Club, the European Business Club, and the Latin American and Hispanic Business Association (LAHBA). In addition to hosting a Chinese New Year celebration, the Asia Business Club organizes alumni networking and several social events, as well as job treks to Hong Kong and China. The European Business Club serves as a resource for incoming European students and offers such events as a Haas Oktoberfest and an annual European Consumption Function.

LAHBA's mission is to "create a sense of community among Latino and Hispanic students," declares the group's Web site. With more than 60 members, the club organizes lectures and social events, such as mojito parties and salsa nights. In addition, the club sponsors an annual conference, called the Berkeley Latin American Business Conference, which in April 2016 focused on the theme "Driving Change" and featured keynote addresses by a Chilean congressman, the director of software engineering and UX at Itaú Unibanco, and a chief economist at Banorte Financial Group. The daylong event concluded with a wine and pisco tasting session.

The 2015 conference was themed "What's Next?" with the president and CEO of Walmart.com, a partner at the McKinsey Global Institute, and the head of expansion for the Americas at Uber serving as keynote speakers. In addition, the conference offered a panel on "Making it Happen in LatAm" and two presentations called "Our Motor to Sustainable Growth" and "Empowering People Through Technology."

March 2016 marked the 16th anniversary of the student-run Bridge: Berkeley-Haas Asia Business Conference (formerly the Berkeley Asia Business Conference,) which that year had the theme "Asia I/O" and welcomed as keynote a senior marketing director at Google and a chief global strategist at Softbank. Three interactive panel discussions and Q&As concentrated on the topics "Future Trends in Asia," "How Do Asian Businesses Succeed in America?," and "How Do American Businesses Succeed in Asia?" In addition, the conference featured an inaugural career expo and two networking receptions.

Themed "Converging on a New Global Norm," the 2015 conference featured the vice president of international operations at Houzz as keynote speaker and the vice president of worldwide operations at Evernote as the concluding fire-side chat speaker. Two panels explored the topics of "Investing in Startups in Asia" and "Cross-Border Expansion."

The 2014 conference had as its theme "'Disrupt Asian,'" and the event's keynotes were the co-founder of Kabam and the chairman of the Mekong Capital Operating Advisory Board. Three panels focused broadly on the topics of consumer technology, health care, and finance. In addition, the conference included a Tech in Asia: Innovative Ideas Competition, which awarded \$2,000 to the best business idea submission.

The Global Social Venture Competition at Haas is the "world's preeminent social venture competition providing aspiring entrepreneurs with mentoring, exposure, and \$50,000 in prize money to transform their business ideas into positive real-world impact," declares the competition's site. This event, for which Haas has partnered with several regional and international organizations since 1999, focuses on the creation of sustainable, socially conscious new businesses. The 2015 competition saw more than 500 submissions from nearly 40 countries, from which 18 finalist teams were chosen. Drinkwell, a water safety improvement system, claimed the first prize of \$25,000. ReMaterials, which provides high-quality roofing in such underprivileged areas as slums in India, received the second place award of \$15,000. Lakheni, a social enterprise platform for food accessibility in low-income areas, took third place, winning \$7,500. An innovative health insurance program Garbage Clinical Insurance, which uses garbage as a resource, received the People's Choice award, while Du'Anyam, a newborn and maternal health improvement resource in Indonesia, was chosen as the Quick Pitch winner.

In April 2014, the competition received a total of 575 idea submissions from 44 nations, and 18 teams were selected to compete in the global finals for professional mentorship and \$55,000 in prize money. Sampurn(e)arth, a sustainable waste management company based in Mumbai, received the \$25,000 first place prize that year. The \$15,000 second place prize and the Intel Emerging Markets/Technology Prize both went to Odyssey Sensors for its development of low-cost sensors for low-income agriculture. The team Baisikeli Ugunduzi received \$7,500 for third place in recognition of its plan to distribute bicycles in sub-Saharan Africa, while the \$1,500 People's Choice Award was presented to Khusela for designing low-cost fire detection devices for slums. The \$1,000 Center for Responsible Business Quick Pitch Award went to Keri&Care, which offers women in sub-Saharan Africa the opportunity to work as hairdressers.

Although the number of Haas graduates accepting jobs outside the United States has not been included in the school's employment reports in past years, international companies listed as having recruited at Haas in recent years include Falabella, I-DEV International, BT (British Telecommunications), Infosys Consulting, Honeywell International Inc., and Innova-Mex Capital.

Marketing

The marketing function drew the third-largest concentration of Haas graduates in 2015 (after consulting and financial services), with 14.4% of students accepting positions of this type (down fairly dramatically from 26.5% in 2014, 21.3% in 2013 and 26.1% in 2012). The marketing program at Haas starts with the core course "Marketing Management," which introduces students to the basic concepts of marketing strategy, helping form a foundation of information that the students' subsequent electives can then build on. Haas offers an Area of Emphasis in Marketing for those interested in specializing in this study area.

Electives in marketing at Haas are characterized by three main focuses: high tech, product and brand, and business-to-business. In the area of high tech, students can choose from courses such as "Social Media Marketing" and "Marketing Strategy." Product and brand marketing classes include "Customer Insights," "Marketing Research," and "Marketing Analytics." Choices of options that emphasize a business-to-business angle range from "Strategic Brand Management" to "Pricing."

The elective "Marketing Research" has been called a "must-take" course, and not just for those MBA students specializing in marketing. The class is designed to assist students as they conduct research and use their findings to make effective business decisions. "Customer Insights" involves two hours of lecture each week and, according to the school's Web site, examines "concepts and theories from behavioral science useful for the understanding and prediction of market place behavior and demand analysis." The course description for "Pricing" explains that the class is made up of three modules, each concentrating on different pricing strategies and concepts.

On Monday afternoons throughout the academic year, the Shansby Marketing Seminar Series brings speakers to Haas's campus to discuss various trends and issues in the industry. Seminars in the 2015–2016 school year explored

topics such as “Bad Greenwashing, Good Greenwashing: Large A Model of Corporate Social Responsibility Under Mixed Motives” and “The Limits of Reputation in Platform Markets: An Empirical Analysis and Field Experiment.”

In previous years, topics have included “To Score or Not to Score? Estimates of a Sponsored Search Auction Model,” “Uniform Pricing in Retail: A Key Fact, But Why?,” “Dynamic Competition with Network Externalities: Why History Matters,” and “In Search of Optimally Effective Defaults: Lower-Bar, Scale-Back, and Distraction Effects.”

The Marketing Club at Haas states on its site that it is “dedicated to educating, preparing, and connecting members of the Berkeley-Haas community who are pursuing careers in marketing across industries.” In addition to providing faculty and guest lectures on marketing topics, the club clarifies for students the various careers available in marketing, helps prepare them for job searches, and facilitates networking with alumni. The Marketing Club also hosts interview prep sessions and organizes treks to firms such as Google, Airbnb, Clif Bar & Company, the Clorox Company, and Del Monte Foods. A first-year student shared with us that the club had been very instrumental in his preparation for a career in the industry, saying, “[It] is particularly fun and rewarding for me as a career switcher. It has been a great supplement to the core curriculum to prepare me for a career in brand management.”

Also, every February since 2005, the Marketing Club has hosted a Super Bowl Commercial Review Party at which members gather to enjoy the game and discuss the effectiveness of various Super Bowl commercials.

The Haas Web site lists ten faculty members in the school’s marketing department. Companies known to hire for marketing positions and that were listed as top hirers of Haas graduates in 2014–2015 include Amazon, the Clorox Company, and eBay. Other firms in this area that have recruited at the school in recent years include Zynga, Autodesk, General Electric, Microsoft, Samsung, Coach, Del Monte Foods, Johnson & Johnson, Toyota, and the Walt Disney Company.

Nonprofit/Social Entrepreneurship

Social Sector Leadership, Corporate Social Responsibility, and Energy and Clean Technology are three Areas of Emphasis offered at Haas. Beginning with “Ethics and Responsible Business Leadership,” part of the required core, Haas has a number of academic offerings for students interested in pursuing careers with nonprofits or companies committed to socially responsible business. In addition, since at least 2011, *U.S. News & World Report* has consistently ranked Haas among the top five schools in the country for nonprofit.

Haas’s Center for Social Sector Leadership (formerly the Center for Nonprofit and Public Leadership) was formed to “inspire the next generation of leaders to create and seize opportunities to achieve social impact across sectors,” explains its site. The center offers courses in social entrepreneurship and social impact, board governance and leadership, organizational strategy, and financial management. These electives include “Networks for Impact: Social Innovation’s Next Frontier,” “Strategic Management of Nonprofit Organizations,” and “Nonprofit Boards: Governance and Leadership in Nonprofit Organizations.” Much of the coursework within nonprofit and public lead-

ership and in corporate and social responsibility is experiential. For example, the Center for Nonprofit Leadership offers such hands-on opportunities as “Social Sector Solutions” and the “Berkeley Board Fellows,” which we describe more fully in the following paragraphs.

“Social Sector Solutions,” or S³, is an experiential course available through the school’s Center for Nonprofit and Public Leadership, in which MBA and undergraduate students work in teams to consult to nonprofit organizations on the verge of launching new ventures. S³ was formed in 2005. For 2015–2016 and 2014–2015, this course was planned in partnership with McKinsey & Company, and in fall 2013, the partnering organizations were Dalberg and FSG. The academic portions of both the fall and spring courses are co-taught by center director Nora Silver and representatives from the respective partnering organizations.

S³ projects in 2016 included creating a five-year plan for Beats Rhymes and Life, developing a startup strategy for The Cosita Fund, and product development for the AARP Foundation. 2015 projects ranged from establishing a growth path for Sunflower Wellness and developing a strategic plan for Festival de Sole to creating an environmental leader program for UC Berkeley’s College of Natural Resources. Projects in 2014 included creating a strategic plan for a new program with the Acumen Fund, developing a sustainable business model for the Global Fund for Women, designing a branding/marketing campaign for the organization Roots of Peace, and consulting for the Greater Good Science Center.

Formed in 2003 by Haas students, the Berkeley Board Fellows program places MBA and UC Berkeley public policy/public health graduate students as fellows on the boards of local nonprofits each year. While participating in the program, students spend nine months as board members of such organizations as the Berkeley Symphony, the Children’s Council of San Francisco, and the Hospital Council of Northern and Central California. Each year, more than 90 students work as Board Fellows with roughly 50 different participating nonprofit boards. Since the program’s inception, 753 fellows have been placed on nonprofit boards and have completed approximately 46,000 hours of service.

Haas’s Center for Responsible Business was also formed in 2003 and now oversees the Peterson Series as well as the Haas Socially Responsible Investment (SRI) Fund and the Sustainable Products and Solutions Program. Established through a 1997 gift from former Bank of America CEO Rudolph Peterson (BS ’25), the Peterson Series has featured speakers such as the whistleblower from Enron, the CEO of Whole Foods, and the chief administrative officer of Walmart. In 2015–2016, series events included such presentations as “Hybrid Organizations,” with companies Clif Bar and Patagonia, “Leading Human Rights in Business,” with Microsoft and Gap Inc., and “Partnering With Cities: Inclusive Innovation in the Sharing Economy,” with Airbnb. In 2014–2015, the series featured such speakers as the chief technology officer of Silver Spring Networks, the director of social and environmental sustainability and compliance at Hewlett-Packard, and the founder and director of Responsible Sourcing Network. In previous years, the series has focused on such themes as “Question the Status Quo: New Models Challenging Business as Usual,” “Leaders in Sustainable Food and Beverage,” and “Sustainable Value Chain.”

The Haas SRI Fund launched in 2007 and was the first student-administrated fund to use corporate and social responsibility as a screen for its portfolio. Since then, the Haas SRI fund has seen a more than 50% return on its initial investment of \$1.1M, and in spring 2013, the center announced that it would seek to increase the fund's capital to \$15M through donations and a fundraising campaign.

The Sustainable Products and Solutions (SPS) Program at Haas is a multidisciplinary offering sponsored by the DOW Chemical Company, Kimberly-Clark, and Cisco Systems, Inc., that is run in conjunction with the UC Berkeley College of Chemistry. Established in 2007 with a five-year, \$10M commitment from DOW Chemical, the program funds research projects (scientific, case study, and curricular) presented by students and faculty. SPS has conducted research projects on such topics as sustainable housing in Haiti, partnerships between local governments and private corporations, and multidisciplinary facets of sustainable supply chains.

In addition, SPS runs the Dow Sustainability Innovation Student Challenge, which was established in 2009 and offers cash awards of up to \$10,000 each to teams of graduate students who demonstrate innovation in their focus area. Teams from 18 universities around the world took part in the 2015 challenge, in which one team received the \$10,000 first prize and the runner-up team claimed a \$2,000 prize. The SPS states on its Web site that it "addresses real world sustainability challenges across the entire value chain by bringing together practitioners from our partner corporations and world-leading researchers from across UC Berkeley."

Students interested in energy and clean technology can select from an array of electives in their chosen specialty at Haas. "Energy is really good here," a second-year student told mbaMission. Sample electives in this study area are "Energy and Environmental Markets," "Legal and Regulatory Frameworks for Energy and Infrastructure Project Finance," and "Cleantech to Market," in which teams of students from across several disciplines work with scientists at the Lawrence Berkeley National Laboratory to perform market research on a scientific invention. The Energy Institute at Haas maintains a partnership between the business school and works to bring together economic and scientific research with the goals of commercializing energy technologies and basing energy and scientific policy on sound economic principles.

The Berkeley Energy and Resources Collaborative (BERC) is a student-run organization founded at the business school in 2005 that works to foster collaborations across campus and industries that are designed "to turn world-leading research into world-changing solutions by tackling tough and timely energy and environmental challenges," explains its Web site. With approximately 3,000 members, including students, faculty, and alumni, "BERC has a huge following," noted a second-year student we interviewed.

BERC's business school component is called BERC@Haas, stating on its site that it aims for Haas to be "the nation's leading business school for energy and resources research, entrepreneurship, and career development." Working with other member programs (such as the Goldman School of Public Policy and the Lawrence Berkeley National Lab), BERC@Haas seeks to expand course offerings within the fields of energy and clean technology, to provide professional and networking resources, and to organize energy-related discussions and events, including

panels and social gatherings. BERC@Haas sponsors the Alternative Energy Speaker Series, with lectures on topics such as biofuels and wind energy, as well as an Energy and Cleantech Firm Night.

The Center for Social Sector Leadership hosted its Impact Speaker Series in 2015, welcoming such industry leaders as the co-founder and co-CEO of Beneficial State Bank, the global head of impact investing at Omidyar Network, and the global head of community at Airbnb. In 2014, a founding partner of ICAP Partners, the senior director of knowledge and advocacy at Omidyar Network, and the co-founder and CEO of Beneficial State Bank were among the speakers. In 2013, speakers included the founder of The Daily Table (also the former president of Trader Joe's), a former consultant with McKinsey & Company, and the CEO of Ethan Allen.

In 2015, the school launched a new initiative titled Philanthropy University, a set of online courses concentrating the social sector. The seven inaugural courses, developed in partnership with online training program Philanthropy U, included such titles as “Financial Modeling for the Social Sector,” “Global Social Entrepreneurship,” “Essentials of Nonprofit Strategy,” and “Fundraising: How to Connect With the Donors.”

Haas has 14 faculty members in the Center for Social Sector Leadership, and five are listed as part of the Center for Responsible Business. Of the Class of 2015, 1.2% accepted positions in the nonprofit and public sector (down from 3.8% in 2014 and 2.9% in 2013). Organizations that have recruited Haas graduates in these areas in recent years include Business for Social Responsibility; Education Pioneers, Inc.; SolarCity; and Endeavor Global, Inc.

Real Estate

After Haas restructured its curriculum in 2010, Real Estate remained the only certificate program offered at the school, available through the Fisher Center for Real Estate and Urban Economics (FCREUE). In 2015, 3.3% of Haas's graduates accepted positions in the real estate industry, up from 0.5% in 2014 and 2.9% in 2013. Given the school's dedicated interdisciplinary focus and the aforementioned Fisher Center, real estate appears to have a fairly high profile at Haas despite the relatively low percentages of graduates who immediately enter this field. In fact, one second-year student we interviewed claimed, “It may be the top real estate program in the country.”

In addition, one of the classes students may choose to fulfill the school's experiential learning requirement is “Real Estate Investment Analysis,” an introductory course in which student teams work on real cases to develop analyses and strategies that will be assessed by actual stakeholders. In 2015–2016, the elective offerings also included such courses as “Real Estate Finance and Securitization” and “Real Estate Development.” Classes are offered through case study, lecture, and team and individual projects and focus on four areas—financial analysis, real estate finance and securitization, project development, and e-commerce strategies—within the program.

FCREUE's Interdisciplinary Graduate Certificate in Real Estate program is designed so that students can show potential employers that they are well versed in “real estate investment, real estate law, and the role of real estate development in the built environment,” explains the program's online description. In addition to taking

three electives specific to real estate, certificate seekers must take at least two courses in architecture, city and regional planning, law, or public policy.

Chaired by Professor Emeritus Kenneth Rosen, who presented his policy proposals at the 2010 Financial Crisis Inquiry Commission's first public hearing in Washington, DC, FCREUE is the home of the real estate program at Haas. More than just an academic center, FCREUE serves as a career resource, a liaison with industry professionals, and a provider of research resources. FCREUE places a heavy emphasis on research of real estate markets, financial institutions, and the economy of the state of California.

In addition, the center sponsors an annual, one-day Real Estate and Economics Symposium that was first established in 1977 and typically draws more than 500 attendees. The 38th annual symposium was held in November 2015, with Professor Rosen and the senior advisor on housing finance of the U.S. Department of Housing and Urban Development delivering the keynote addresses. Panel discussion topics included "Trends in Financing Homeownership and Rental Housing," "Land Use Challenges in San Francisco: Waterfront and Mission Bay Development," and "Sustainability Innovation Driving Property Profitability."

The 2014 symposium featured Professor Rosen and the executive director of Presidio Trust as the keynote speakers. Some of the topics covered in the event's panel sessions were "Broadening Capital Access Through Innovation," "Lessons Learned: Insights from Real Estate Icons," and "What's Next, San Francisco?" Such companies as Auction.com, TNDC, RealtyShares, and Realty Mogul were represented at the discussions.

At the 2013 symposium, Professor Rosen and the lieutenant governor of California served as keynote speakers. Sessions covered such topics as "Development: What's Wrong?," "How Is Technology Changing Real Estate?," and "Who's Living Where?" and featured representatives from RocketSpace, Goldman Sachs, Griffin Capital Corporation, Sares Regis Group of Northern California, and Holliday Development. The symposium concluded with a wine tasting reception.

FCREUE Chair Rosen also often serves as the keynote speaker at the annual Fisher Center Real Estate Conference. At the 21st annual conference in April 2016, the senior economic outreach economist at the Federal Reserve Bank of San Francisco delivered the keynote address. Other speakers included the president and CEO of BRIDGE Housing Corporation, a co-director of the University of California Transportation Center, and the executive director of Transbay Joint Powers Authority (TJPA). The 2015 event featured as keynote speakers Chair Rosen and Carol Galante, Haas's I. Donald Turner Distinguished Professor in Affordable Housing and Urban Policy. Discussion panels explored such topics as "Supply/Demand in the Bay Area" and "Technology in Changing Real Estate." In 2014, the event featured a luncheon keynote address by the vice chancellor for real estate at UC Berkeley, who is also the president of The Lalanne Group. A series of panels focused on issues such as "The Land Use Wars: Target San Francisco," "Smart Lending and Investing," and "Will Big Data Revolutionize Real Estate?"

Haas students interested in pursuing a career in real estate can also attend members-only Firm Nights sponsored by the Real Estate Club, at which the aspiring MBAs can network with industry representatives. A second year we interviewed spoke highly of the club, explaining that the organization “offers opportunities to volunteer for seminars and engage with professionals in the area.” In addition, students may choose to participate in the aforementioned Fisher Center Real Estate Conference or compete in regional and national real estate competitions, such as the University of Texas at Austin National Real Estate Challenge and the NAIOP Real Estate Challenge.

With respect to job searching, students pursuing positions in real estate can take advantage of the Accelerating Careers in Real Estate (ACRE) program. ACRE exposes students to local real estate professionals so that they may better learn the intricacies of this industry, from lending to urban development. Through ACRE, students can connect with industry professionals for one-day visits in their specific area of interest.

In recent years, Haas students have been recruited for positions in this field by such firms as CIM Group, Tishman Speyer, and Starwood Capital Group, LLC.

Notable Professors and Unsung Heroes

Cameron Anderson (<http://facultybio.haas.berkeley.edu/faculty-list/anderson-cameron>): Cameron Anderson, who received his PhD from UC Berkeley in 2001, came to Haas from New York University’s Stern School of Business in 2005. His teaching awards include Professor of the Year (at Stern) in 2005 and the Earl F. Cheit Award for Excellence in Teaching at Haas in 2008. His “Power and Politics in Organizations” course was described to mbaMission by a second year as “easily one of the most sought-after classes at Haas.” According to the course abstract, Anderson shows students how to “diagnose the true distribution of power in organizations.”

A second-year student we interviewed said the class “teaches students how to gain power and influence people without formal authority” and added that Anderson “teaches applicable skills based on academic research and case studies of great leaders from history. He uses assignments to force students to uncover their own tools of influence and develop strategies for acquiring power in our immediate careers after Haas. I think his class is popular because it’s academic, directly applicable, and introspective all at once.” In addition to teaching, Anderson serves as an editor for the *Journal of Personality and Social Psychology*, and as an editorial board member of the *Academy of Management Journal*.

Don Moore (<http://facultybio.haas.berkeley.edu/faculty-list/moore-don>): As an associate professor who teaches the core “Leading People” course, Don Moore is known for his work in the field of organizational behavior. He has been featured by such major media outlets as the *New York Times*, the *New Yorker*, the *Financial Times*, *USA Today*, the *Wall Street Journal*, and National Public Radio for his research expertise on grade inflation, decision making, and the psychology of overconfidence. He is also the faculty director of XLab, the social science experiment investigation laboratory at the university. Moore is evidently an outstanding educator as well; a first-year student told

mbaMission that Moore was among the professors at Haas with whom he had been most impressed, saying, “He is very engaging and knowledgeable about various different aspects of leadership in organizations. He does an excellent job of showing how these distinct topics are interrelated.”

John Morgan (<http://facultybio.haas.berkeley.edu/faculty-list/morgan-john>): John Morgan has been at Haas since 2002 and won the Earl F. Cheit Award for Excellence in Teaching in 2006. In an admissions podcast, Morgan discusses how he has grown his “Game Theory” course, which studies how nations and industries interact strategically with each other. Morgan recommends that all Haas MBA students take the course, which is designed to cover all functions and industries, in their last semester at the school so that they apply the “mind-set to think strategically” to what they have learned in the program. Resorting to the default name “Emily” for students who forget to bring their name card to class, Morgan expects the teams in his class to be ready to defend their strategies, but plenty of laughter is part of the course as well—as it reportedly is in all Morgan’s courses. An alumna even commented via Twitter in 2012, “Loving John Morgan’s Disruptive Technologies seminar. Great comedic timing.” On Morgan’s personal Haas Web page, he includes a list of vocabulary words he calls “New Words for the New Millennium:” <http://faculty.haas.berkeley.edu/rjmorgan/vocabula.htm>.

Terry Taylor (<http://facultybio.haas.berkeley.edu/faculty-list/taylor-terry>): After stints at Columbia Business School and the Tuck School of Business at Dartmouth, Terry Taylor came to Haas in 2007. Considering that Taylor, who has a PhD from Stanford in management science and engineering, is often named in blogs and online chats as a favorite among students, he not surprisingly won the Earl F. Cheit Award for Excellence in Teaching in 2009 and again in 2011. In addition, Taylor was named the fifth most popular professor at a top U.S. business school in a 2010 *Bloomberg Businessweek* survey of full-time MBA students. Then in 2011, he was featured among “The Best 40 B-School Profs Under the Age of 40” by *Poets&Quants*. Taylor has served as the Barbara and Gerson Bakar Faculty Fellow—awarded in recognition of a record of accomplishment—at Haas twice, from 2010 to 2011 and from 2013 to present.

Taylor’s academic interests include the economics of operations management and supply chain management. His “Operations Management” course looks at operational issues confronted by manufacturing and service companies. In addition to reportedly having a well-organized curriculum and classes—which, according to a second-year student with whom mbaMission spoke, have “no down time”—Taylor, who sometimes uses references to *Seinfeld* episodes to illuminate concepts, can make technical subjects very interesting. A second year told mbaMission, “He’s pretty young and has a style that mixes high energy with a dry sense of humor.”

Social/Community Life

Bar of the Week: Thursdays at Haas have a set social agenda—this is when students congregate at the current “Bar of the Week,” as selected each week by the vice president of social (an elected student position within the school’s MBA Association) from the variety of options located in San Francisco and Berkeley. A student described the event

on the school's Web site as "an opportunity to kick back, stop thinking about school for an hour or two, and drink a beer or two." Often, Bar of the Week—which can reportedly attract upward of 200 students—is hosted by a student club and held at a venue of the club's choosing. For example, Q@Haas (the school's lesbian, gay, bisexual, and transgender professional and social club) has in the past hosted a Bar of the Week in San Francisco's famous Castro District. In the fall of 2015, the Haas Wine Club hosted a Bar of the Week at a Berkeley winery.

Haas Golf: Since 2002, Haas students and faculty members have joined alumni and business leaders for a friendly game on the green at the annual Haaski Golf Open—a combined tournament, auction, and social gathering. Held at a local country club, the daylong event features a dinner or luncheon, and particularly talented (or lucky!) participants can claim prizes for doing well in the tournament, including even a Mercedes Benz, donated by the manufacturer, for making a hole-in-one. Items offered as part of the auction have included cooking classes and a private dinner with Dean Richard Lyons and his wife. Since its inception, the Haaski Open has grown into a popular event that raised nearly \$50,000 for the Haas Fund in 2013. In addition to the Haaski Open, the Haas Golf Club hosts another annual tournament between first-year and second-year students, typically with more than 50 participants. A second-year club member described the competition on its event page as "really fun" and "certainly one of the highlights of my first year."

Consumption Functions: Held in the business school's courtyard, Consumption Functions take place multiple times a semester and are sponsored by various student organizations in conjunction with Haas's MBA Association. Clubs that wish to host a Consumption Function provide music, food, and alcohol (the total cost of which is typically matched by the MBA Association), as well as a crew for set up, clean up, and crowd control. Typically held on Friday evenings, Consumption Functions typically have a theme, such as a chili cook-off or a celebration of the Chinese New Year, and are free and open to all Haas students, faculty members, and their families (even dogs!).

No Shave November: Each year, Haas students commit to staying unkempt for an entire month. In support of Challenge 4 Charity—a nonprofit organization that coordinates local charity fundraisers with nine business schools on the West Coast—MBA students pledge not to shave for the duration of November. According to a December 2012 post on the Haas MBA Student blog, at the end of the 30 days, "students auction their faces, heads, chests and other body parts to be shaved in a way the highest bidder wants and wear that hairstyle for the next 24 hours ... going to class, doing career treks and interviews."

Haas Partners Club: The Haas Partners Club caters to the needs of MBA students' significant others and children and is reportedly very active on campus. Beginning when students are just new admits, the club helps answer questions on everything from housing issues to community life—the club's Web site offers information about life in Berkeley, ranging from shopping tips to how to obtain health insurance for children—and throughout the academic year, the club organizes game nights, dinners, happy hours, and other social events for the partners. Haas partners are also invited to attend all student social events and club activities. Said one second-year student in a November 2010 online student chat, "Honestly, I think partners have the best time in business school—they get all the fun without those pesky classes!"

UC Berkeley Football: Students at Haas take advantage of life as part of a large public university not only academically, but athletically as well. On Saturdays when the UC Berkeley football team has a home game, Haas’s courtyard becomes the site of a large tailgate party, complete with cookouts, music, and cheer competitions. A second-year student told mbaMission, “The business school is the best place to tailgate on campus.”

Academic Summary

Areas of Emphasis: Haas does not offer majors but has developed 11 Areas of Emphasis in which students can concentrate their studies and customize their experience by choosing from an array of elective courses. These Areas of Emphasis are as follows:

- Corporate Social Responsibility
- Energy and Clean Technology
- Entrepreneurship
- Finance
- Global Management
- Health Management
- Marketing
- Real Estate
- Social Sector Leadership
- Strategy/Consulting
- Technology

Curriculum: Students must take 21 units of core courses and 30 units of elective courses to graduate. At least 25 elective courses must be taken within Haas; up to six electives may be taken in other departments at UC Berkeley.

First-Year Required Courses

- “Data and Decisions”
- “Economics for Business Decision Making”
- “Ethics and Responsible Business Leadership”
- “Financial Accounting”
- “Introduction to Finance”
- “Leadership Communication”
- “Leading People”
- “Macroeconomics in the Global Economy”
- “Marketing Management”
- “Operations”

- “Problem Finding, Problem Solving”
- “Strategic Leadership”

Although experiential learning has always been an important component of the Haas curriculum, in 2010, the school made such learning a requirement for graduation. Students must now pick at least one course from among the following options:

- “Applied Data Analytics”
- “Cleantech to Market”
- “Design and Development of Web-Based Products and Services”
- “Haas@Work”
- “The Haas Socially Responsible Investment Fund”
- “Hedge Fund Strategies”
- “Influencing Consumers”
- “International Business Development”
- “Lean Launchpad”
- “Managing the New Product Development Process”
- “Real Estate Investment Analysis”
- “Social Lean Launchpad”
- “Social Sector Solutions”
- “The Startup Lab”
- “Strategic and Sustainable Business Solutions”

Grade Nondisclosure Policy: Students at Haas have adopted a nondisclosure policy regarding grades. This is not an official policy of the Haas School of Business but rather a student-led policy, voted on each year by the students.

Multidisciplinary Programs (university wide):

- Berkeley Program on Housing & Urban Policy
- Blum Center for Developing Economies
- Center for Law & Technology
- Clausen Center for International Business and Policy
- Institute for Research on Labor & Employment (IRLE)
- Turner Center for Housing Innovation

Research Institutes and Centers:

- Asia Business Center
- Berkeley Center for Economics and Politics
- Center for Financial Reporting and Management
- Center for Teaching Excellence

- Fisher Center for Real Estate and Urban Economics
- Institute for Business Innovation
 - Berkeley-Haas Entrepreneurship Program
 - Fisher CIO Leadership Program
 - Garwood Center for Corporate Innovation
 - Haas@Work Program
 - Lester Center for Entrepreneurship
 - Tusher Center for Management of Intellectual Capital
- Institute for Business & Social Impact
 - Center for Responsible Business
 - Center for Social Sector Leadership
 - Center for Young Entrepreneurs at Haas
- Energy Institute at Haas
 - Cleantech to Market

Teaching Method: Usually at the discretion of the professor, Haas uses a diverse set of teaching methods, including case method, lecture, experiential learning, and small group projects. *Bloomberg Businessweek's* most recent profile of Haas indicates that the top three teaching methods used at the school are as follows: 50% case study, 25% lecture, and 20% experiential learning.

Admissions Basics

Note: Any specifics discussed in this section related to application requirements were valid for the 2015–2016 admissions season (unless otherwise noted). Be aware that requirements for any subsequent admissions cycles may differ. Always check with the school directly to confirm all application details.

In addition to consulting the Haas admissions blog, which is updated regularly by members of the school's admissions team, candidates interested in applying to Haas can learn more about the MBA program and the application process through a series of online chats (transcripts of which are posted on the admissions Web site) and podcasts. Haas Student Ambassadors are another resource for interested candidates. These are students who have been selected to assist the school's Admissions Office by helping applicants understand Haas from a student's perspective, including facilitating campus visits by interested applicants.

The Application Process: Applicants to Haas should first register online on the admissions page on the school's Web site. By registering, applicants become able to receive emails and take part in upcoming events and information sessions, have access to all application instructions, and can track their application. Applications for each round are viewed together in random order. All applications are read by at least two members of the admissions

team. Trained representatives of the Admissions Office, including alumni, perform interviews, which are scheduled four to six weeks after each application deadline.

Admissions Rounds: Haas now has three admissions rounds (previously four), and candidates are encouraged to apply when their application is the strongest. Although offers are made in each round, the final round typically involves the fewest offers, and scholarship opportunities may also be diminished. A second-year student recommended to mbaMission, “If you’re excited about Haas and want to go there, be prepared to wait, and don’t worry until the deadline passes.”

Consortium: In 2010, Haas joined the Consortium for Graduate Study in Management (www.cgsm.org). Consortium applicants apply through the consortium and do not fill out a separate full-time MBA application. Candidates who are invited to interview will be asked to complete a Haas interview as well as a consortium interview.

GMAT/GPA Cutoffs: Haas has no GMAT score cutoffs; however, 80% of the class entering in the fall of 2015 had a score between 680 and 760. The admissions committee is particularly interested in the quantitative portion of the GMAT as a means of measuring mathematic proficiency. Applicants are required to report all scores, but the highest will be weighed most heavily. Haas likewise does not have a minimum GPA, but a GPA of 3.0 or better will aid in serious consideration. An associate director of admissions stated in a 2011 Haas admissions chat, “We’re also looking for well-rounded individuals who are a good fit with our defining principles, and who will contribute to the Haas community!”

Word Limits: Haas’s admissions essays have word limits ranging from 250 to 500 words maximum, depending on the question being answered. An assistant director of admissions stated in a 2011 online admissions chat, “We strongly recommend that applicants stick to the word count suggested. The application is not going to cut you off if you are a few words over, but we do expect you to use good judgment and be succinct in your responses.”

International Quotas: Haas has no quotas for international students, but typically, international students make up 35%–45% of each incoming class.

Younger Candidates: In response to a question in a 2015 online Haas admissions chat about older candidates, a senior associate director of admissions stated, “In no way do we consider age. We do look at the quality of your professional experience.” Students entering in the fall of 2015 had a median age of 28 and a median five years of work experience.

Unemployment/Layoffs: Applicants who have been laid off and are currently unemployed—or who have a lay-off on their resume—will not be viewed negatively in the admissions process. In response to a question about unemployment in a 2011 online admissions chat, an assistant director of admissions said, “We understand that each applicant has a unique situation both professionally and personally. Not being fully employed will NOT be a detriment to your application, but you’ll want to be clear in your application of your recent job situation, i.e., your

employer is reducing headcount.” In a 2014 online admissions chat, an associate director of admissions at Haas noted that the school is interested in learning about what the unemployed candidates has done or is doing with his/her downtime, saying, “We’d like to understand how you spent the time while unemployed. ... How did this time better prepare you for business school or your post MBA career?”

Recommendations: Haas requires two letters of recommendation. The admissions committee is clear that recommendation letters should be professional in nature, rather than academic or personal. Although the committee prefers that at least one of the letters come from a current employer, it understands that such letters can sometimes be difficult to obtain. However, applicants who are not submitting letters from current supervisors should explain why. Letters should reflect professional experiences through either direct supervision or client interaction.

Campus Visits: The admissions committee recommends that applicants visit Haas if at all possible; however, visits are not required, and a candidate’s application is not viewed negatively if the applicant is unable to travel to the school. The school’s Campus Visitation Program is coordinated by the Haas Student Ambassadors and offers applicants an opportunity to better understand student life at Haas. In addition to the Campus Visitation Program, both on- and off-campus information sessions are held worldwide throughout the year.

A visit to Haas does not give applicants an official advantage in the admissions process. However, the admissions committee is looking to see that applicants have done an appropriate amount of research on the Haas program. This can certainly be accomplished through a visit to campus, but many other venues are also available to gain an understanding of the Haas MBA experience.

Interviews: Interviews are by invitation only, and no applicant is admitted without an in-person interview. Approximately 25%–30% of applicants are invited to interview, and if a candidate is unable to travel to campus for such a meeting, an off-campus interview can be arranged. Trained interviewers are available in more than 50 cities throughout the world. Invitations to interview are issued approximately four to six weeks after each admissions round’s deadline and continue to be issued on a rolling basis until the deadline for notifications for that round. In a 2011 online admissions chat, an admissions officer noted that of those applicants interviewed, approximately 40%–60% are ultimately admitted.

Financial Aid: As part of a public university, Haas has a tuition that is lower than that of most U.S. business schools, and according to the Financial Aid section of the school’s admissions Web site, “almost 70 percent of Berkeley-Haas students receive some form of financial assistance, which can include federal and private loans, Haas scholarships, and instructorships.” The Jacobs Foundation Fellowship and the Dean’s Fellowships are two of the largest funding opportunities for students. The Jacobs Foundation Fellowships, worth \$180,000 each, are available for selected students with a minimum of three to five years of work experience who wish to enter the field of social impact. Recipients of Dean’s Fellowships, worth \$110,000 each, are contacted by Dean Lyons himself about the award.

Feedback: The Haas admissions committee provides feedback only to those applicants who were invited to interview or who were denied from the waitlist. Given the busyness of the admissions calendar for most of the calendar year, feedback can only be provided during the summer months of June, July, and August.

Reapplicants: If a candidate is reapplying within two years of his/her first application, only portions of the application need to be submitted. Details are outlined on the Special Circumstances page of the Haas admissions Web site at <http://mba.haas.berkeley.edu/admissions/specialcircumstances.html>. The admissions committee strongly encourages reapplicants to provide a statement demonstrating how their candidacy has improved since their previous application submission. Stated an associate director of admissions in a 2010 online admissions chat, “We are looking for substantial change from when you first applied to the MBA program. We ask that you include a reapplication statement which states your case for why you are a stronger applicant than when you first applied. There are reapplicants who do get admitted to the program on the second try. The key is showing this substantial change.” In addition, one or both letters of recommendation should be resubmitted.

Students’ Advice for Applicants: To get additional input on admissions at Haas, we asked several students we interviewed what advice and insights they would offer someone considering applying to the school. One first-year student bluntly cautioned, “Be prepared for a lot of work,” and a second year advised applicants to “visit campus” and “meet lots of people before deciding on a school.” She added, “I was surprised how much culture varied among schools, and given how much time you will be spending with those people, it’s really important that it’s a good fit.” Similarly, another second year with whom we spoke stressed the importance of knowing what one wants from a business school and fully researching target programs, saying, “You absolutely have to do your soul searching to know where you would have the best experience. Physical visits to schools you are interested in [are] also a must. This may add some cost to the application process, but it is irrelevant compared to the cost of making an incorrect decision.”

UC Berkeley Haas Essay Analysis, 2016–2017

Despite the trend in recent years of MBA programs streamlining the essay portion of their application down to just one question, the Haas School of Business at the University of California (UC), Berkeley, continues to present a more traditional suite of prompts. It has made some minor adjustments this year, however, by offering a new option for its second essay (trading its request for a “proud accomplishment” story for one about being challenged by and responding to a different perspective) and subtly rephrasing its career-related and optional essay questions. What remains constant is that Haas gives its applicants the leeway to present a well-rounded picture of themselves and of their formative experiences to date. You must therefore ensure that as a whole, your essays touch on a range of stories and qualities that complement each other so as to provide an accurate representation of who you are today, the student you expect to be in business school, and the professional you will be for the rest of your career. Read our full analysis of Haas’s essay questions for this season to get a fuller understanding of what the school wants to learn from its applicants.

Essay 1: If you could choose one song that expresses who you are, what is it and why? (250 words maximum) Your song can be in any language, from any culture, and does not need to contain lyrics. The strongest responses will focus on answering why this song expresses who you are.

To start, we must make one thing very clear—the admissions committee is *not* using this question to judge your taste in music! If you like '90s grunge, and your admissions reader enjoys Broadway standards, the difference in your musical preferences will be completely irrelevant. We should also note that the song or artist you choose does not need to be readily recognizable. The second part of the prompt even states directly that candidates may select freely from the world's full canon of music—even instrumentals! What is important is that the song you select is truly meaningful to and representative of you.

By posing a creative question of this kind, the Haas admissions committee is giving you a wide-open opportunity to offer an appealing, and perhaps even fun, metaphor. The school is not demanding to be impressed with your musical taste or knowledge. This means you should not dedicate too many words to discussing the song itself and should instead simply introduce the song, explain in a concise and straightforward manner why it is important to you, and then share several key experiences that relate to and support your musical choice.

Although the school allots merely 250 words for this essay, you do indeed have plenty of room to name a song and offer a few clear examples from your life as evidence that you embody the spirit of that song. That said, do not merely present a list of accomplishments or experiences, but rather strive to engage your reader in a brief narrative that validates the link between those stories and the piece you have selected.

Essay 2: Please respond to *one* of the following prompts (250 words maximum):

a. Describe an experience that has fundamentally changed the way you see the world and how it transformed you.

Several years ago, this directive was a standalone prompt for the school, but this season, it stands as just one choice for applicants' second essay, as it also did last season. If you select this option, your essay needs to be about change. And to show how you have changed, you will need to offer not just the "after" but a clear "*before* and after" scenario. Do not assume that the admissions committee will automatically understand that you had a powerful experience. You will need to figuratively hold the admissions reader's hand, lead him/her through the situation—being sure to explain how you originally perceived the world before the incident—and then describe the "transformative" moment when everything changed, leading to new and different behaviors and perceptions on your part.

Begin your essay by narratively building up to that pivotal moment or experience, showing how you previously viewed your world. Then, share the story of the deeply influential experience that sharply contrasted with your perceptions at the time, leaving you no choice but to change your views. The experience you describe can be professional or personal, and it can be something you did or that happened to or around you. Although the catalyst

itself is important, the admissions committee is far more interested in your capacity for change. Take care not to focus exclusively on recounting the experience, and be sure to devote a good portion of your essay to responding to the second half of the prompt: how the experience transformed you. Haas is not expecting you to have become a completely new person, but the admissions committee *does* want to know that you are open to the world, critically evaluating your thoughts and adapting when necessary. Your narrative should demonstrate some or all of these traits!

b. Describe a time when you were challenged by perspectives different from your own and how you responded.

In business school—as in life in general, in fact—you will encounter people who think differently from you, operate according to different values, and react differently to the same stimuli. And success in an endeavor often involves evaluating and even incorporating the views of others into one’s efforts, but it can also result from resisting opposing perspectives. With this essay prompt, Haas is hoping to learn how you act when faced with such differences, using the principle that past behavior is a fairly reliable predictor of future behavior. In the Haas MBA program, you will definitely need to navigate and consider differing opinions in the course of analyzing case studies, completing group projects, and engaging in other activities both inside and outside the classroom. Do you tend to hold firmly to your convictions, debating divergent views and attempting to persuade others to your mind-set? Or do you readily receive contrasting opinions, taking time to weigh them and consider their applicability to the situation in question? We recommend using a narrative approach to share with the admissions committee a situation in which you faced a perspective that deviated from your own and how this difference influenced your subsequent thought processes and actions.

Keep in mind that “challenging” here does not unequivocally imply a heated conflict or fight. It simply means that the perspective you encountered varied significantly from your own and therefore made an impression on you. As a result, you may have changed your decision on an issue or altered your course of action, or you may not have but were more cognizant of an alternative view that informed how you later approached a different situation. You do not need to paint yourself as a loud or aggressive individual who clashed with another but simply illustrate a situation in which you were presented with a conflicting point of view and gave it meaningful thought. Whether you were ultimately swayed by that view (or not) is not the issue, and neither response would be “right” or “wrong” in the admissions committee’s eyes.

c. Describe a difficult decision you have made and why it was challenging.

To respond to this essay prompt, you will need to share an anecdote in which something was at stake—the reader must feel and understand that your decision involved some level of risk. If you faced no possibility of negative ramifications, reaching your decision could not have been very challenging, as the school’s question specifically stipulates. You can use a story from any facet of your life—professional, community, or personal—and once you have chosen an experience to explore, focus on the challenge involved. Reveal your thought process so that the admissions committee can understand how you made your decision. Also, know that your decision does not need

to have been proven right. You could even show that all the options available to you at the time were less than ideal and explain how you optimized the imperfect outcomes. The key is that your reader understand your thought process and learning. If you consider an anecdote from your life and feel that it does not encompass a “sharp” enough set of conflicting options, definitely pick a different story to share. We suspect that few applicants will choose this essay prompt, but those who do should be able to hit a home run with it, if it is executed properly.

Essay 3: Tell us about your career plans. How have your past experiences prepared you to achieve these goals? How will Berkeley-Haas help you? (500 words maximum) You are encouraged to reflect on what it is you want to do after business school, including the types of roles, responsibilities, and organizations that are of interest. Through this essay we hope to learn about your professional journey to date and how an MBA will facilitate your success—broadly defined—in the future.

Haas has once again tweaked its career-focused essay prompt, which last year asked, *Tell us about your path to business school and your future plans. How will the Berkeley-Haas experience help you along this journey?* This year’s question has flipped the order of the queries, focusing on candidates’ career goals first and then on their background and connection with the school. At their core, though, the two questions are largely the same. The school asks applicants to share their professional aspirations, address relevant aspects of their background, and explain why an MBA (and specifically, a Haas MBA) is critical to their success. We do not believe that the order in which these three issues are presented in the final essay matters, just that they are all fully and clearly conveyed.

Basically, Haas wants to know about your goals and why you need its MBA program in particular to facilitate or accelerate your career. The school suggests that you walk a few steps in your post-MBA shoes by considering the “types of roles, responsibilities, and organizations” you would enter rather than imagining a more general and perhaps nebulous ideal. Haas appears to be pushing candidates to really think about their long-term aspirations and consider the plausibility of their paths, possibly to lessen the chance of admitting those who do not have sufficient direction to succeed.

Be sure to relate your strengths to your stated targets, showing examples from your existing professional life and, in some rare cases, personal interests. Definitely take the time to research your desired path and potential firms, if you have not done so already, to understand what is involved and the skills and qualities required. Avoid clichés like “I am tech savvy and dynamic and would be a perfect fit for Google.” Such declarations are way too superficial—you must explain your aspirations on a much more profound level to demonstrate the “fit” that will impress the admissions committee.

This essay question ultimately reverts back to pretty typical personal statement phraseology. And because personal statements are similar from one application to the next, we have produced the mbaMission Personal Statement Guide (<https://shop.mbamission.com/products/personal-statement-guide>), which helps applicants write this style of essay for any school. We offer this guide to candidates *free of charge*. Please feel free to download your copy today.

Optional Essay: Use this essay to share information that is not presented elsewhere in the application, for example:

- **Explanation of employment gaps or academic aberrations**
- **Quantitative abilities**
- **For re-applicants, improvements to your candidacy**

Interestingly, Haas has slightly altered the presentation of its optional essay prompt for this application season, switching from a question to more of a directive, though the content requested is not that different from in previous years. The change may simply be an attempt on the school's part to focus applicants more specifically on the information it deems most useful by offering examples in the form of bullet points. No word limit is offered for this essay, but do not interpret this as a blank-slate invitation to dump every bit of remaining information about yourself that you feel the school is lacking. And however difficult, avoid the temptation to simply reuse a strong essay you wrote for another school here or to offer a few anecdotes you were unable to incorporate into any of your other Haas essays. Be judicious in your use of this opportunity, and only submit an optional essay if you truly believe a key element of your story or profile is needed for Haas to have a complete and accurate understanding of you as a candidate. In our mbaMission Optional Essays Guide (<https://shop.mbamission.com/products/mbamission-optional-essays-guide>), available through our online store, we offer detailed advice on when and how to take advantage of the optional essay (including multiple sample essays) to help you mitigate any problem areas in your profile.

B-School Insider Interview: First-Year Student, Haas School of Business at the University of California, Berkeley, Class of 2015

A first year at UC Berkeley's Haas School of Business provided us with some insight into the school's MBA program and his experience as a student thus far. Having entered Haas with an engineering background, he is planning to pursue either a strategy or business development role in the technology industry after graduating, or may explore the option of working in the tech practice of a consulting firm.

mbaMission: When you were deciding where to pursue your MBA, what led you to choose UC Berkeley Haas? And how has the school matched your expectations thus far?

Haas First Year: The school's culture really got me hooked. It was interesting to note that Haas had articulated its values and what it seeks in students so eloquently. On top of that, everyone I met seemed to embody those qualities. What I could only infer prior to admission, I know for certain now. Everyone is super down to earth, no matter how accomplished they are. Challenging [the] status quo and being students always are also principles that can be commonly observed. The MBA program office itself constantly strives to better the student experience by col-

lecting feedback and acting on it. There are supplements such as courses on strategic innovation and even actual coding for the MBA students.

Another important consideration for me was the strong experiential component of the program. There are endless opportunities to get involved and work with actual clients, from semester-long consulting engagements with actual clients to courses such as Cleantech to Market and [the] International Business Development [Program].

mbaMission: I see. How do you like living in the San Francisco area? Do you feel like the school's location has had any impact on your MBA experience?

HFY: I lived in the Bay Area prior to Haas, and this is one of the reasons I chose Haas. Being close to the city as well as the epicenter of tech is really useful when it comes to networking and job hunting and being able to get great speakers for talks and events. Of course the weather, the outdoor activities and the proximity to wine country are not bad perks, either, and Haasies make the most of it with the Redwoods@Haas and the Wine Industry Club.

mbaMission: So how would you characterize your Haas classmates?

HFY: Supportive, collaborative and humble. As I said, most of them exemplify the Haas principles of “confidence without attitude” and “beyond yourself.”

mbaMission: Nice. And what would you say about the greater community as a whole?

HFY: The community itself is really tight-knit and has an intimate feel to it.

mbaMission: Great. What resources at the school do you feel have been the most helpful or interesting to you so far, would you say?

HFY: Several events all year round, like the speaker series, and club events bring in experts and business leaders from the industry and academia, so there is never any dearth of interesting talks to go to. The clubs are all student run and really in touch with the needs of the student body. For example, there was a workshop to teach students how to write SQL queries—and that's a skill that is needed for a lot of tech jobs.

mbaMission: Sure. That's pretty cool. Have you had any interaction with the dean during your time at Haas? What impression would you say students seem to have of him?

HFY: Dean [Rich] Lyons is regarded very highly here. He was the one who really captured the essence of Haas in the culture and the four principles. Students have frequent access to him at events. For example, there is a breakfast with the dean once every few months. There is also a Dean's Scotch Tasting event in the spring with the Chatham House Rule to encourage candid discussions.

mbaMission: That's great. What has been your experience with the school's alumni? Did you contact any Haas graduates before you got into the school, and have you reached out to any so far as a student?

HFY: There are several alumni mixer events held throughout the year, and alums come in all the time for recruiting events as well as club events and talks. Before I was enrolled, I got a chance to network with alums at Haas admissions events as well.

mbaMission: Okay. What would you say are some of the best parts and perhaps less great parts of the school's facilities?

HFY: Being part of a crowded campus means that expansion of the current facilities is an issue. Classroom availability can sometimes become a problem, and meeting space can be hard to find. Having said that, we have just gotten access to a new facility within the new Memorial Stadium known as the i-Lab [Innovation Lab]. It is open space available to students to use and meet at whenever there is no class taking place.

mbaMission: That sounds like an important addition. What has been your favorite social event so far at Haas? Or is there one you are particularly looking forward to?

HFY: Oh, wow, several. Orientation week was a whirlwind of activities culminating in a bomb-diggity '80s party. We usually have themed Consumption Functions every two weeks, and the International Consumption Function as well as the Black History Month Consumption Functions were awesome events. VegHaas was another memorable event—several hundred Haasies descend on [Las] Vegas and take over several night clubs. The student treks are very popular as well. There are spring treks to Japan, Morocco, Israel, and Cuba.

mbaMission: So what is the most important thing you feel more people should know about Haas?

HFY: I think there can be a perception that Haas is just a tech school. This is absolutely not the case, and many of my classmates are looking at careers in finance, private equity, banking, energy, and the social sector. The other thing that has been a pleasant surprise is how much the school cares about input from the students. Course feedback as well as identified curriculum development needs are dealt with in almost real time, something the students who are here for a short two years appreciate very much.

mbaMission: I can imagine. To finish up, which professors have you found particularly impressive thus far? Or is there anyone you are really looking forward to taking a class with?

HFY: Sure. Well, there's Cameron Anderson. I haven't taken any classes with him yet, but his power and politics as well as his negotiations course are both very, very highly rated. And I haven't done the pricing course with Teck Ho yet, since the course was completely bid out by second years by the time first-year bidding started, but I'm looking forward to it in second year.

Terry Taylor teaches the core operations course at Haas, and I can safely say that a lot of skeptics going into ops were blown away by Terry. He uses a variety of teaching tools, from regular cases to Seinfeld videos to supply chain games. For example, there's one where we drink beer while managing a beer supply chain. Students love Terry's teaching style as well as his masterful handling of class case discussions.

mbaMission: Thank you so much again for taking the time to talk with us a bit. We really appreciate it.

HFY: No problem!

“What I Learned at ... Haas”

Mili Mittal is a 2010 Haas MBA and Certificate in Entrepreneurship holder, a former mbaMission admissions consultant, and the CEO and cofounder of mor.sl, a recipe recommendations platform designed to help busy professionals cook. Here, Mili shares with us how her Haas classmates turned into friends who supported and guided her when she was starting her own company, how the hands-on experience she gained at the school has helped her career, how UC Berkeley's connections among its schools and in the community aided in the early development of her company, and how her former professors and mentors at Haas continue to support her today.

I went to UC Berkeley Haas already knowing that I wanted to start my own business after I graduated. After four years as a human resources and information technology consultant at the Corporate Executive Board Company, where I gained “intrapreneurial” experience building a new product line, and after having also cofounded and launched a dance company, I'd caught the entrepreneurial bug. I thought I was going to business school to round out my skills—to learn finance, accounting—the technical things I would need to build a business. I was wrong.

At Haas, I learned and gained so much more than just academic knowledge (not to undermine those things, however—for example, learning to build a financial model in Professor Sarah C. Tasker's “Designing Financial Models That Work” course was invaluable). I chose Haas because of its strength in entrepreneurship and social responsibility, because it supported students with crazy “I'm gonna change the world” ideas, and because students emerged from that campus and did just that. When I got there, I was energized and excited, not just by everything the school had to offer, but also by the energy and ambition of my peers. At Haas, with only 240 students in my class, these peers quickly turned into friends.

The single most beneficial resource I had on my entrepreneurial path at Haas was the support of these friends. When you're starting a company at Haas, you don't feel alone, even though entrepreneurship is generally a very lonely path. Instead, you have a community of professors, friends and mentors who act as your cheerleaders. They work for you from the get-go, both inside and outside the classroom. Professors like John Danner and Kellie McElhaney worked to introduce me to the likes of Whole Foods' and Wegmans' executives so that I could gain invaluable industry perspective on my company. Professor Mario Rosati sent my pitch to Silicon Valley investors for their

feedback. Fellow entrepreneurs in my “Entrepreneurship Workshop” class worked tirelessly to offer perspective on my business plan, pitch, and product iterations.

Moreover, I found my first teammates at business school—I originally started the path to mor.sl by working on a venture called myChef, which I founded with fellow Haasies. Even our classmates who were going the more traditional route of marketing or finance offered their support—filling out SurveyMonkey questionnaires about their pantries and tastes, testing various iterations of the product, and offering their own connections as resources. Based on these individuals’ input and feedback, we realized the initial concept for our venture required too much user input to stay accurate, and quickly pivoted to a new model.

What’s even more awesome? These friends continue to support me to this day, nearly two years after graduation. Those who have gone on to see entrepreneurial success of their own offer their advice and materials for me to learn from—sample term sheets, partner agreements, seed-round pitch decks that worked for them. Those who aren’t entrepreneurs offer their skills, too. For example, my friend who works at a digital marketing agency offered tips on effective Facebook marketing when I needed them. Haasies are my champions—and my company’s champions. They share our success on Facebook, pass the mor.sl URL along to their friends, introduce me to potential partners. And all of them, together, have been my rock, continually encouraging me to push forward even when I’m not optimistic, and championing my small wins. Basically, they’ve got my back.

When you are choosing a business school—whether you’re looking to start your own venture or not—take a close look at who you’ll be sitting next to in class. Make sure they can quickly go from being your peers to your friends, because it’s your friends who will support you on your journey, no matter what your path is.

The quality of the people who surround you on campus is arguably the most important factor to consider when deciding which schools to apply to—but it’s obviously not the only one. As I mentioned before, I chose Haas for its strength in the fields that I ultimately wanted to pursue: entrepreneurship and social responsibility. The greatest thing about the program was that I didn’t actually have to wait two years to work in these fields. With the incredible array of experiential learning integrated into the curriculum and overall Haas experience, I was living and breathing and building in both right away.

In Professor McElhaney’s “Strategic CSR [Corporate Social Responsibility] Consulting” course, I not only learned about building smart CSR strategies, but I also implemented my learnings by consulting to eBay and building that company’s social media marketing strategy for its social platforms. Even though I ultimately did not take the CSR career path, the lessons I learned and experiences I had are invaluable in my current path—knowing best practices on how to deploy social media to campaign your cause, build awareness, and implement other such strategies is something I use day in and day out at mor.sl. I built on this experience during my summer internship, working for Hewlett Packard’s CSR division, devising the company’s five-year CSR strategic plan.

In my second semester at Haas, I was writing my first business plan—not for mor.sl, but for a different start-up. This was for the “Entrepreneurship 101” class taught by Professors Jerry Engel and John Danner. At 8:00 a.m. every Thursday morning, for three hours, I worked with three other teammates (Team Awesome) to strategize and iterate, and to build a business model, a pitch deck, a financial model, and a marketing plan. Each week, we presented our work to our professors, classmates and a panel of mentors (experienced entrepreneurs and investors), received feedback, and continued to iterate. I learned the basics of how to develop and deliver a start-up’s story. I still use materials from this class today! And these professors, for whom I was a Teaching Assistant the following year, became my mentors and friends.

In Professor Sara Beckman’s “New Product Development” class, I learned to build a product without actually building one—minimizing the costs of learning by getting in front of customers early and often. I worked with fellow MBA, engineering and design students to develop and iterate a prototype for a product similar to mor.sl, one designed to preserve ethnic cooking traditions in America.

Meanwhile, in Professor Steve Blank and [entrepreneur] Eric Ries’s “Customer Development in High Tech Enterprise” course, I learned more than I had bargained for: methods for developing a tech company by “getting out of the building” and finding out what customers need and want. In this class, guest speakers included Dave McClure (500 Startups) and Hiten Shah (KISSmetrics). Think about how much you might pay to see these people speak at a conference—now think about being in a 60-person classroom with each of them for three hours. Amazing.

I also served as fundraising chair for the Global Social Venture Competition and overcame my fear of asking people for money (a critical skill for an entrepreneur). Beyond that, I developed a firsthand perspective of what investors (who served as competition judges) look for when evaluating companies for investment. By participating in a number of on-campus competitions, including the Big Ideas @ Berkeley Contest, the Walmart Better Living Business Challenge, and the UC Berkeley Business Plan Competition (now called the UC Berkeley Startup Competition), I learned the key points of pushback on my pitch and was able to modify it accordingly.

I learn best by doing, so I took advantage of a program that offers a lot of doing—Haas—and now find myself applying all that knowledge as I build mor.sl. Maybe you learn better by listening or by analyzing. If so, choose a program that offers a lot of that. You’ll thrive.

I’ve covered the importance of having high-quality peers and of choosing a program whose method of teaching fits your style of learning. But what about the importance of synergy? You may be wondering what the heck I’m talking about. Synergy is important—what does your target business school offer beyond your school? For me, I’d stumbled (well, very consciously) into an incredibly synergistic campus. UC Berkeley is located an hour from Silicon Valley and in the heart of the slow food movement’s birthplace. What better place to start a food tech company? None.

UC Berkeley's reach extends far. The synergy that the school shares with its surrounding area is incredible. Because of the strength of the Berkeley connection, I was able to meet one-on-one with incredible people, including some of my role models—Mitch Kapor and Will Rosenzweig. And I lived just two blocks from Chez Panisse restaurant, where Alice Waters founded the slow food movement many decades earlier.

But Berkeley's reach is also deep—extending into other programs on campus. There is a synergy between the various schools at the university—the Goldman School of Public Policy, the UC Berkeley School of Information, the College of Engineering, the Boalt School of Law. In fact, through the Boalt School's "New Business Counseling Practicum Seminar," led by [Berkeley Law School] Professor William (Bill) Kell, my cofounders and I were able to get pro bono legal assistance that was critical to our early development and strategy. Michael Pollan, a professor at the Berkeley Graduate School of Journalism and the infamous author of *Omnivore's Dilemma: A Natural History of Four Meals* and *In Defense of Food: An Eater's Manifesto*, was kind enough to meet with my team while our venture was still in its infancy, just because we were Berkeley students.

Finally, Berkeley's synergy is evident in everyday campus events. This synergy is what brings renowned speakers and industry veterans to campus to participate in the Entrepreneurial Best Practices Series and the Haas Women in Leadership Conference.

As you consider your school choices, think about where each school's synergies lie. Figure out what kind of "spill-over effect" you could benefit from, based on the school's location and connection to other programs, alumni and resources that may be valuable in your projected career or venture. You won't regret it!

I have mentioned a lot of professors whose classes were instrumental in teaching me about and enabling me to practice entrepreneurship fundamentals while in school. But I haven't talked much about how much these professors influenced the direction of mor.sl and how incredibly important they've been and continue to be on our journey.

I don't know about you, but when I was an undergrad, I never built really strong relationships with my professors. There was distance between the students and professors at my school, and only with a very few did I feel comfortable talking about anything but homework. At Berkeley, I had the opposite experience—perhaps because I was older and had a stronger sense of purpose and maturity, but perhaps because the professors there were interested in forming connections with their students.

At Haas, in part because of the small class size and mostly because of the professors' dedication, I could drop into the Lester Center for Entrepreneurship almost any time I wanted and catch the ear of professors Danner, Engel, or David Charron. Professors like John offer to take you to lunch to chat about your start-up's challenges and help you overcome them. Professor Beckman encouraged students in her "Design and Systems Thinking for MBAs" class to talk with her outside the classroom about ways to help incorporate design thinking into the Haas curriculum. Professor Blank took precious time to meet with students outside of class to discuss their unique start-up chal-

lenges, too. These professors weren't just there to "drop knowledge;" they were there to invest in their students. Every interaction with my professors—well, most—felt like a discussion with a partner.

And professors aren't the only ones who can turn into mentors. For example, Berkeley has an Executive in Residence Program. Through this program (and through my participation in the Berkeley Board Fellows Program), I met David Riemer, the former vice president of marketing at Yahoo! David became a mentor—advising me on my career path, my start-up strategy, and more. He continues to do so to this day.

Together, these individuals have helped shape the direction of my path and of mor.sl, not because they had to, but because they wanted to. Will you need mentors when you're in business school? If so, take the time to visit your target programs and meet with professors to see if they'll be there for you the way my Haas professors have been there for me.

Appendix:

Haas Facts and Figures

Note: Facts and figures in this section are prone to change. Occasionally, conflicts may exist between the school's publications and its Web pages. Applicants are urged to recheck facts and figures for the most up-to-date information.

Basics

Year Established: 1898
Location: Berkeley, California
Dean: Richard K. Lyons (2008)
Executive Director of Full-Time MBA Admissions: Stephanie Fujii (2010)

Programs:

- Full-Time MBA
- Evening and Weekend MBA
- Master’s in Financial Engineering Program
- MBA for Executives
- PhD Program

Joint Degrees:

- JD/MBA
- MBA/MA
- MBA/MPH (Master’s of Public Health)

Class Profile (Class of 2017)

Number of Applications Received: 3,592
Enrolled Students: 246
Average GMAT: 715
GMAT Range (Median 80%): 680–760
Average GPA: 3.66
GPA Range (middle 80%): 3.42–3.90
Average TOEFL (iBT): 109
TOEFL Range (middle 80%): 103–116
Women: 41%
U.S. Minority Students (includes African American, Hispanic American, Native American, Native Hawaiian/Pacific Islander, Asian American, and East Indian/Pakistani): 36%
International Students: 40%
Countries Represented: 46

Median Age at Enrollment: 28

Median Years of Work Experience: 5

Employment Statistics (Class of 2015)

Mean Base Salary: \$123,403

Median Base Salary: \$125,000

Mean Signing Bonus: \$27,892

Graduates accepted positions in the following industries:

- Technology/Telecom: 37.8%
- Consulting: 25.0%
- Financial Services: 15.0%
- Health/Biotech/Pharma: 6.6%
- Energy: 4.4%
- Consumer Packaged Goods/Retail: 3.9%
- Real Estate: 3.3%
- Other: 2.8%
- Nonprofits/Public Sector: 1.2%
- Media/Entertainment: 0.6%

Graduates accepted positions in the following functions:

- Consulting: 24.3%
- Financial Services: 17.7%
- Marketing: 14.4%
- Business Development/Strategy: 13.3%
- Other: 8.3%
- General Management: 5.5%
- Operations: 5.0%
- Rotational Programs: 5.0%
- Real Estate: 3.3%
- Human Resources: 2.8%
- Corporate Social Responsibility: 0.6%

Top Hiring Companies:

- Accenture
- Adobe
- Amazon
- A.T. Kearney

- Bain & Company
- The Boston Consulting Group
- Citibank
- Clorox Company
- Dalberg
- Deloitte
- eBay
- Ernst & Young
- Facebook
- Falabella
- Genentech
- Goldman Sachs
- Google
- IDEO
- Intel
- Intuit
- LinkedIn
- McKinsey & Company
- Morgan Stanley
- PayPal
- Sungevity
- Visa
- ZS Associates

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Berkeley Board Fellows: <https://socialsector.haas.berkeley.edu/boardfellows/>

Berkeley Energy and Resources Collaborative: <http://berc.berkeley.edu>

Berkeley Entrepreneurs Association: <http://bea.berkeley.edu>

Berkeley Finance Conference: www.berkeleyfinanceconference.com

Berkeley Marketing Group: <http://groups.haas.berkeley.edu/marketing>

Berkeley MBA Blog: <http://blogs.haas.berkeley.edu/the-berkeley-mba>

Berkeley Skydeck Accelerator: <http://skydeck.berkeley.edu>

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