

## What matters most to you and why?

When I was 18, I sat in the lobby of a psychiatric clinic. My mom and I watched as firefighters entered the building and escorted my dad to be involuntarily committed to a psychiatric institution. Medical professionals at the clinic determined that he was a danger to my family and that commitment was the best treatment option. The next day, I left my family to serve a two-year ecclesiastical mission in North Carolina. When I finished, I returned home to a new stepfather and had no contact with my dad. I can't fault my dad for consciously causing this situation. Many years earlier, he suffered a series of mini-strokes that damaged critical areas of his brain, taking away his executive function and leaving him with symptoms consistent with borderline personality disorder.

His condition made my childhood extremely difficult, but at about 15 years old, I decided I wanted to be a cycle-breaker. Education was my path. I poured all the negative energy I felt at home into my learning. As I matured, my vision of my life mission matured: I will build a life for my family that my father never could. With that life, I want to lift others to better circumstances. My wife and I are expecting our first child—a baby boy—this Christmas Eve. As I prepare to become a parent, I'm motivated to ensure my child's upbringing is more stable.

My parental experience is not unique. You probably know someone who's felt the detrimental effects of neurological and mental health disorders. Maybe you are that person. These problems not only affect the individual's health but also the emotional well-being of families and communities. I know because I've seen it firsthand. If I were to take my dad from 15 years ago into the future 20 years, could I show him some fantastic technology to treat his condition or provide early detection?

I am committed to developing groundbreaking medical technologies that alleviate the suffering of individuals, families, and communities affected by neurological conditions and delivering those technologies at scale. Having witnessed the pain my family endured due to my father's disorders, I feel deeply that no one should ever have to experience such hardship unnecessarily.

When I joined Dexcom, I learned to use my computer science skills to improve the health of people with diabetes. I built a software platform to increase company engagement with our millions of global users, bringing more people to our life-saving therapies. For a time, I led my team of developers to realize my product manager's vision, innovating along the way. Now, I aspire to be the person that shapes the vision. I will leverage my technical abilities as a product manager to amplify my impact on those affected by neurological disorders.

What matters most to me is that past hardships do not define me but that I use those experiences as a source of compassion and drive to make other people's lives better. My experiences with my dad motivated me early on to excel academically and professionally. Now that I've seen how to use my computer science expertise to help people with diabetes, I want to apply that expertise to help those suffering from neurological disorders in a more direct, high-impact, and large-scale manner.

## Why Stanford?

In 2023, I attended a conference hosted at the Stanford Hospital for current and prospective Stanford MBA students from my church. One of the conference speakers, Stanford Hospital CEO David Entwistle, described the hospital's operation, emphasizing its focus on incorporating cutting-edge, innovative technologies to improve patient care. David's speech

made it clear that Stanford is where I can begin to pursue my vision of advancing medical technology and expanding access to therapies through innovative business solutions. As I interacted with current students at the conference, I learned that the Stanford MBA community is filled with creative, diverse, compassionate people with a drive to make a difference. I want to be a part of and contribute to that community.

The next step on my journey to improve health outcomes is to become a product manager in MedTech. I will use my technical experience to develop innovative therapies and coordinate product launches more effectively. Product management will prepare me to start a neurological technology venture.

As I've researched the offerings of the Stanford MBA program, several opportunities stand out to me. I'm most excited to participate in *Start-up Garage*, where I will use my software engineering expertise to help my classmates by validating ideas, proposing technical solutions, and building prototypes, and where I will gain first-hand experience developing, financing, and bringing ideas to market. Drawing from my experience at Dexcom conducting interviews to vet software engineer candidates, I can help my classmates in the *Product Club* find the "builders" for their ideas. I will study *Biodesign Innovation* to gain practical experience applying my computer science expertise to invent new healthcare technology products while collaborating with students from interdisciplinary fields. Stanford's flexible curriculum will enable me to take courses in the School of Medicine to deepen my understanding of neurology.

One pervasive problem in regulated industries is that organizations adopt processes and develop cultures that restrict corporate agility, thus stymieing disruptive innovation. Dexcom grew around one core product technology and struggled to create disruptive products. I want to learn how to address these challenges. In *Beyond Disruption: Entrepreneurial Leadership Within*

*Existing Organizations*, I will learn how to be an effective “intrapreneur” and drive cultural change while maintaining the core business. In the *Leadership Lab*, I will develop the ability to persuade personnel to get out of procedural ruts.

The large-scale health challenges I seek to address demand seamless collaboration across interdisciplinary fields—something Stanford excels at more than anywhere else.

Boba would like to thank you for taking the time to review my application!

