Jason Dunford: Hello, and welcome to our webcast, MBA Student Insights: Life Outside Tech at the GSB. My name is Jason Dunford, and I’m a first-year MBA student here at the GSB, and I’m joined by JB Monu and Jessica Holton. Like me, they are pursuing career interests outside the tech sector. So today, we’ll be talking a little bit about the student experience here at the GSB, and we’ll answer as many questions of your questions as we can. So to submit a question to us about what it’s like to be a student, just click the chat button at the top of your screen, enter your question, and click “Send to all panelists.”

Please be aware that we won’t be taking any questions about the admissions process, the application, or financial aid today. You can consult the website or contact the MBA Admissions Office for that information. All right, let’s get started. We’ll begin with introductions, where we’re from, what we were each doing before becoming to GSB, and what our goals are for after graduation. So I’ll go ahead and start. Again, my name is Jason Dunford. I grew up in Kenya, came to the US for college about ten years ago. I was an international swimmer, so swam during college and then beyond college representing Kenya. And then after that, I worked a couple of jobs before the GSB. The first one was in electronics recycling, and then after that, I moved into the solar industry and I’ve become very passionate about clean energy and see myself working in that industry beyond GSB. So now I’ll turn it over to JB.

JB Monu: Hi, I’m JB Monu. I grew up in upstate New York, but most recently, I’ve been living in Los Angeles. Prior to the GSB, I worked in the entertainment industry. So I spent four and a half years at a talent agency, think Entourage, and a year and a half at a TV production company. And I’m looking to get into management consulting post the GSB.

Jason Dunford: Thanks, JB. Jessica?

Jessica Holton: Hi everyone, I’m Jessica. It’s great to be with you here today. I grew up on the east coast, primarily New Jersey, and most recently from New York, And prior to the GSB, I was in finance. I did two years of investment banking and two years of private equity focusing on the consumer industry. And post-graduation, I’d love to start a company in the skin care industry.
Jason Dunford: Great, thank you both. So let’s get started with some questions submitted by the audience. So the first one: Did you come to school planning to work outside of tech, or did you change your plans after you arrived? JB, do you want to take that one to start?

JB Monu: OK, yeah, I was pretty – my answer is pretty simple because I was very deliberate with what I wanted to do. Working in entertainment for six years, I was ready to see more industries, and I figured the best way to do that was to go to business school, and then work in consulting because they work with many different industries. So I was very focused and knew what I wanted to do going into it.

Jessica Holton: Yeah, I was also very focused on wanting to start a consumer company. What I was really excited about was just being around the tech industry and around Silicon Valley and just understanding the different ways that people think here on the west coast. So while I was never really interested in going directly into tech, I was interested in getting the tech kind of vibe.

Jason Dunford: Great, and for me, very passionate about energy after, you know, working at SunRun Solar Company, and now exploring ways to go and work in clean energy back in Kenya where I’m from. Been in the US quite a few years now so I want to use the knowledge I gain here at the GSB to go back and do something there. So number two: What resources has the GSB provided you with to explore life outside of tech? Jessica?

Jessica Holton: Yeah, so in starting a company, Stanford is great at providing resources that are related to entrepreneurial pursuits. Two things that come to mind are Venture Studio, which is actually a physical space on campus that you can work on your company that you’re starting. But there’s also a huge community of people who are alumni of Stanford who are part of Venture Studio while they were here, and they ask questions of each other and kind of provide resources for each other. In addition, classes like Startup Garage offer a hands-on experience and are really agnostic to what industry you’re wanting to start a company in. So they have a huge focus on providing resources for entrepreneurial ventures, and it doesn’t matter if it’s tech or not.

Jason Dunford: JB?
JB Monu: Yeah, so even though I knew I wanted to do consulting, I still went to a number of the CMC (Career Management Center) events, and they had a lot of different events to help you explore who you are and explore what you’re interested in, to give you ideas of what to get into. So I knew I wanted to do consulting, but I said, “You know, let me try these out,” and they’re actually pretty helpful. They help a lot of people. It helped me even focus more on consulting. So the CMC is a great resource, too.

Jason Dunford: And for me, a bit like Jessica, I’ve had a chance to be part of Venture Studio exploring my own venture, and also taking a couple of classes, what we call “across the street” classes in other schools here at Stanford. So I had great opportunity to take an energy entrepreneurship class last quarter and really progress the venture that I’m working on. Great, we’ll move onto the next one. What academic extracurricular internship experiences are helping you explore and pursue careers outside of tech? JB, I’ll throw that one over to you.

JB Monu: Well, having a liberal arts degree and not knowing business speak, as I’ll call it, just going to business school in general is very helpful. Just a basic – the introductory strategy class and learning how people in the traditional business world speak, that alone has been very helpful. And then the different clubs and stuff as well, too.

Jason Dunford: Yeah, I mean for me, I’m kind of similar. I had a human biology degree, so really getting the hardcore business school being incredibly helpful as I think about what I’m going to do next. And then extracurricularly, I’m getting a chance to head up the Energy Club, which I think will be a great leadership experience to help me plug into the energy community even deeper. All right, and the next one: Can you talk about the social aspects of the community? Does it feel like everyone is only interested in tech? Jessica, does it?

Jessica Holton: Absolutely not. And one of my favorite things about the GSB is how different we all are, and of course we’re extremely supportive of each other, but seeing where people come from and where they’re going, there’s really no focus. I think there’s probably a slight focus to wanting to start a company or be part of an early-stage startup, but from an industry perspective, people are all over the place, and I’m really excited to see where people go.
JB Monu: I just would have to second that. Especially coming from the entertainment industry, which is definitely different. I know a number of people who have even come to me - actually, I’m a VP for the Arts, Media, and Entertainment Club - who want to get into the business, and I know firsthand how difficult it is to get in there because it’s just so old take. So yeah, everyone is interested in so many different things.

Jason Dunford: That’s incredibly helpful to people breaking into media year round. Okay, great. Let’s see. Next question, a little bit more about academics in class. So how are the industries incorporated into class discussions? What classes do this really well, and do you have a favorite case? JB?

JB Monu: Overall, I think many different classes do this very well, actually. Just to – I think we should all answer it. My favorite case came from a marketing class. It was actually a case on Unilever in Brazil, which is they would create soap. So you wouldn’t think it was very interesting, but it was in the sense that because they were trying to figure out a way to break into a certain market, and we were in different groups and have to do a whole report. And it was just cool seeing how all the different solutions each group came up with and then presented. So that was a very fun case. Obviously not tech related.

Jessica Holton: At all.

JB Monu: At all.

Jessica Holton: My favorite class so far has been Formation of New Ventures. I don’t know if you guys have taken it, but the premise is every class, we have a different case, and it’s across all industries: healthcare, financials, tech, consumer. And we diagnose what happens in the startup, and each class, the founder comes in and talks to us, and provides their remarks throughout the class as well. And so probably my favorite case for that was a company called Tiny Prints, which does cards customized.

And at the time, that was something that wasn’t available to people, and hearing the founders and how they bootstrapped it and how they built it from the ground up was really inspiring for me.

Jason Dunford: For me similarly, with regards to having a founder in the class, one that stands out is my HR class where we did a case on a company in Kenya called Juhudi Kilimo that did loans to farmers to increase productivity. The founder came in to talk to us about issues around
incentivizing, you know, workers and their field staff to go out there and get business, and that was fascinating. For me, for someone who comes from abroad, it’s really cool to see how they integrate cases from all over the world into many of these classes. Great. Let’s see, next question. **How have you kept yourself from being pressured into tech with Silicon Valley so close by?**

Definitely there is a call there. So, Jessica?

*Jessica Holton:* Yeah, Stanford does a great job at two things. Well, many things, but two in particular are reflection and prioritization. So in the very beginning of the year, we had a session about priorities and setting your priorities and really making sure that you’re focusing on your priorities rather than being pulled into the community think and what you think everyone else is doing. So that’s definitely bled through my entire experience. I think also on reflection, making sure that you’re in tune with yourself and what you want to be doing. It’s something that is known as something that people do here, so I think that has really kept me on my track, and I haven’t really swayed from it because of those two activities.

*JB Monu:* Yeah, I completely agree, and one thing I’d also add too is because Stanford is so close to Silicon Valley and there is some slight tech focus, you get to see how tech has entered other industries. Just because you’re not going to go into the tech industry doesn’t mean technology’s not changing industries.

So it’s actually very cool to understand that oh, okay, I might not go into tech itself. I might not go look at Google or Apple, but technology is changing many different – like all different industries - and it’s good to see that and keep that in the back of your mind as you look to figure out what you want to do.

*Jason Dunford:* Yeah, absolutely, and on that point, you know, again, that opportunity to maybe step across to other schools and take a CS class, a lot of business students will do that to get that grounding in tech skills. Great, so **what resources are available to help you pursue a career shift?** Okay, well I can take that – you want to go? For me, the CMC are incredibly helpful – that’s the Career Management Center. You know, you can go there: they have a ton of resources; they have a ton of jobs, a ton of advisors. So that I think is a big one. JB?

*JB Monu:* Yeah, I was also just going to add CMC and the student clubs, too. I joined the Consulting Club. I remember consulting recruiting as an undergrad a little bit and thought that was just too difficult, but the Consulting Club – and so there are many different clubs -- but
they give you the resources you need and the practice you need, and then because everyone at the GSB comes from so many different backgrounds that the students here are very helpful as well if you’re looking to change your career.

Jessica Holton: And just to give you a picture of that, being able to in the first quarter have 30-minute coffee chats with people from – we have 400 people in our class -- and I want to learn about energy and entertainment. We have 30 minutes, and that really gives almost a deep dive really quickly and efficiently.

Jason Dunford: What is the typical day like at the GSB if there is indeed a typical day? Jessica, do you have a day you could talk about?

Jessica Holton: Yeah, they’re very different. I would say during the week, we’re in classes, it depends on the day, but probably average of three classes a day, three to four classes a day. So we spend a lot of class time, and we also kind of intersperse with that have lunch or coffee with people who we’re trying to get to know or catch up with. For dinner, there’s often meetings where speakers come in and you kind of go to that speaker, and there’s dinner provided.

One of my favorite things about the GSB is Talk, which is tonight, every Wednesday night for us where one student gives a 30-minute kind of talk about his or her life, so that’s a good community aspect. I’d say everyday has an element of academic, social, community, and career, and it’s really exciting. No day is the same, and they all go very quickly.

JB Monu: Yeah, the only thing I would say is typical is you know you’re going to have classes at the same time on Monday/Friday or Tuesday/Thursday. And then your calendar – you get invited to lots of different things, and it just starts to fill up. Especially if you like to say ‘yes,’ which you should because it gets you lots of great experiences. So yeah, there’s really no typical day.

Jason Dunford: I don’t know about you two, but I find my calendar pretty much owns my life. So I’m there and I’m there. Weekends, too, you know we have our social events, which is a great time to get the class work done for the following week and prep for that. Okay, will you talk about the global experiences you’ve had or plan on pursuing? Okay. I can take that one. As a former athlete, I got a chance to travel all over the world, but unfortunately – well, it was incredibly fortunate – but on those trips, often times, it would just be a pool and a hotel. So it was very nice for me just having recently gone on a Global Experience trip through the GSB to
South Africa with 30 of my classmates, and we really got to explore the country, talk to some incredible leaders down there. So that’s been a new travel experience for me. And I’m hoping I can do a few more of those during my time here.

Jessica Holton: Yeah, similarly, I went on a global study trip to Singapore and Indonesia. And, just so you know, the global study trips are 30 students and you’re meeting everyday with business leaders and government leaders. It’s a really great way to get to know a country besides the tourism. So I did that, and I’m also doing an internship in London for four weeks over the summer, which will be great. And looking into planning a global study trip for next year. So the GSB definitely does a great job at intermingling your global experiences with your academic pursuits.

JB Monu: Yeah, I mean the global experience is a requirement, so you have to do some global aspect. I did a global study trip to Japan last winter, which was just amazing, and am applying for a GMIX. We’ll see if I get it. So hopefully four weeks somewhere abroad.

Jason Dunford: And you want to explain a little bit about what a GMIX is?

JB Monu: Yeah, so a GMIX is basically – from the way I see it, it’s a mini - - you have 14 weeks, I think, off for the summer. It’s a mini internship, so instead of a 10-week or 8-week internship, it’s generally around 4 weeks. It can be flexible depending on how much time you have. Where you get like a stipend to live in a certain country and work for a company and just really get to immerse yourself in the experience.

Jessica Holton: It’s a really great way to have a little snapshot into what it would be like to work abroad or in that particular industry, too. It is a good way to just try it out for 4 weeks.

Jason Dunford: So the next question, what exposure do you have to clean tech renewables energy efficiency at the GSB? I suppose this one is for me. So there are some GSB classes focused on clean project development - clean energy project development and finance. And then of course the Engineering Department, there’s a ton of classes you can take and design your schedule that way. And a lot of people interested in environment can also do a dual degree - it’s called an E-IPER degree - and stay on for an extra quarter and even dive deeper into those subjects. How does social impact and corporate social responsibility emerge in your GSB experience, whether inside or outside class?
**JB Monu:** I know like Ethics was one of my favorite classes first quarter, and so that’s a class where you’re really dealing with the difficult questions. Now the way it’s taught, the teacher does not try and make you…does not tell you what’s right and wrong. He just had you…they talk about business situations, like the LIBOR scandal or the – I forgot what Intel was talking about getting, changing their supply chain to make it more – to have safer minerals and basically like not war-torn minerals.

And so that’s definitely a class that focuses on – has people have those discussions because I do think it’s very important.

**Jason Dunford:** And we also – there’s a Social Innovation Club here, and the Energy Club actually, we collaborate with them sometimes, and they do a big social innovation retreat. So certainly there’s a community that you can plug into in a big way.

**Jessica Holton:** There are also opportunities to be a part of actual companies who are doing social good and consulting for them, and it’s a pretty time-intensive thing, but those people are learning a lot.

**JB Monu:** The last thing I’ll add is – I haven’t quite done it yet, but you can talk to your professors in class. So you can challenge them, ask them certain questions. I’m – I only bring this up because I’m listening to an audio book about the financialization of American, and I’m – it’s talking certain things, I remember learning certain things in finance, and I know like in the future, if I hear something that is a little jarring, you can challenge your professors to be like, “Why is this? I heard this and I heard that,” and it can actually foster very good discussion.

**Jason Dunford:** How supportive is the student body? Do you feel that it is a competitive environment or supportive community? Jessica?

**Jessica Holton:** I have a very strong opinion on this. It’s incredibly supportive. I have never been in a community of people that is…it’s… we’re full of 400 cheerleaders by our side to help us out. I have never felt like someone is trying to go ahead and do something without bringing the whole class behind them. I think some specific examples are in the first quarter or the second quarter when some people who had finance backgrounds or accounting backgrounds would just help out, and for nothing, like just spend many hours trying to help their classmates who came from liberal arts backgrounds, and it’s really just a community of help, and people know that I’m interested in starting a skincare company and people
have reached out to me to want to share their experiences. And it’s really a very, very special community, and I don’t think there’s anything like it.

Jason Dunford: Yeah, I totally second that. If you want someone to help you out with a contact or something that you’re really interested in, people are just so willing to do that, and I’m just thinking sometimes when you’re working on a group project, maybe you don’t have as strong a background as someone else on your team. I’ve just found people so willing to help coach and bring you up to speed in those experiences. So, it’s been pretty amazing.

JB Monu: And I specifically did recruiting for consulting, which can be… which can scare some people because generally like business schools are feeders into consulting. And one thing that’s nice that Stanford is such a diverse background that it wasn’t the – again, remembering undergrad, or there’s 200 people in one room all fighting for 10 jobs. Stanford didn’t feel that way at all because I was one of 40 people. And then – and people are just so collaborative. So even in the intense recruiting of it all, Stanford was still incredibly collaborative and supportive community.

Jessica Holton: And one thing to bring up on that is we have a norm of non-grade disclosure, so that also helps out. People kind of are on the spectrum of being super focused on academics, and also prioritizing other things as well, and so not competing for the number one or number two spot. It’s not relevant for us.

Jason Dunford: You’re allowing us to take risks. Maybe take a class that is – we don’t have a strong background in, and we can really kind of push ourselves. **What networking opportunities are available to non-tech students?** I can talk about through the Energy Club, we host a careers event in collaboration with the Stanford Energy Club each year. We’re bringing in speakers. We bring in – we have brown bag lunches, you know, throughout the year. So we try to do that through the clubs. I don’t know…

Jessica Holton: Yeah, I would echo that for the Retail Club. Obviously as you can tell, we have clubs that go kind of by industry in addition to other activities. And one thing the clubs do, at least the Retail Club, is a trek. So there was a trek to Europe, but the one I went on was to San Francisco, so it was half an hour away, and meeting with various companies and really getting to know people within those companies and networking across retail. So Sephora and Chubbies and other places.
Jason Dunford: How invested is GSB in providing recruiting resources to students who are interested in careers outside tech? Kind of a similar question.

JB Monu: I think we touched on this a little bit. Again, the CMC and the clubs do just such an amazing job of giving you the resources you’d need, no matter what. Again, we talked about the treks, we talked about the CMC, and on the different – you can use individual one-on-one meetings with a CMC advisor; they can help you reach out to alumni. There’s plenty of resources that will help you find jobs outside tech.

Jason Dunford: Can you speak a bit about any experience you might have meeting students at GSB who come from a nonprofit background, who are interested in focusing on nonprofit later in their careers? Personally, I have a lot of friends who come from nonprofit backgrounds. And a couple that come to mind are actually starting a company in this space. And so you know, Stanford is incredibly supportive to people who want to go into nonprofits. There’s also funding you can access for your summers, to work with nonprofit companies. And there’s also a fellowship once you graduate that you can access if you’re going to be working in a nonprofit career. So the GSB is incredibly supportive. Anything else to add on that one?

Jessica Holton: Definitely. I think a lot of people come in not really knowing what they want to do, knowing that they want to change fields, but want to explore a different hypothesis. I think it’ll be interesting; we’re all first-years. So it’ll be interesting to see what happens after the summer where a lot of people have internships and they test out the hypothesis of do they like it or do they not, or various aspects. And then come back in the fall ready to do full-time recruiting or go back to the company that they interned at. It’ll be interesting to see.

JB Monu: And it’s currently almost May; we are a week away from May, and I know a number of people who still don’t have internships for the summer. And it’s not because they can’t get internships. It’s because they’re still just really trying to figure out what they want to do. So, even right now, some people are still trying to figure out where to explore.

Jessica Holton: We’re waiting for the perfect –
JB Monu:  Exactly.

Jason Dunford:  Yeah, I have had 2nd years tell me that summer can be a big time because it really helps refine how you approach the second year, hone in on something. **Knowing you wanted to enter a non-tech field before entering business school, why did you choose GSB?**

JB Monu:  I can tackle that one. GSB – it was definitely my top choice. One, I lived in Los Angeles, even though I grew up in the Northeast, I was like, “It would be nice to stay in the west coast,” and I’m doing this whole thing short term. Might want to get back into media long term, but it hearkens to what I was saying earlier, just how technology is changing every industry. So I wanted to be nearby the tech space because specifically, it may be a – I mean Facebook is becoming a media company. Apple is having a much bigger space in the media space, bigger play in the media space. So these tech companies are becoming media companies from my point of view in a sense, so I just want to be around that sort of life, proximity.

Jessica Holton:  Yeah, I agree. I want to be around big ideas and ideas that are changing the world, and just openness and new ways of thinking and collaborating, and the GSB was definitely that. Beyond that I think the community we have all talked about is just unparalleled and that’s really what made GSB my first choice, and then I’d also say if you want to start a company, the resources are unparalleled as well. I think it’s a fantastic place to start a company, regardless of what industry you want to start it in.

Jason Dunford:  Yeah, and I was lucky enough to do my undergraduate here. So any chance to return to the Farm, I’ll take it. **How much does your first and second year schedule allow you to be in extracurriculars? Is it recommended to do just one extracurricular, like take a new leadership role, or would you be able to participate in a few clubs?**

Jessica Holton:  So, clubs here are different from at least my undergrad experience in that they don’t really dominate your social experience if you don’t want them to. So, we have something called – we have the first five weeks, basically, we can’t be a part of club, and that’s in an effort to get back in the swing of things and being a student and getting to know your classmates. And, so by the time you join, it’s actually midway through your first quarter, and I don’t know about you guys, but I joined several, the Retail Club being one of them. But also just activities like the Wine Circle and the Eat Club.
And, so throughout your first year, you can definitely be involved in a bunch of them, and then if you want to take on a leadership position, it’s not – it’s definitely manageable, and I’m doing one. It’s the Eating Club. But it definitely is manageable. Whatever you want to prioritize is where you should spend your time.

Jason Dunford: Yeah, I would agree. I mean in terms of club leadership, it really depends, one, how much the club does over the course of the year, how big a role it is, how much you want to bring to the role. I do see some people take on maybe more than one leadership role in a club, but I think typically it’s one. And then being a member or playing a supporting role in other clubs.

JB Monu: But I’ve definitely seen some second years – they’re done now -- but like who had a couple clubs, one or two clubs, they did – someone who was like an Arbuckle Fellow, and also saw and planned a GMIX, too. Yeah, they were very, very, very busy because that is a lot. But it’s doable.

Jason Dunford: With a non-tech bias, how does the GSB prepare you for starting for-profit businesses in Africa or low-income countries? I guess this one is for me. There have been quite a few businesses started in these countries by alums of the GSB, so I have plugged into the network of people who have done that in Kenya specifically. You know, again, there’s a ton of resources, people who have funded businesses overseas. So there’s a lot of potential, a lot of innovation to come out of Stanford for work in low income countries. One I can think of specifically came out of the d.school, was a low-tech incubator for babies in low-income countries. So there’s a lot of support here and there’s a lot of precedence for people who have done that coming out of the GSB and at Stanford more generally actually. Can you talk about your experiences with faculty?

JB Monu: I have had great experience with faculty, and it’s just funny thinking comparing it to my undergrad experience where I didn’t really talk to faculty at all that often. I’ve had a couple lunches. Accounting -- I was terrified for accounting because that was just a class that was going to be the toughest thing from a non-business background, but I love the class. I had lunch with a teacher while we were in class together. I’ve had lunch with a teacher again like after class. So the faculty is just incredibly approachable. Just the way the school is set up is the big dining – Arbuckle is right in the middle -- so you see your teachers even when you’re not in class
with them anymore, and it’s fun to catch up with them. So, I just had amazing experiences with the faculty.

Jessica Holton: Yeah, I’d say they’re deeply supportive, just like the community of us is. And, so I had a question about a startup, and I went in to talk to a professor for office hours. And she spent way longer than I expected her to or to have time to because she really cared about getting to the bottom of it and problem solving with me. And it’s an ongoing conversation. So it’s really actually incredible how much they want to help us and want to see us succeed and propel us into the world.

Jason Dunford: I second all of that, and I actually just last week had an amazing experience where I got invited to go to an ice hockey game with a faculty member – I got to spend time watching the San Jose Sharks, which is pretty incredible.

JB Monu: And I should throw in one more thing. There’s one teacher, who halfway through the quarter, you do evaluation of your teachers. And one teacher - we didn’t love him. We gave him not a very strong evaluation, but the way he responded to it was incredible to me. He took it and he spent one class talking to us about what he could do better, how he can improve, his experiences from prior years, and the second half of the class went so much better because that teacher really cared about changing the way he was teaching us.

Jason Dunford: **What support and guidance do alumni provide?** I can take that. I mean I’ve had just really amazing interactions with alumni. Especially ones who are involved in energy. I’ve had a lot of conversations that way. There’s actually a Stanford Professionals in Energy group where they helped set us up with mentors who are working in the field outside the GSB. So incredibly supportive alumni community. I think that’s one of the huge plusses of the GSB is that community that you get to plug into.

JB Monu: I definitely think it’s because it’s like a much tighter community that you can really connect with alumni. Especially during the recruiting process for consulting, a number of alumni were definitely reaching to me saying, “You should think about this firm. Our firm is pretty good.” So, I definitely had good interactions with them as well.

Jessica Holton: Yeah, people are incredibly welcome to the emails and cold emails if you have a Stanford address. They are definitely welcome to answer your questions.
Jason Dunford: Great. So we’re almost out of time today. Before we go, JB and Jessica, any final words of advice for people thinking about applying to Stanford for an MBA?

Jessica Holton: I would probably say look into the community that you’re joining. I think Stanford is an incredible community, but it is one that is a pretty intense community, and one that really does open up and share with each other and get to know each other really well. I don’t know if that’s for everyone. It’s definitely for me and it’s worked really well for me, but just really understand the community that you’re joining and where you will play into that.

JB Monu: Yeah, and just be really thoughtful about what you want to get out of the experience, but then also be open at the same time because you understand you’re going to change. So come in with a goal, like a loose sort of goal, and leave yourself open to change.

Jason Dunford: And I guess my final comment would be if you know you don’t want to work in tech, there’s plenty of other opportunities you can explore at the GSB. So, I don’t think that should be a big concern if you’re thinking about Stanford for an MBA. It’s an incredible experience for me so far. Great, OK, that’s it. Thank you two for joining us and everyone in the audience for participating. You can learn more about the MBA Program and the admission process on the GSB website. The application for the next cycle will be available in June. Thanks again, and I hope you all have a great day.

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