

recruiters. For example, surveys of all three of Berkeley Haas's MBA programs¹ and the undergraduate program found that 75 percent of students cited the principles as a strong reason for choosing Berkeley Haas. More than 90 percent of alumni from the past decade were familiar with them, and more than 90 percent cited them as beacons in navigating their careers and lives. **Exhibit 1** is an example of the impact on admitted-student decision making, showing that culture and DLPs had become the single most important factor motivating full-time MBA admits to choose Haas.

Tangible results from the culture strategy in admissions and other areas (e.g., Executive Education client wins, culture-motivated philanthropy, media attention) came from executing on the culture strategy over the 2010-17 period, which was extensive and is described in part (A) of this case. Still, the dean-transition year, 2017-18, presented specific challenges and opportunities.

Based on ideas generated from discussions of part (A) of the case, as well as direct contributions from students, alumni, faculty, and staff across the school, a host of "transition-focused" culture initiatives were identified and implemented. These efforts were aimed at even more deeply embedding the DLPs into the Haas culture. Ten of the most substantial of those initiatives are identified here.

1) Carved Into Stone

In May of 2018, the DLPs were carved onto the building in five-inch letters at the front entrance of the school (**Exhibit 2**), with obvious symbolic importance and permanence. The practical importance included their visibility to the thousands of first-time visitors to the Berkeley campus who start their campus tour across the street from the Haas School, at Memorial Stadium. The Haas academic building is the first building on campus to which visitors are introduced, now with the words etched into stone and sharply evident from that introduction point. The idea to carve the DLPs into stone was first raised at a meeting of the Culture Champions/Deputies (see initiative 6 below).

2) Pulse Survey

The students led in creating and administering the first "pulse survey" that allowed the school to track consistent feedback over time across all programs and constituencies, develop a baseline in which to measure the culture and provide a resource for stakeholders to evaluate themselves and each other (e.g., 360 view). Feedback prior to 2017 was more haphazard, focusing mostly on alumni awareness and DLP traction in admissions.

3) Haas Board Memo

The Board of the School signed and sent a memo, prior to the identification of finalist candidates for the dean search, to the entire Berkeley Haas community (students, alumni, staff, faculty, and campus administration) stating unequivocal support for the four principles as well as their commitment to do a Board review one year into the next dean's term to see how the community did in keeping the culture asset strong. The memo itself is presented in **Exhibit 3**. The Board was eager to sign and send this letter, indicating their substantial and sustained support for the DLPs. It is unclear if this explicit show of support by the Advisory Board would have surfaced if not for

¹ Haas offers a full-time MBA program, an evening-and-weekend MBA program, and an executive MBA program.

