



Washington  
University in St. Louis  
OLIN BUSINESS SCHOOL

# OlinBusiness

2010-2011

## magazine



## Creative Thinking: The Game Changer.

IN THIS ISSUE:

A NEW COURSE OF ACTION 16

OPPORTUNITY KNOCKS 20

# OLIN BY THE NUMBERS

## CREATING KNOWLEDGE

- 64 Tenure/Tenure-Track
- 18 Other Full-Time & Visiting
- 17 Adjunct  
*(Full-Time Equivalent)*
- 4 Research Centers

## INSPIRING INDIVIDUALS\*

- 753 BSBA
- 291 Full-Time MBA
- 344 PMBA
- 124 EMBA-St. Louis
- 101 EMBA-Shanghai
- 9 EMBA-Kansas City
- 94 MS/Finance
- 19 MS/SCM
- 63 MACC
- 53 PhD

## TRANSFORMING BUSINESS

17,611 Alumni



# FROM THE DEAN



**G**reetings from Olin Business School and the 2010-2011 edition of *OlinBusiness Magazine*. We're excited to connect you with the people, ideas and initiatives underway at Olin that bring our mission — *Create knowledge. . .Inspire individuals. . .Transform business* — to life.

Our world-class faculty continues to grow in size and gain international recognition for its outstanding research and exceptional teaching. Ensuring that students master the functional skills of business is just part of our faculty's ownership in student career preparedness. Engaged and collaborative, Olin faculty members infuse their analytical, research-driven mind-set throughout the learning environment, developing in students the frameworks and well-honed critical thinking style for tackling the complex, complicated issues of business.

New learning structures like the just-launched MBA "Career Platforms" significantly realign all curriculum, co-curricular experiences and career preparation around focused career paths.

Through rigorous immersive overseas opportunities, like the International Internship Program, Global Management Studies and the new Business in Israel course, and exceptional partners in London, Paris, Koblenz and Shanghai, students in all programs build the global competence needed to thrive in the international marketplace.

Olin's small size fosters a sense of community that simply isn't found at most business schools. Strong community and our emphasis on integrity and accountability inside and outside the classroom breed passionate, well-rounded and grounded leaders, which is what business needs. The United Way Board Fellows Program, Sustainability Case Competition and Energy Club are but a few new

ways we're weaving corporate social responsibility into the Olin experience.

We continue to extend our service and reach in executive education — with Olin's new MS/Leadership degree through Brookings Executive Education, Kansas City-based EMBA and Certificate Programs for Professionals.

Our focus is paying off for our students and driving Olin's success in the process. As of today, more than 90 percent of the class of 2010 BSBA and MBA graduates are employed. Despite 2010 being one of the toughest years for placement, 97 percent of our MS/Finance, 92 percent of MACC and 100 percent of the new MS/Supply Chain Management program graduates also landed employment.

At the front end of the pipeline, applications are strong. In fact, Olin's full-time MBA Program, now in its 60th year, had a 49 percent increase in applications over the past two years. And, according to a recent report by *Bloomberg Businessweek*, for 2010, Olin has had the largest year-over-year increase as compared to the top 30 U.S.-based MBA programs. Our reputation is gaining. The latest *U.S. News & World Report* rankings put Olin's PMBA program at No. 10 in the nation, BSBA at No. 14, full-time MBA at No. 19 and Washington University overall at No. 13.

All across Olin, we're excelling because of the progress that people, like you, help create. My deepest thanks to each of you for your past, current and future involvement with Olin.

Our best wishes,

**MAHENDRA GUPTA**  
Dean and Geraldine J. & Robert L. Virgil  
Professor of Accounting & Management

\*Student enrollment as of 8/31/10

# OlinBusiness

## magazine

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*A special thank-you to the faculty,  
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who contributed to this publication.*

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### FEATURES

## Creative Thinking: The Game Changer

Creativity fuels competitive advantage and can provide the means to leapfrog the competition.

# 10



## Opportunity Knocks

Olin combines its business and leadership excellence with the Brookings Institution's cutting-edge policy expertise to create the MS/Leadership Program.

# 20



## A New Course of Action

The new Career Platforms initiative will guide MBA students into focused curriculum clusters.

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## High Marks for Olin

Olin continues to advance as one of the finest business schools and is proud to be included on the following lists:

RANKING	DEGREE	PUBLICATION
Top Ten	BSBA	<i>The Fiske Guide to Colleges</i>
No. 1*	EMBA-Shanghai	<i>Financial Times</i>
No. 2	EMBA-St. Louis	<i>Wall Street Journal</i>
No. 10	PMBA	<i>U.S. News &amp; World Report</i>
No. 13	BSBA	<i>Bloomberg Businessweek</i>
No. 19	MBA	<i>U.S. News &amp; World Report</i>

\*Mainland China

## Prize Honors Corporate Strategy Reporting

Strategic change is the focus of the Olin Corporate Strategy Prize, a new business journalism award Olin created to raise awareness of what makes successful companies tick.

The brainchild of Dick Mahoney, executive in residence at Olin and former chairman and CEO of Monsanto, the competition is open to journalists worldwide who recently published a story profiling a company undergoing significant strategic change. A distinguished panel of journalists, business school faculty and corporate leaders reviewed 38 qualified entries, and awarded prizes this fall to the top three articles: \$5,000 for first prize to Ludwig Siegele for his coverage of Cisco in *The Economist* (2009); \$3,500 for second prize to David Welch for his piece on Volkswagen in *Bloomberg Businessweek* (2010), and \$1,500 for third prize to Steven Prokesch for his piece on GE in *Harvard Business Review* (2009).

"These exceptional articles increase awareness of the importance of strategic change to the ongoing competitiveness of the firm," says Dean Mahendra Gupta, "and will provide excellent case studies for learning."

## MBA Students Serve on Nonprofit Boards

MBA students will be spending more time in the boardroom this year as part of an innovative, new Olin partnership with the United Way of Greater St. Louis that underscores corporate citizenship.

The Olin United Way Board Fellows Program is the result of an Olin brainstorming session with Gary Dollar, president and CEO of United Way of Greater St. Louis, to find a mutually beneficial way for students and community groups to work together. The Program recruits second-year MBA students to serve as full-fledged board members for one year at nonprofit agencies serving children and families in the St. Louis region. Students are expected to participate and contribute as official members of the nonprofit boards, bringing their business skills to the table and in return gaining experience

contributing at the executive level of an organization and learning from the business leaders who help steer the course for these agencies.

"This is not an internship," says Cheryl D. Polk, EMBA '09, executive vice president and chief strategy and engagement officer of United Way of Greater St. Louis, who manages the program. "The students are real working board members. They will bring new ideas to help advance each agency's agenda and work on strengthening their strategic plans."



## New Group Fosters Corporate Innovation in St. Louis Region

More than 150 representatives from dozens of regional companies attended the inaugural meeting in February of the Olin Operational Excellence Association (OEA).

The OEA is a member-driven organization that equips individual members and their companies with the expertise, best practices and networks needed for operational strength in all aspects of their business. The group hosts a monthly speaker series and provides members with access to case studies, scholarly research and collaborative solutions to highlight best practices, emerging technologies and leading trends.

For more information, contact 314-935-4041 or [OEA@olin.wustl.edu](mailto:OEA@olin.wustl.edu).



Enhancing Business. Advancing St. Louis



## Olin PhD Student Receives One of 10 National Fellowships

Olin doctoral student Michael McLaughlin received the 2010 Doctoral Fellowship in Accounting presented by the Deloitte Foundation. McLaughlin was one of 10 students from across the country to receive the honor, which includes a \$25,000 grant to support the doctoral candidates through completion of their dissertation.

Rodney Kinzinger, St. Louis office managing partner of Deloitte, presented the award. "The accounting profession today is faced with a shortage of PhD-qualified accounting faculty," says Kinzinger. "We at Deloitte are proud that these grants help play an important role in developing the next generation of accounting leaders."



## Exec Ed Now in Kansas City

Olin brought executive education to Kansas City in 2010 with the launch of an Executive MBA (EMBA) degree program. The inaugural class for the Kansas City EMBA degree began April 11 with nine students who are attending class there for the first 10 months of the program and then will integrate with the St. Louis-based students during the second half of the program.

In addition, in January Olin began offering a variety of one-day, open-enrollment executive education seminars and thought leadership discussions on current business topics for professionals in the Kansas City, Mo., Wichita and Topeka, Kan., areas.

"Professionals from around the country and around the globe attend our courses in St. Louis and Shanghai, and now we can include our friends in Kansas City in our growing network of business leaders," says Panos Kouvelis, senior associate dean and director of executive programs.



## New Forum Discusses Current Issues

This spring Olin launched the new Olin Business Issues Forum: Discussion and Debate on Current Business Topics, an initiative designed to create opportunities for students across all degree programs to learn from and interact with Olin's faculty outside of the classroom.

The forums are casual events where faculty members briefly take on a major business topic in the news before student questions and discussion.

The first forum, held in April, was titled "Banks, Rating Agencies & Risk" and featured a faculty panel of Richard Frankel, Beverly & James Hance Professor of Accounting; Radhakrishnan Gopalan, assistant professor of finance; and Todd Milbourn, Hubert C. & Dorothy R. Moog Professor of Finance.



**Open Enrollment Executive Education Seminars**

**October 19, 2010**

**WOMENS LEADERSHIP SKILLS: HAVING IMPACT THROUGH INFLUENCE**

**November 9, 2010**

**BUILDING COMPETITIVE ADVANTAGE THROUGH STRATEGY**

**December 14, 2010**

**LEADING INNOVATIVE TEAMS**

**January 27, 2011**

**TOWARD AN INCLUSIVE WORKPLACE: DRIVING WORKPLACE DIVERSITY**

**February 9, 2011**

**EMOTIONAL INTELLIGENCE: A LEADERSHIP IMPERATIVE**

Visit [www.olin.wustl.edu/OPP](http://www.olin.wustl.edu/OPP) for a complete schedule.

## PMBA Students Benefit From Career Peer Advisors



The Professional MBA (PMBA) curriculum includes a distinctive "Career Navigator" elective course that guides students to design, launch and sustain a successful career transition within or outside an organization.

As part of the course, several PMBA alumni critiqued and mentored the current PMBA students through the process. The result is an effective and valued group of PMBA career peer advisers who offer stu-

dents knowledge and feedback from the current marketplace.

Course evaluations, like this one, summed up the success of this alumni support system: "I had expected someone from the career center to review my résumé. Instead a senior manager at Panera Bread provided insightful comments that helped me make improvements ... I feel Washington University has my back in finding a job."



## Building Global Competence

*Through a variety of endeavors, Olin is preparing leaders to excel in the global marketplace:*

- This spring, nine undergraduate students spent 10 days in Israel as part of a new "Business in Israel" course that provided a unique opportunity for the students to understand the economic success, entrepreneurial spirit and innovative nature of Israeli business while learning about Israeli history, culture and politics.
- In March, 50 MBA students undertook an immersive learning experience in Japan, Scotland and South America as part of the "Global Management Strategy" course in which students study the economy and culture of a country and then travel to that country to meet with industry and government leaders.
- In May, Olin's Executive MBA (EMBA) program with Fudan University in Shanghai, China, started its ninth class, and it now has approximately 500 students and alumni working in China.
- In June, Olin's Weston Career Center teamed up for a major outreach initiative with recruiters, executives and alumni in China. They met with more than 20 leading U.S.- and Europe-based companies with a significant presence in the Asia-Pacific. Several themes emerged. China's ongoing "war for talent" is defined by the need for "value-added talent," a sign of a maturing, increasingly sophisticated environment. Securing a position and succeeding depends on the ability to assimilate into one's role and company's culture. Many executives said that aside from English fluency, they hire for the ability to communicate, lead across functions, inspire people and speak up. High GMAT scores and technical competency are not enough. Strong qualifications, work experience, cultural adaptability and commitment to a career in Asia make Olin graduates a good fit.

## Students Apply Business Skills in Real World Settings

Experiential learning experiences create key opportunities for students to apply their critical thinking skills to complex, unstructured real world business issues.

This past spring and summer, Olin undergraduate students worked on business projects for 10 St. Louis non-profit organizations, including completing a brand audit for Ronald McDonald House Charities and developing a marketing plan to include social media strategies for the Central Agency for Jewish Education. These projects were conducted in partnership with Washington University's Gephardt Institute for Public Service and were part of the Olin Experience applied-learning course.

In addition, 30 students from the Master of Science in Finance and Master of Accounting programs helped several companies evaluate and trouble-shoot a variety of issues. In one project, students assessed the current strategies of Ameren's coal and coal transportation process and suggested more effective alternatives. Students also worked with Buckingham Asset Management and Reinsurance Group of America.



## Certificate Programs for Professionals

Olin has expanded its open enrollment executive education to include three new certificate programs in Financial Skills for General Managers, Leadership Essentials for Managers and Supply Chain Management. Each program, which can be completed in three to six months, provides intensive knowledge and key skill building using two-day education modules designed to maximize learning and accommodate demanding schedules.

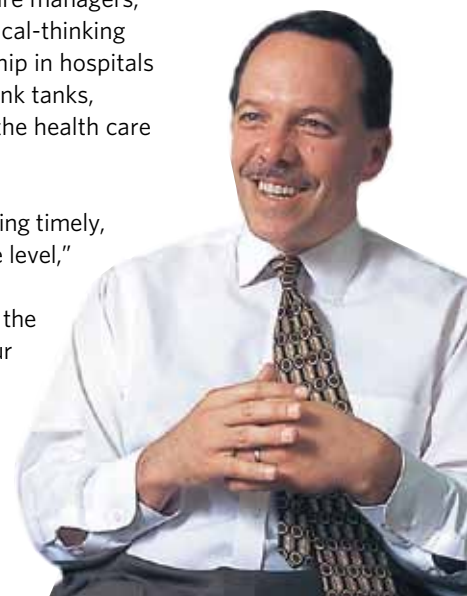
"Bottom line, our people ask to go to Olin because of its strong reputation in the marketplace," says Paul McKnight, senior vice president of organization planning at Emerson. "This really speaks to the quality programs the business school delivers."

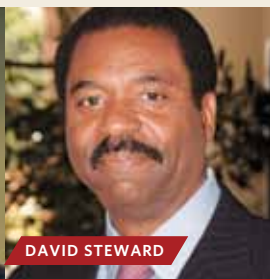
For more information, contact Jane Gleason, director, Open Enrollment Executive Programs, at [gleason@wustl.edu](mailto:gleason@wustl.edu) or 314-935-7583.

## Health Care Reform Spawns New MBA/MPH Dual Degree

Beginning this fall, Olin and Washington University's George Warren Brown School of Social Work will offer a dual masters degree program in business administration and public health (MBA/MPH). Designed to meet the growing demand for business-savvy, public policy-minded health care managers, graduates will have the interdisciplinary functional and critical-thinking skill set needed for distinctive impact and long-run leadership in hospitals and pharmaceutical firms, health care consulting, policy think tanks, public administration and other management roles across the health care industry spectrum.

"Washington University has a longstanding tradition of offering timely, uniquely collaborative dual-degree programs at the graduate level," says Joe Fox, associate dean and director of MBA programs. "The MBA/MPH degree is a direct response to the needs of the health care industry which accounts for a huge fraction of our economy and is the subject of continuous policy and implementation debate. It is critical subject matter for future business leaders in the U.S. and around the world."





KERRIGAN KAPLAN

SIR JOHN MAJOR

DAVID STEWARD

VIKRAM PANDIT

KATHY BUTTON BELL

JAY NIXON

# THE COMPANY WE KEEP

The following is a partial list of individuals who addressed the Olin community during the past year.

**Liat Aaronson**  
Executive Director  
Zell Entrepreneurship  
Program, Interdisciplinary  
Center Herzliya

**Julie Adams**  
Foreign Service Officer  
U.S. Consulate, Jerusalem

**John Beuerlein, MBA '77**  
Partner  
Edward Jones

**Chris Bloise, BSBA '97**  
Principal  
Court Square Capital  
Partners

**Lloyd Braun**  
Former Chairman & President  
ABC  
Partner & Co-founder  
BermanBraun

**Saul Bronfeld**  
Chairman & Former CEO  
Tel Aviv Stock Exchange

**James Bullard**  
President & CEO  
Federal Reserve Bank  
of St. Louis

**Sheila Burkett, EMBA '99**  
Owner & Business &  
Technology Consultant  
Tuxedo Park Management

**Kathy Button Bell**  
Vice President & CMO  
Emerson

**Caglar Cakiralp**  
First Secretary of the  
Turkish Mission  
European Union

**Carl Casale, EMBA '92**  
Executive Vice President  
& CFO  
Monsanto

**Gary Dollar**  
President & CEO  
United Way of  
Greater St. Louis

**Jerry Dow**  
Chief Marketing &  
Sales Officer  
Suddenlink  
Communications

**Jimmy Dunne**  
Senior Managing Principal  
Sandler O'Neill + Partners

**David Farr**  
Chairman, CEO & President  
Emerson

**Barbara Feiner, MBA '83**  
Vice Chancellor for Finance  
& CFO  
Washington University  
in St. Louis

**Jeremy Fern**  
Head of City Affairs  
City of London

**Sam Fox, BSBA '51**  
Former U.S. Ambassador  
Belgium

**Catherine French,  
PMBA '93**  
Managing Director  
Franchise Management  
Citi

**Robert Frick, BSCE '60,  
MBA '62**  
Chairman  
K.E.S. Management

**Stephen Frost**  
Head of Diversity  
& Inclusion  
London 2012 Olympic  
Organising Committee

**Walter Galvin**  
Vice Chairman  
Emerson

**Brian Glass, MBA '00**  
Director  
Wells Fargo Securities

**Avi Glazer, BSBA '82**  
Chairman  
Manchester United

**Eric Greitens**  
Chairman & CEO  
The Mission Continues

**Tracy Roe Haffner,  
AB/MBA '92**  
Vice President, Global  
Fragrance Marketing &  
Strategic Alliances  
Avon Products

**Mark Harnitchek**  
Vice Admiral & Deputy  
Commander, United  
States Transportation  
Command  
Scott Air Force Base

**Craig Hartman, MBA '94**  
Senior Director, Corporate  
Strategy & Planning  
Cisco Systems

**Carl Hausmann**  
Managing Director,  
Global Government &  
Corporate Affairs  
Bunge Limited

**David Hopkins**  
COO, Financial  
Services Group  
Wells Fargo Advisors

**Tim Hosler, MBA '83**  
COO  
Stern Brothers

**James Hudson**  
U.S. Director  
European Bank for  
Reconstruction &  
Development

**Kerrigan Kaplan,  
PMBA '00**  
Marketing Director  
Express Scripts

**Andrew Karpen, BSBA '88**  
President  
Focus Features

**Jim Kavanaugh**  
CEO  
World Wide Technology

**David Kemper**  
Chairman, President & CEO  
Commerce Bank

**Charles F. Knight**  
Chairman Emeritus  
Emerson

**Lester Knight**  
Chairman  
Aon

**Chris Koster, EMBA '02**  
Attorney General  
State of Missouri

**Philippe Lamberts**  
Belgium Representative  
European Parliament

**Todd Liker, BSBA '94**  
Managing Director  
Oaktree Capital  
Management

**Steve Lipstein**  
President & CEO  
BJC HealthCare

**Mark LoCigno, EMBA '04**  
Founder & President  
Kelly Mitchell Group

**Danny Ludeman**  
President & CEO  
Wells Fargo Advisors

**Sir John Major**  
Former Prime Minister  
United Kingdom

**Bill Marshall, BSBA '70,  
MBA '73, PhD '77**  
President  
NISA Investment Advisors

**Scott Messel, BSBA '83**  
Senior Vice President  
& Treasurer  
ConAgra Foods

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Reader in Banking  
Cass Business School,  
City University, London  
Author, "The Fall of the  
House of Credit"

**Joe Moglia**  
Chairman  
TD Ameritrade

**Edward Monser**  
COO  
Emerson

**Merry Mosbacher,  
MBA '82**  
Principal of Insurance  
Marketing  
Edward Jones

**Michael Neidorff**  
Chairman, President & CEO  
Centene

**Brenda Newberry**  
Chairman  
The Newberry Group

**Jay Nixon**  
Governor  
State of Missouri

**Jim O'Donnell, BSBA/  
MBA '74**  
President  
Bush-O'Donnell &  
Company

**Jasna Ognjanovac**  
Deputy Head of the  
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European Union

**Yair Orgler**  
Former Chairman  
Tel-Aviv Stock Exchange

**Vikram Pandit**  
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**Charlie Peters**  
Senior Executive Vice President  
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**Rich Phillips**  
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**Ken Poczekaj, EMOM '02**  
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Supply Chain  
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**Jim Quigley**  
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Summit Strategies

**Mo Riad, MBA '99**  
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**Saul Singer**  
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United Healthcare

**Joseph Song**  
Vice President, Asia Pacific,  
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Security  
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President & CEO, AT&T  
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**James Stebner**  
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**David Steward**  
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World Wide Technology

**Ellen Stone**  
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Bravo

**Mark Stryshak**  
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People Continuity  
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**Strobe Talbott**  
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**Chrissy Taylor-  
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**Sandra Van Trease,  
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**Leanne Viera**  
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Edward Jones

**Murray Weidenbaum**  
Edward Mallinckrodt  
Distinguished Professor  
in Arts & Sciences and  
Honorary Chairman of the  
Weidenbaum Center on the  
Economy, Government &  
Public Policy  
Washington University

**Charlie Weidhas**  
President & CEO  
ICL Performance Products

**Barry Weiss**  
Chairman & CEO  
BMG Label Group

*Olin Business School is defined by the research-driven mindset of its faculty, whose leading-edge scholarship advances business theory and practice. Our professors' work is frequently published and widely cited in prominent academic journals. Recent examples are highlighted below.*

## WILLIAM BOTTOM

Joyce & Howard Wood Distinguished Professor of Organizational Behavior



Bill Bottom examined influencers on an employment contract negotiations. He found that building trust greatly affects the financial returns of negotiated agreements and extends beyond the terms of the immediate deal.

Two laboratory studies are presented in a paper titled "After the Deal: Affect, Trust Building and the Implementation of Negotiated Agreements," which Bottom co-wrote with Alexandra Mislin of the State University of New York and Olin doctoral student Rachel Campagna.

The first study involved pairs of participants who played either the role of an employer or the role of a job candidate. Each pair was given a negotiation condition, with half of the pairs engaging in small talk for three minutes while the other half proceeded directly to contracting.

The findings showed that the opportunity to engage in small talk before formal contracting enhanced perceptions of trustworthiness and led to significantly more compensation for the employee.

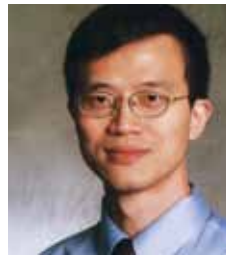
The second study replicated the first except that after the contract negotiation, all the employees were given an endowment and told to decide how much, if any, they wished to pass to the employer. The employer then chose how much to return to the employee. In the end, those who engaged in small talk passed on more of their money than those who did not.  
[bottomb@wustl.edu](mailto:bottomb@wustl.edu)

## TAT CHAN

Associate Professor of Marketing

## LAMAR PIERCE

Associate Professor of Strategy



In their paper "Compensation and Peer Effects in Competing Sales Teams," Tat Chan, Lamar Pierce and doctoral student Jia Li explore how compensation systems can affect performance in team settings.



For their research, the authors observed cosmetics salespeople in a Chinese department store and found that the type of compensation used (team-based or individual-based) can have important effects on worker behavior.

Individual-based compensation decreases cooperation and induces workers to compete with each other through price discounting and business stealing. This in turn makes the firm less effective in managing competition from other firms.

In contrast, team-based compensation improves coordination among team members and leads to more effective competitive responses to other firms. In addition, when the staffing includes a diverse set of workers, team-based compensation is especially beneficial because high-ability workers help lower-ability workers.  
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[pierce@wustl.edu](mailto:pierce@wustl.edu)

## CYNTHIA CRYDER

Assistant Professor of Marketing



More than 15 million Americans are recruited annually to participate in clinical trials, and most are compensated for their participation.

Although research institutions view payments to participants as compensation for time and expenses, the study, "Informative Inducement: Study Payment as a Signal of Risk," found that research participants view high payments as a red flag for high levels of risk. Cynthia Cryder is the lead author of the study.

Cryder and her co-authors (Alex John London and George Loewenstein of Carnegie Mellon University and Kevin Volpp of the University of Pennsylvania School of Medicine and the Wharton School) conducted three experiments to measure people's interest in participating in potentially risky research studies, their perception of the risk associated with those studies and how payment amounts affected their interest and perception. The researchers found that although high pay is a real incentive for people to participate in a clinical trial, it also increases the "perceived risk" of the trial and the time that potential participants spend researching information about risks related to the trial.  
[cryder@wustl.edu](mailto:cryder@wustl.edu)

## KURT DIRKS

Bank of America Professor of Managerial Leadership



Over the last several years, Kurt Dirks conducted research with a team from the University of California, Singapore

Management University and University of Miami to understand the psychological dynamics underlying the repair of trust between individuals. Their research has examined whether and when apologies are effective after trust has been violated and the implications of how individuals attribute the violation to personal or situational factors.



More recently, in the paper “Repairing Relationships Within and Between Organizations: Building a Conceptual Foundation,” Dirks and co-authors Roy Lewicki of Ohio State University and Akbar Zaheer of the University of Minnesota sought to provide a broader, multidisciplinary perspective that would allow other researchers to pursue research on the repair of work relationships in many situations: between individuals, between organizations, between individuals and businesses, and between individuals and government institutions.

Individuals are often willing to forgive temporarily but can have difficulty forgetting transgressions. The authors suggest that in order to provide a robust solution, it is necessary to do three things: 1) repair trust, 2) reduce negative emotions and 3) restore collaboration.

[dirks@wustl.edu](mailto:dirks@wustl.edu)

**MICHELLE DUGUID**  
Assistant Professor of  
Organizational Behavior



In her paper “The Impact of Categorical Status, Numeric Representation and Work Group Prestige on Preference for

Demographically Similar Others: A Value Threat Approach,” Michelle Duguid and co-authors Denise Loyd of MIT and Pamela Tolbert of Cornell University examine the popular assumption that women and racial minorities who are numeric minorities in high-prestige work groups will advocate for their own demographic in work group hiring and promotion decisions.

In discussing the special challenges these individual face in fulfilling this role, the authors point to three factors — the general social status associated with a specific demographic characteristic (e.g., gender, race), the demographic composition of the work group, and the differential prestige accorded within organizations to various work groups — that interact to affect individuals’ perceptions and concerns about how much they are valued by their work group (i.e., value threat). The authors argue that three forms of perceived value threat (collective threat, favoritism threat and competitive threat)

adversely affect individuals’ propensity to support demographically similar peers in selection and promotion processes.

In outlining practical implications, the research suggests that organizations be wary of over-relying on low status numeric minorities to play a significant role in diversifying the top tiers. Rather, a broader accountability for diversification is needed, such that individuals with both high and low status are commissioned with pushing this agenda.

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**SELIN MALKOC**  
Assistant Professor of Marketing



“Present bias” is a well-established psychological phenomenon in which a desired outcome is valued less if it is taking place in the future

as opposed to the immediate present. In economic terms, present bias pertains to consumers placing a much larger premium on enjoying an outcome sooner than on enjoying that exact same outcome later. For instance, consumers who shop online are often willing to pay higher premiums for a three-day delay as opposed to a 10-day delay in shipping.

In the paper “Discounting Time and Time Discounting: Subjective Time Perception and Intertemporal Preferences,” Selin Malkoc and her co-authors (Gal Zauberman, of the University of Pennsylvania; Kyu Kim, a doctoral student at the University of Pennsylvania; and James Bettman at Duke University) examine such present-biased preferences and explore whether consumers’ sensitivity to the prospective duration can explain these preferences.

An important finding in the research is that consumers tend not to perceive time linearly — that is, one year is not perceived to be four times as long as three months. Instead, consumers seem to lump the future times together and perceive them to be more similar to each other than they are.

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Judi McLean Parks & Dick Mahoney

**Olin Award-Winning Research Examines Compensation and Fraudulent Behavior**

Congratulations to Judi McLean Parks, Reuben C. & Anne Carpenter Taylor Professor of Organizational Behavior, for winning this year’s Olin Award. Her research paper, “Give & Take: Incentive Framing in Compensation Contracts,” examines the relationship between compensation and fraudulent behavior.

The topic is timely in the wake of recent financial scandals, and the study’s results have implications for CEO compensation plans and the financial difficulties many companies are experiencing today.

McLean Parks and co-author James Hesford of Cornell University conducted a series of experiments to test this hypothesis: The type of compensation plan — contingent versus noncontingent — might be related to fraudulent reporting and the misappropriation of assets.

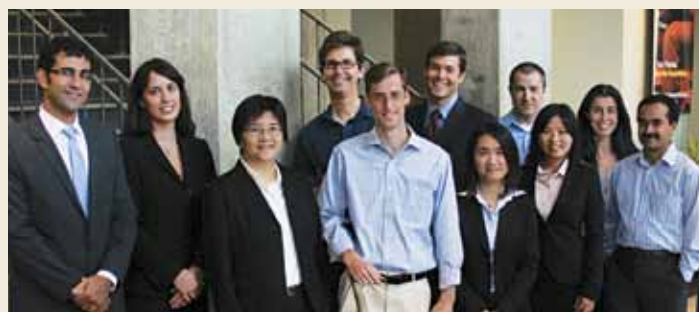
McLean Parks sums up the results this way: “If you pay someone contingent on their performance, you have motivated them to perform. However, if they are unable to perform well because the task is hard or because of economic conditions, you have also given them an incentive to cook the books.”

The Olin Award honors Olin faculty with a \$10,000 prize for research that best provides practical and performance-enhancing applications for business managers as judged by a panel of business executives and educators. Dick Mahoney, executive in residence at Olin and former chairman and CEO of Monsanto, initiated the award in 2007.



## Olin Welcomes New Faculty

Olin welcomed 13 new faculty members in July, for a total of 40 new faculty members in the last three years. Please join us in welcoming these outstanding individuals to Olin.



### MARIAGIOVANNA BACCARA

*Assistant Professor of Economics*

PhD, Economics, 2003,  
Princeton University

**Research interests:** applied microeconomics, financial economics, industrial organization  
**Previous experience:** Assistant Professor of Economics, New York University

### JIAN CAI

*Visiting Assistant Professor of Finance*

PhD, Finance, 2009,  
Washington University in St. Louis

**Research interests:** corporate finance, financial intermediation, empirical asset pricing  
**Previous experience:** Research Economist, Federal Reserve Bank of Cleveland

### MARTIN CRIPPS

*Visiting Professor of Economics*

PhD, Economics, 1986,  
London School of Economics

**Research interests:** repeated games, auctions, learning  
**Previous experience:** Professor, PhD Admissions, University College-London

### JOSEPH CULLEN

*Assistant Professor of Economics*

PhD, Economics, 2009,  
University of Arizona

**Research interests:** industrial organization, environmental economics, applied econometrics  
**Previous experience:** Fellow, Harvard University Center for the Environment

### RONI KISIN

*Assistant Professor of Finance*

PhD, Finance, 2010,  
University of Chicago

**Research interests:** applied corporate finance, labor economics, financial intermediation

### ANDREW KNIGHT

*Assistant Professor of*

*Organizational Behavior*

PhD, Managerial Science & Applied Economics, 2009, University of Pennsylvania

**Research interests:** groups, team learning

### MARK LEARY

*Assistant Professor of Finance*

PhD, Finance, 2006, Duke University

**Research interests:** corporate finance, capital structure, security issuance decisions  
**Previous experience:** Assistant Professor of Finance, Cornell University

### ANNA LEVINE

*Assistant Professor of Economics*

PhD, Economics, 2008, Stanford University

**Research interests:** industrial organization, applied microeconomics, health economics  
**Previous experience:** Scholar-in-Residence, Institute for Quantitative Social Science, Harvard University

### STEPHEN NOWLIS

*Professor of Marketing*

PhD, Business Administration (Marketing Concentration), 1994, University of California-Berkeley

**Research interests:** services theory, service recovery, building services in

goods-dominant companies

**Previous experience:** AT&T Distinguished Research Professor of Marketing, Arizona State University

### MAHER SAID

*Assistant Professor of Economics*

PhD, Economics, 2009, Yale University

**Research interests:** microeconomics, game theory, political economy  
**Previous experience:** Postdoctoral Researcher, Microsoft Research-New England

### SEETHU SEETHARAMAN

*W. Patrick McGinnis Professor of Marketing*

PhD, Management, 1998, Cornell University

**Research interests:** econometric analysis, intertemporal dynamics, microeconomic theory  
**Previous experience:** Professor of Marketing, Rice University

### JIALAN WANG

*Assistant Professor of Finance*

PhD, Financial Economics, 2010, Massachusetts Institute of Technology

**Research interests:** corporate finance, labor economics, organizational economics, entrepreneurship

### NAN YANG

*Assistant Professor of Operations & Manufacturing Management*

PhD, Decision, Risk & Operations, 2007, Columbia University

**Research interests:** stochastic models, queuing theory, optimization, game theory  
**Previous experience:** Assistant Professor of Operations Management, Cornell University

### PROMOTED TO NAMED PROFESSORSHIPS

- **Nicholas Argyres**, *Vernon W. & Marion K. Piper Professor of Strategy*
- **Yossi Aviv**, *Dan Broida Professor of Operations & Manufacturing Management*

- **Kurt Dirks**, *Bank of America Professor of Managerial Leadership*
- **Richard Frankel**, *Beverly & James Hance Professor of Accounting*
- **Todd Milbourn**, *Hubert C. & Dorothy R. Moog Professor of Finance*

- **Seethu Seetharaman**, *W. Patrick McGinnis Professor of Marketing*
- **Guofu Zhou**, *Frederick Bierman & James E. Spears Professor of Finance*

### PROMOTIONS & TENURE

- **Stuart Bunderson** was promoted to professor of organizational behavior.

- **Long Chen**, associate professor of finance, was awarded tenure.
- **Lamar Pierce** was promoted to associate professor of strategy.
- **Fuqiang Zhang** was promoted to associate professor of operations & manufacturing management and awarded tenure.

## Faculty Recognized for Award-Winning Research

Olin's professors are among the finest researchers and thought leaders. Together, they foster a dynamic, collaborative atmosphere for undertaking world-class research that helps advance today's rapidly changing business world.

**Stuart Bunderson**, Professor of Organizational Behavior, received the **Academy of Management (AOM) Organizational Behavior Division's 2010 Outstanding Publication in Organizational Behavior Award** for his paper "The Call of the Wild: Zookeepers, Callings, and the Dual Edges of Deeply Meaningful Work." Ray Sparrowe, associate professor of organizational behavior, received the same honor in 2005.

**Long Chen**, Associate Professor of Finance, his paper "Corporate Yield Spreads and Bond Liquidity" was selected by the *Journal of Finance* as one of the **top 10 most cited articles published in the journal**.

**Lingxiu Dong**, Associate Professor of Operations & Manufacturing Management and **Fuqiang Zhang**, Associate Professor of Operations & Manufacturing Management, each received the **Manufacturing and Service Operations Management Meritorious Service Award** for their fair, critical and constructive review of papers submitted to Manufacturing & Service Operations Management.

**Daniel Elfenbein**, Assistant Professor of Organization & Strategy, and **Todd Zenger**, Robert & Barbara Frick Professor of Business Strategy, received the **2009 Best Paper Award at the Atlanta Competitive Advantage Conference (ACAC)** for their paper "The Economics of Relationship (Social) Capital: Exploring the Value of Exchange Relationships in Industrial Procurement." This annual conference engages some of the world's top researchers on competitive advantage to share cutting-edge research, ideas and theories as well as to foster collaborative research efforts.

**Mahendra Gupta**, Dean and Geraldine J. & Robert L. Virgil Professor of Accounting & Management, and **Chakravarthi Narasimhan**, Philip L. Siteman Professor of Marketing, their paper "Customer Level Profitability Implications of Satisfaction Programs: A Retailer Satisfaction Field Study" was one of the **Top 10 Downloads on the Social Science Research Network (SSRN)** for the following topics: Business-to-Business Marketing, Channel Management & Retailing, Customer Relationship Management, and Customer Service.

**Anne Marie Knott**, Associate Professor of Strategy, received a **\$150,000 National Science Foundation grant** to study the characteristics that distinguish firms with a high firm intelligence quotient (IQ) from those with a low firm IQ (firm IQ measures R&D effectiveness).

**Selin Malkoc**, Assistant Professor of Marketing, was the **2010 winner of the Paul E. Green Award for the Journal of Marketing Research** article published in 2009 that demonstrates the most potential to contribute significantly to the practice of marketing research.

**Anjan Thakor**, Director of the PhD Program and John E. Simon Professor of Finance, during Founder's Day, will receive the **Distinguished Faculty Award from Washington University in St. Louis**

**Fuqiang Zhang**, Associate Professor of Operations & Manufacturing Management, was awarded the **2009 Wickham Skinner Early-Career Research Accomplishments Award** from the Production and Operations Management Society for his research contributions in the area of production and operations management.



Daniel Elfenbein

## Faculty Honored With Teaching Awards

Longtime Olin benefactor James W. Reid, BSBA '28, with his wife, Marcile, established the following two awards in 1994 to recognize excellence in teaching.

The **Marcile & James Reid Award** for Teaching Excellence is awarded by a committee of senior faculty, to a junior faculty member who has demonstrated consistent excellence in teaching.

The awardee in 2010 is: **Daniel Elfenbein**, Assistant Professor of Organization & Strategy.

The **Reid Teaching Award** is presented by Olin's graduating students to the professors whose enthusiasm and exceptional teaching most inspire, energize and transform students.

The awardees for the 2009-2010 academic year are: **Sergio Chayet**, Senior Lecturer in Operations & Manufacturing Management; **Samuel Chun**, Senior Lecturer in Marketing; **Martin Cripps**, Visiting Professor of Economics; **Charles Cuny**, Senior Lecturer in Finance; **Kurt Dirks**, Bank of America Professor of Managerial Leadership; **Thomas Fields**, Senior Lecturer in Accounting; **Bruce Hall**, Professor of Health Care Management, Olin Business School; Professor of Surgery, Washington University School of Medicine; **Panos Kouvelis**, Emerson Distinguished Professor of Operations & Manufacturing Management; **James Little**, Donald Danforth, Jr. Distinguished Professor of Business; **Glenn MacDonald**, John M. Olin Distinguished Professor of Economics & Strategy; **Jackson Nickerson**, Frahm Family Professor of Organization & Strategy; **David Poldoian**, Adjunct Professor of Entrepreneurship; **Mark Soczek**, Senior Lecturer in Accounting; and **Guofu Zhou**, Frederick Bierman & James E. Spears Professor of Finance.



David Poldoian, adjunct professor of entrepreneurship, is the 2010 recipient of the William C. & Glenda L. Finnie Adjunct Faculty Fund Award, which recognizes exceptional adjunct faculty whose enthusiasm, teaching and business experience combine to inspire and energize Olin students. Pictured from left to right are: Bill Finnie, David Poldoian and Carolyn Zacarian.



# Creative Thinking

# THE GAME CHANGER

The story is legend — a textbook example of management innovation.

In 1976, John Reed was a senior vice president at Citibank and a banking wunderkind. On vacation in the Caribbean — but still thinking about business — he wrote 30 pages of what started out to be random notes. His ideas took shape and turned into a blueprint for a new type of bank.

Back in New York, Reed circulated his ideas in a “Memo From the Beach,” which proposed that Citibank develop a network of street-level cash machines and market its credit cards nationally. The rest, as they say, is history. ATMs transformed the banking industry.

Reed’s “aha” memo provides a great case study on creativity and on the way creative thinking really works, according to Stuart Bunderson, professor of organizational behavior; Markus Baer, assistant professor of organizational behavior; and Keith Sawyer, associate professor of education and associate professor of psychology, Arts & Sciences.

“Reed didn’t invent ATMs; the technology had been around for almost 10 years,” Sawyer says. But Reed did connect dots no one else had. “His breakthrough came from his ability to make creative associations and let them incubate and recombine.”

Bunderson, Baer and Sawyer research, teach and write about creativity and innovation. They also joined forces on the development of Olin Business School’s new MBA course on creative thinking that begins this fall. *OlinBusiness Magazine* asked the professors to share their knowledge on the subject and explain how creativity fuels competitive advantage.



Markus Baer, Stuart Bunderson and Keith Sawyer

“Creativity is the driver of global competitive advantage. What sets companies apart from the crowd isn’t just that they’re playing the game well; they’re redefining what it means to play the game.” *Stuart Bunderson*

▶ This is the fourth in a series of articles on Olin Business School’s key research and teaching initiatives. Written to provide business practitioners with “how to’s” on useful business concepts, the series previously covered the topics of innovation, critical thinking and strategic problem formulation. Download copies of these articles via the Olin website: [www.olin.wustl.edu/media](http://www.olin.wustl.edu/media).

#### WHERE DOES CREATIVITY FIT IN THE INNOVATION PROCESS?

**Bunderson:** Creativity is idea generation; innovation is the implementation of a creative idea. In other words, creativity is a seed, and innovation is a plant. When you generate and nourish a creative idea, you get innovation.

#### PROFESSOR SAWYER SAYS CREATIVITY DRIVES TODAY’S GLOBAL ECONOMY. EXPAND ON THE STATEMENT.

**Sawyer:** In our competitive global environment, many traditional business models are being squeezed to lower profit margins. Repetitive work can be automated or outsourced. Top-line and organic growth depend on innovation and on creative solutions to pressing problems.

**Bunderson:** Keith is absolutely right: Creativity is the driver of global competitive advantage. What sets companies apart from the crowd isn’t just that they’re playing the game well; they’re redefining what it means to play the game. Look at Steve Jobs and Apple. Apple hasn’t been content to make a better mouse-trap. Apple has delivered game-changing innovations that introduce new product categories or become the new product standard — like the iPod, iPhone and iPad.

**Baer:** Keith’s books, “Group Genius: The Collaborative Power of Creativity” and “Explaining Creativity: The Science of Human Innovation,” offer great information on the subject. Managers also may want to read Tom Kelley and Jonathan Littman’s book, “The Ten Faces of Innovation: IDEO’s Strategies for Defeating the Devil’s Advocate and Driving Creativity Throughout Your Organization.”

#### WHY DOESN’T EVERY COMPANY INVEST IN CREATIVITY?

**Bunderson:** Because creativity is messy, inefficient and imprecise. There’s no formula that guarantees the successful generation, let alone implementation, of a creative idea. Creativity involves false starts, misfires and failures. Consequently, predicting how much time or money the development and execution of a creative idea requires is difficult. As a result, many companies invest in creativity only when they have slack resources. The problem with that approach is that tough economic times can be the impetus for frame-breaking innovations. Necessity really is the mother of invention. Companies that avoid the temptation to simply weather an economic storm and instead look for creative ways to leverage new ideas can leapfrog their competitors.

**Sawyer:** On the other hand, when everything is going well and profit margins are high, senior management can become complacent and continue with an existing successful business model — rather than use that success to invest in the next generation of products and services.

#### YOU’VE IDENTIFIED EIGHT BEHAVIORS THAT ENHANCE CREATIVITY. TELL US ABOUT THEM.

**Bunderson:** Studies show most creative ideas aren’t conceived ex nihilo, out of nothing. They’re the synthesis or reconnection of existing concepts, practices and technologies. So creative behavior No. 1 is associating, what Markus refers to as a core activity of our multicolored brains. People are more creative when they’re exposed to ideas from different industries, disciplines, social networks and cultures. How do people put themselves in situations where they’re more likely to make creative associations? The other behaviors

answer that question. Behavior No. 2 is observing, gaining an in-depth understanding of the problem domain through direct examination. For example, IDEO designers watch people interact with products — similar to how an anthropologist might conduct field research to understand an unfamiliar culture. The designers use their observations to redesign products or to create new ones.

**Baer:** Here's another example that supports behavior No. 2: For years, Volkswagen's U.S. operations suffered from declining sales. So the company initiated "Moonraker," a project to observe how Americans really use their vehicles. During the year-and-a-half-long effort, a special team of VW's European engineers, marketers, designers and sales personnel visited various U.S. settings — like the Mall of America, a rodeo, a NASCAR race and Daytona Beach during spring-break season. The team shared its insights at VW's German headquarters. In contrast to Europeans, Americans treat their vehicles like moving living rooms, portable buffet tables and party-mobiles. As a result, additional cup holders and storage space were important features for U.S. automobile buyers.

**Bunderson:** Observing consumers makes the problems managers are trying to solve clearer. Observing tees up behavior No. 3, questioning — asking why, why-not and what-if questions to increase understanding and to envision possible alternatives to the status quo. Individuals can't rely on their own observations and insights though. They need to involve others. Behavior No. 4 is networking, tapping into people from disparate thought worlds to gain different perspectives on and potential solutions to problems. Behavior No. 5, teaming, is about leveraging the power of diverse groups to generate novel ideas. Behavior No. 6, experimenting through prototypes or pilots, allows teams to quickly try out these ideas. The results of experiments are often unpredictable, and teams need to roll with the punches. So improvising is behavior No. 7. Finally, the last behavior is incubating. Ideas need to percolate. Creative individuals and companies build in time for that to happen. Adopting — and continually practicing — these eight behaviors can make anyone more creative.

#### HOW DOES COLLABORATION ADVANCE CREATIVITY?

**Sawyer:** Collaboration drives creativity because innovation comes from a series of sparks rather than from a single flash of insight. Lots of small ideas led to the Wright brothers' success with the first powered flight. Business clusters, like Silicon Valley, enable companies from related industries to tap into the power of a collaborative web. Engineers — as well as CEOs — from

various firms ask each other questions, share ideas and solve common problems.

**Bunderson:** As Keith states in "Group Genius," one of the biggest myths is that creativity comes from the heroic, lone entrepreneur with the brilliant invention. Creativity is seldom a solo endeavor. It happens when diverse people, ideas and perspectives bump into one another — informally in networks and formally in teams.

**Baer:** Groups are and aren't good at certain things, however. For example, approximately 20 years of research has demonstrated that brainstorming isn't always an effective way to generate a list of novel ideas. Individuals do that better on their own. Managers should use teams more when it comes to combining, synthesizing and improving on ideas.

#### YOU MENTIONED THE FLASH-OF-INSIGHT AND LONE-GENIUS CREATIVITY MYTHS. ARE THERE OTHERS?

**Sawyer:** People have numerous misconceptions about creativity: It's mysterious. It rejects convention. Outsiders are more creative than insiders. Children are more creative than adults. Creative people are ahead of their time. Creativity is genetic. And creative brains are different from noncreative brains. These beliefs are all misleading or wrong. As Stuart mentioned previously, anyone can learn how to be more creative.

#### WHAT ARE THE BARRIERS TO CREATIVE THINKING?

**Bunderson:** The five T's: Time, Trust, Turf, Title and Tidiness. If managers always are busy executing, they don't have time to engage in creative behaviors. Because creativity involves a lot of uncertainty, questions, trial and error, and failure, employees must trust they won't be unfairly criticized or reprimanded if they make mistakes. In addition, creativity requires a willingness to share ideas and perspectives. That won't happen if people are worried about guarding their turf. Also, people tend to be less creative when they're concerned about status or when a group meeting is co-opted by the person with the most senior title. Lastly, creativity is messy. It may seem counter-intuitive, but too much tidy planning — or concern about deviating from tidy plans — can dampen creativity.

**Baer:** Some of the barriers to creativity also derail problem formulation, or what we call "getting to know a problem." Status differences increase the likelihood some individuals may push for their version of the problem and other individuals may acquiesce, which impedes comprehension of the core issue. A neutral facilitator helps team members rally around the real problem — deepening group understanding,



## Creative Thinking Enhancers

### ASSOCIATING

people are more creative when they're exposed to ideas from different industries, disciplines, social networks and cultures.

### OBSERVING

enhances the linking and bridging process that's the foundation of creativity.

### QUESTIONING

helps determine customer needs and product or service features.

### NETWORKING

disparate thought worlds provide disparate perspectives on and potential solutions to problems.

### TEAMING

generating ideas in diverse groups that reframe ideas and engage in structured problem solving.

### EXPERIMENTING

building a prototype product or introducing a pilot program.

### IMPROVISING

creative people embrace unexpected branches from their initial plans and know how to make it up as they go along.

### INCUBATING

ideas need time to percolate.



## Creative Thinking BARRIERS

### TIME

if managers always are busy executing, they don't have time to engage in creative behaviors.

### TRUST

because creativity involves a lot of uncertainty, questions, trial and error, and failure, employees must trust that they won't be unfairly criticized or reprimanded if they make mistakes.

### TURF

creativity requires a willingness to share ideas and perspectives, which won't happen if a co-worker guards his or her turf.

### TITLE

people tend to be less creative when they're concerned about status or when a group meeting is co-opted by the person with the most senior title.

### TIDINESS

creativity is messy, and while it may seem counterintuitive, too much "tidy" planning can dampen creativity.

limiting power struggles or turf battles and promoting trusting exchanges. The net result is the team spends more time developing creative solutions that actually address the problem at hand.

### IS THERE AN OPTIMAL ORGANIZATIONAL STRUCTURE FOR CREATIVE THINKING?

**Sawyer:** This is a complex question, and it's the holy grail of innovation research. Innovative organizations accomplish three things that are difficult for traditional organizations: They get everyone to participate in creative idea development. They provide a system, process or mechanism for "heretical" concepts to be discussed. And they dedicate resources to innovation.

**Baer:** Work spaces that are built to encourage random interactions and conversations among employees from all functions foster creative thinking.

**Sawyer:** I'm extremely interested in the group flow that occurs in improvisational theater and in jazz — and group flow's implications to management. Many business scholars argue that innovative organizations are effective at improvising, and most of these scholars use jazz as their metaphor. I've extended the metaphor by studying improvisational theater and by showing how organizations can learn from its artistry.

### HOW DOES CREATIVE THINKING COMPLEMENT CRITICAL THINKING?

**Bunderson:** Creative thinking and critical thinking are the two sides of a value-creation coin. Creative thinking is divergent. It's about rethinking current approaches and opening up new possibilities. Critical thinking is convergent. It's about rigorously choosing from among alternatives. Neither should operate in isolation.

**"Olin's curriculum prepares MBAs to be rock-solid analytically. But students also need to internalize behaviors that help them and the companies they work for create as well as capture value."** *Stuart Bunderson*

### WHAT WILL MBA STUDENTS TAKE AWAY FROM OLIN'S NEW ELECTIVE COURSE ON CREATIVE THINKING?

**Bunderson:** Olin's curriculum prepares MBAs to be rock-solid analytically. But students also need to internalize behaviors that help them and the companies they work for create as well as capture value. "Creative Thinking and Leading the Creative Organization" teaches students how to build creative habits into their work routines, lead in ways that foster creativity and form realistic expectations for the amount of effort it takes to generate innovative solutions.

**Baer:** Students who take the course will be better at re-envisioning a company's current products and services and envisioning future offerings.

### THE COURSE INCLUDES A SECTION ON IMPROVISATION TRAINING.

**Baer:** We're actually looking at bringing in some improvisational theater or improvisational comedy folks because they're really good at this.

Divergence without convergence leads to unrealized possibilities. Convergence without divergence leads to efficient obsolescence. Healthy companies — and valuable managers — have learned to manage the tension between the two ways of thinking.

**Sawyer:** Employers list both creative and critical thinking as 21st-century skills all schools should teach in addition to specific subject areas and content knowledge. The difference can be subtle. In general, critical thinking is more useful when a problem is clearly specified and well-formulated. Creative thinking, on the other hand, is more useful when the nature of a problem isn't clear or the outline of a problem isn't well-known.

**Baer:** Preparing students — and business leaders — to think critically and creatively will be a unique calling card for Olin.





# Creative Thinking in Action



**DR. MARY JO GORMAN, EMBA '96**

Co-founder & CEO  
**ADVANCED ICU CARE**  
St. Louis

*"Creative thinking is an essential part of the problem-solving process," says Dr. Mary Jo Gorman. "Advanced ICU Care still is in the early growth stage, and the time we spend on creative idea generation makes us smarter, better and faster."*

*Delivering innovative solutions has brought Gorman national recognition. In 2009, Modern Healthcare magazine named her one of its "Top 25 Women in Healthcare."*

*Gorman's company employs expert clinicians, sophisticated telemedicine technology and tested quality-improvement strategies to provide patients with round-the-clock intensive care services. The firm works with 20 community hospitals in nine states, helping the institutions save lives, reduce complications and make treatment more efficient.*

*Gorman holds regular meetings with her senior staff to explore new lines of business and ways the company could leverage its best practices. "We toss out ideas, debate pros and cons, prioritize suggestions, and decide as a group which ideas we want to implement."*

*"If an idea has legs, we try to pilot it before we roll it out to all our hospitals," she says.*



**WADE MIQUELON, MBA '89**

Executive Vice President & CFO  
**WALGREENS**  
Deerfield, Ill.

*In a constantly changing business world, "necessity really is the mother of invention," says Wade Miquelon. "The voice of the customer drives creative thinking at Walgreens. When we combine what's needed with what's possible, great things happen."*

*Known for its innovation, Walgreens has pioneered many practices, products and services that set the standard for the pharmaceutical industry — including a nationwide computer network that connects all the firm's pharmacies, drive-through pharmacies, in-store Take Care Clinics, on-campus clinics for businesses and OptionCare infusion and respiratory therapies and home medical equipment.*

*Miquelon says Walgreens' big ideas tie into its ability to leverage assets.*

*"We have a trusted brand and an excellent balance sheet. So we constantly ask ourselves how we can build on these strengths."*

*A cross-functional team of Walgreens executives evaluates "initiative rockets" during monthly innovation forums. "All business units are involved," Miquelon says. "Diversity of thought and experience has enabled our history of creativity."*



**ASHA LUNDAL, PMBA '00**

Former Director, New Business Development, U.S. Seeds & Traits  
**MONSANTO**  
St. Louis

*"What got us where we are today won't necessarily get us where we want to be tomorrow," Asha Lundal says. "To stay competitive, we have to be proactive about the value we create for customers."*

*Creative thinking is fundamental to Monsanto, an innovation powerhouse that spends \$1 billion a year on research and development.*

*"To generate new ideas, Monsanto listens to farmers and looks for solutions to their problems," Lundal says. "As a company, Monsanto makes an ongoing effort to put cross-functional groups together to explore macro trends and emerging issues that affect customers — along with unique ways Monsanto can meet these challenges."*

*One example is Biotechnology Endorsement (BE), an idea developed by a team that included Lundal. With BE, farmers in 12 states qualify for lower premiums on government-regulated crop insurance if they use agricultural products proven to lower their risk profile. In 2009, farmers on the pilot plan saved, on average, more than \$4 per acre and more than \$50 million in premiums combined.*



**CORY SHADE, JD '89, MBA '91**

Senior Vice President & General Counsel  
**PERRY ELLIS INTERNATIONAL**  
Miami

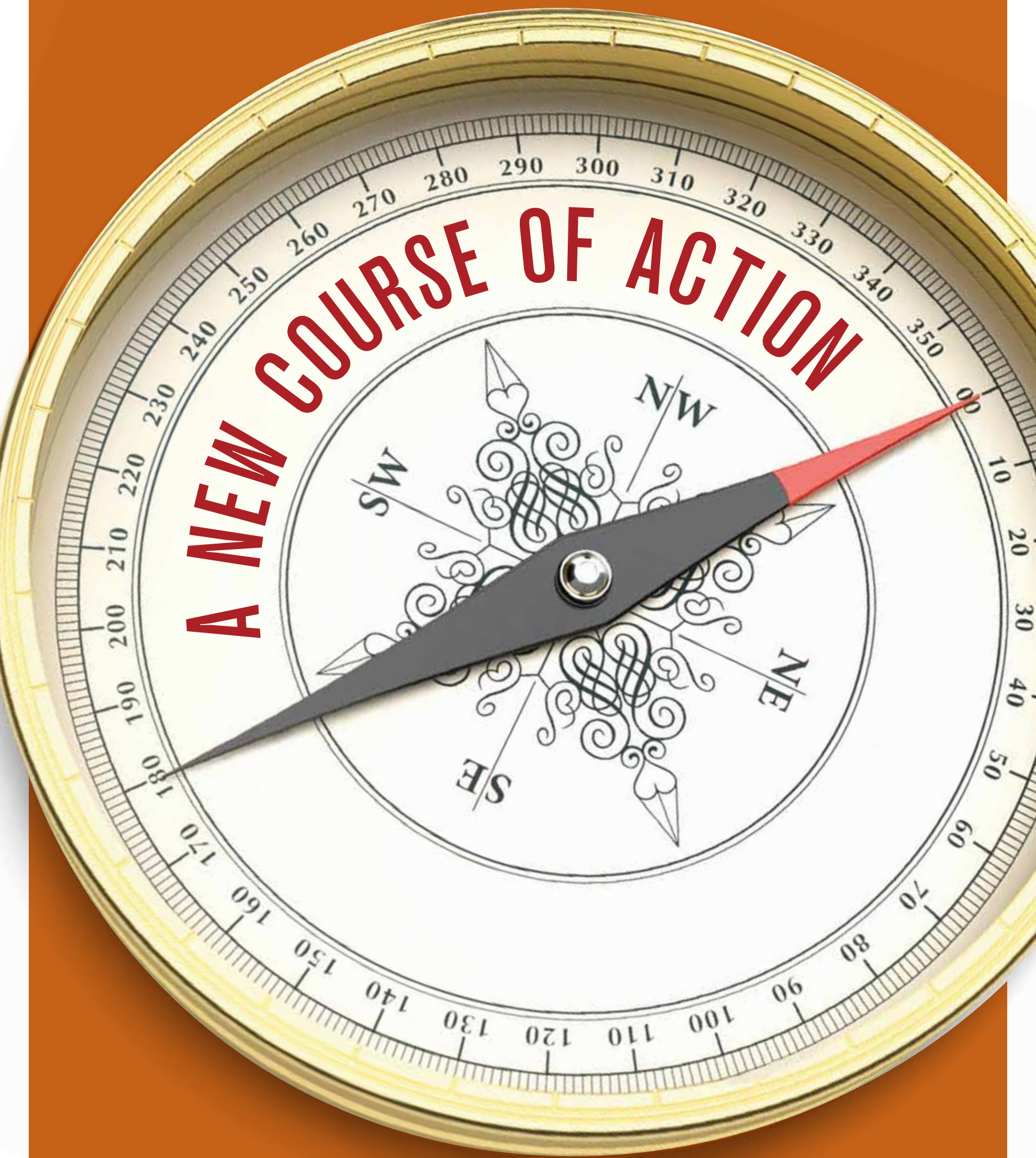
*"Strong, iconic brands differentiate Perry Ellis International in the marketplace," says Cory Shade. "So we're all about creative thinking. It enables us to stay ahead of the fashion curve."*

*Shade says the eight creative-thinking behaviors identified by Professor Bunderson encourage managers "to think outside the box, promote open dialogue, experiment and get behind promising ideas."*

*Always on the lookout for new trends, team members noticed Munsingwear golf shirts were being bought in U.S. thrift stores and sold in Japan for high prices. The shirts — with their recognizable penguin logo — were extremely popular from the 1950s to 1970s and were worn by high-profile figures such as Bing Crosby, Frank Sinatra, Arnold Palmer and John F. Kennedy.*

*"These were clothing items that had fallen into the back of people's closets," Shade says. "We repositioned the shirts as a lifestyle brand that is American, vintage and cool. Original Penguin, relaunched in 2003, has become one of the jewels of our portfolio — a top seller in Europe, South America and the United States. Now the shirts are worn by modern-day celebrities like Brad Pitt and Jake Gyllenhaal."*

# A NEW COURSE OF ACTION



# MBA Career Platforms Align Curriculum With Job-Seeking Strategies

**S**ome students who enroll in Olin Business School's full-time MBA program know exactly where they want to go. They have already spent a few years in their chosen careers and come to Olin to gain the functional and technical expertise needed to advance their careers.

These focused "career advancers" generally have an easier time identifying and choosing courses and extracurricular work to feed their appetites for deeper knowledge and experience.

They also thrive more easily in the job market because their experience and competencies are clearly aligned.

Other MBA students tend to fall into two categories, according to Mark Brostoff, associate dean and director of Weston Career Center. There are the "career changers," those who have tried one thing but are looking for something new, and there are the "career seekers," those who do not necessarily know what they want to do and are using their education as a way to find out.

All three groups benefit from Olin's small, collaborative, intimate atmosphere; its emphasis on critical-thinking and applied learning; and its renowned, scholarly faculty. However, when measured by ease of internship and job placement, the three groups have not always experienced the same levels of success.

"We received candid feedback from recruiters and alumni on what is happening in the marketplace and their expectations when hiring MBA talent," Brostoff says. "What we heard is that there is a need for a deeper understanding of the intersection between business and its functions within the global marketplace and the corresponding changes in how business is conducted."

Last year, Olin set out to re-create its MBA program in a way that would best position graduates for the realities of today's marketplace.

Change is never easy, and the idea of tinkering with the MBA program wasn't something to be taken lightly. Over two years, several senior faculty members and administrators, the MBA office and the Weston Career Center examined the issue using Olin's deep dive, strategic problem-solving technique.\*

The result is Olin Career Platforms, an initiative that will guide students into one of four, focused curriculum clusters early in the MBA program. Students will still take the MBA core classes in the first semester — courses that teach the broad-based, essential tools required of any good manager. This will give each student the opportunity to gain the foundational knowledge necessary to be competitive without pushing anyone to make a choice. Then, over the next year and a half, students will be encouraged to focus on one of four Career Platforms: Corporate Finance & Investments, Brand/Product Management, Operations & Supply Chain Management, or Consulting & General Management.

**Career Platforms will combine all of Olin's resources to give students the knowledge and experience they'll need.**

"Career Platforms isn't a change to the courses offered; it's a change in the structure of the curriculum," says Joe Fox, associate dean and director of MBA programs. "We wanted a system that could accommodate all three of these groups: the career seekers, the career changers and the career advancers. We didn't want to have people get to the end of two years and find they are still seeking."

"I describe Career Platforms as an alignment tool," Fox continues. "It helps people make choices about their course work, but it also helps them decide what to do outside the classroom. It focuses their career choices and goals and then allows them to align the curricular, the extracurricular, career services and alumni activities. It allows students to be smarter about picking where they should invest their time."

## THE FOUR CAREER PLATFORMS

**1**  
Corporate  
Finance &  
Investments

**2**  
Brand/  
Product  
Management

**3**  
Operations &  
Supply Chain  
Management

**4**  
Consulting  
& General  
Management

\*Download the cover story on strategic problem solving from the 2009-10 issue of OlinBusiness Magazine via the Olin website: [www.olin.wustl.edu/media](http://www.olin.wustl.edu/media).

## THE PLATFORM DIRECTORS



### Sergio Chayet

Senior Lecturer in Operations & Manufacturing Management, for the Operations & Supply Chain Management Platform



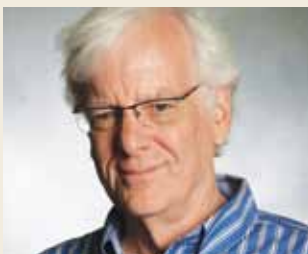
### Todd Milbourn

Hubert C. & Dorothy R. Moog Professor of Finance, for the Corporate Finance & Investments Platform



### Chakravarthi Narasimhan

Philip L. Siteman Professor of Marketing, for the Brand/Product Management Platform



### Raymond Sparrowe

Associate Professor of Organizational Behavior, for the Consulting & General Management Platform

In addition to the course work, Career Platforms will combine all of Olin's resources to give students the knowledge and experience they'll need. Along with their regular courses, at the start of the second semester, they will take a industry seminar course designed to put students face to face with seasoned professionals in their given platform area. Students will spend the summer learning more about their platforms through internships; then, during their second year at Olin, students will take courses in their specified clusters, including an experiential learning course.

Indeed, a key aspect of Career Platforms is engagement with the business community to make it as much a part of the students' learning experiences as the

(no relation to Dean Mahendra Gupta) was part of the committee that helped formulate the new program.

Gupta came to Olin after earning a master's degree from George Washington University and spending three years as a management consultant. "When I came to Olin, I was certain about my career path after graduation," Gupta says. "However, some of my classmates are not certain what path they want to take. The Career Platforms initiative will totally restructure the whole Olin experience. Students' career searches and course selections will be more focused, streamlined and aligned with each other."

The Platform directors are responsible for creating the industry seminar courses

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**"The Career Platforms initiative will totally restructure the whole Olin experience. Students' career searches and course selections will be more focused, streamlined and aligned with each other."** Ankur Gupta, MBA '11

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classes they take. "This goal is consistent with Olin's overall mission of being a place where academic research, student excellence and business involvement merge," says Todd Milbourn, Hubert C. & Dorothy Moog Professor of Finance and the director of the Finance & Investments Platform.

Each Platform will also have its own advisory board of 10 to 15 people — alumni and representatives from companies that recruit here. "We want them to interact with students and to talk with them about the industry," says Sergio Chayet, senior lecturer in operations & manufacturing management and director of the Operations & Supply Chain Management Platform. "This gives our students every opportunity to gain the industry savvy they need to shine when it comes time for them to interview for jobs."

Student Ankur Gupta, MBA '11, says the Career Platforms initiative ensures that everyone can derive as much benefit as he has from Olin's programs. As vice president of the student senate, Gupta

each Platform will offer as well as working with the Platforms advisory board of business leaders to present experiential learning opportunities and for ensuring the overall integrity of the curriculum.

The Weston Career Center is staffed with full-time and adjunct advisors who have specialty and functional field experience that complements the four Platforms.

Anjan Thakor, John E. Simon Professor of Finance, director of Olin's PhD program and a catalyst of the Platform initiative, sees the new initiative as a reflection of the direction that business schools must take to produce business leaders who can make an impact from their first day in their chosen fields.

"We do believe it will be a competitive advantage in attracting and placing students," says Thakor. "I think it can be a good signaling mechanism to students about the entire philosophy of Olin's program. The students educational experience is built to help them at the right time every step of the way."

# Mind Your Own Business.

By investing in your people.

Large or small, public or private, established or startup, Washington University's executive education programs will transform the people who can transform your enterprise.

The Olin **Executive MBA** helps seasoned professionals grow into world-class business leaders. Our **Certificate Programs** equip managers with key cross-functional skills needed in today's business. Olin's **Open Enrollment Seminars** give participants powerful business tools and knowledge to apply immediately to their jobs.

**Washington University**

Transforming your business through executive education.

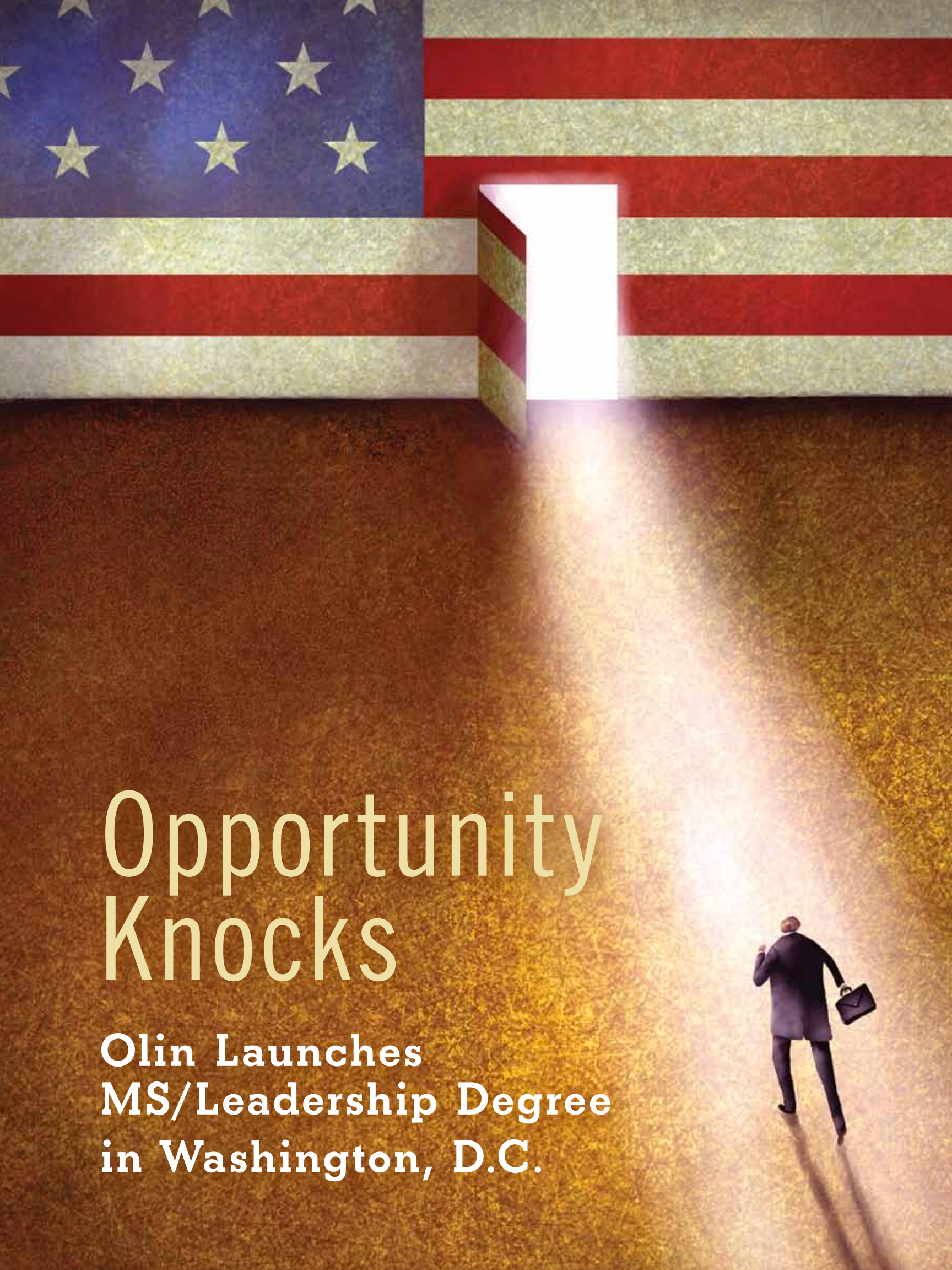


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OLIN BUSINESS SCHOOL

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# Opportunity Knocks

**Olin Launches  
MS/Leadership Degree  
in Washington, D.C.**

# "Leadership and learning are indispensable to each other,"

President John F. Kennedy wrote in 1963. Imagine what he'd think today.

Technology has created a global society fueled by constant change.

Domestic and international issues have become more interconnected and complex.

And governing poses new challenges for public servants.

This fall, Olin Business School launched the Master of Science in Leadership Program through Brookings Executive Education in Washington, D.C. The program helps prepare managers in U.S. government agencies for the Senior Executive Service (SES), the top civil service positions that oversee federal agencies. In addition to learning that is immediately applicable to participants' current positions, the program also provides a comprehensive set of leadership strategies and skills that participants can build on throughout their careers.

"SES certification is demanding," says Ronald P. Sanders, chairman of Brookings Executive Education Advisory Committee; adjunct faculty, Brookings Executive Education; and senior adviser, Booz Allen Hamilton.

"Candidates must demonstrate proficiency in five Executive Core Qualifications (ECQs) that comprise 28 competencies established by the U.S. Office of Personnel Management (OPM)."

In consultation with Brookings Executive Education staff, Olin faculty designed an innovative format for the Master of Science in Leadership Program. Separate one- to five-day courses — the majority taught by senior Olin professors — address the five overall qualifications and each of the 28 competencies. The courses aren't sequential, so individuals may begin the program at any time. Participants can choose to take the courses for-credit or not-for-credit. The for-credit option enables participants to receive a master's degree after they successfully complete the equivalent of 33 credit hours, including a two-week residency at Olin. According to Nickerson, no other institution offers this type of leadership-development program.

Research on what constitutes effective private- and public-sector leaders determined the ECQs: leading change, leading people, results-driven, business acumen and building coalitions. The specific competencies — such as creativity and innovation, strategic thinking, leveraging diversity, problem solving, entrepreneurship, and financial management — support the qualifications.

"Prior to its collaboration with Olin, Brookings offered nondegree courses on a subset of the competencies," says Mary Ellen Joyce, director, Executive Programs, Brookings Executive Education and adjunct professor of leadership, Olin. "The collaboration allows us to offer a full complement of programs — degree and nondegree — designed around the ECQs."

"Our objective is to educate the next generation of public servants. Brookings' cutting-edge policy expertise and Olin's business and leadership excellence are a powerful combination. Together, we create value for program participants, the U.S. government and the country as a whole," says Jackson Nickerson, director, Brookings Executive Education; non-resident senior fellow in governance studies, Brookings Institution; and Olin's Frahm Family Professor of Organization & Strategy.

Nickerson emphasizes it is a two-way street. "The knowledge faculty members gain from program participants informs other Olin curriculums, helping bring Washington, D.C. to the doorstep of all our students. Nickerson adds: "As a result, the program ties back to Robert S. Brookings' original vision: To grow Washington University and to understand the critical connection between leadership and learning."

In July 2009, Washington University entered a wide-ranging partnership with the Brookings Institution, an independent, nonpartisan think tank based in Washington, D.C. As part of the collaboration, Olin assumed management of Brookings Executive Education.

The partnership is a reunion of old friends. St. Louis businessman Robert S. Brookings (1850-1932) both founded the D.C.-based think tank and, as leader of Washington University's governing board for 33 years, laid the foundation for the University to become the world-renowned institution it is today. Borne of this common heritage, both institutions share a common goal: to inspire and inform current and future leaders in organizations across the United States and around the world.



This fall, Brookings Press and Olin Business School launched "Innovations

in Leadership," a series of short, topical, solution-oriented books for leaders. The first in the series is an informative know-how and know-why guide for managers to improve communications and drive change within their organizations: *Leading Change in a Web 2.1 World* by Jackson Nickerson (160 pages; available at Brookings Press).

▶ For more information on the Master of Science in Leadership Program, go to [www.brookings.edu/MSL](http://www.brookings.edu/MSL).

## Turn Your Olin Education Investment Into a Lifetime Annuity



Through your involvement in the Olin Alumni Board, your connection gains value as Olin advances. As Olin attracts more

world-class professors and top-flight students, expands its programs and extends its presence to Kansas City, Shanghai and Washington, D.C., there are more ways than ever to reap the rewards of staying connected to Olin's rising star.

When it comes right down to it, the Olin Alumni Board takes the investment you made in your Olin education and turns it into a lifetime annuity.

Here's what my connection to Olin has done for me in just the last year:

- My marketing company gained new business, based on a connection made at an alumni event.
- I had numerous opportunities to see world leaders by attending the simulcast of Chuck Knight's leadership class and by making the Century Club Business Series part of my regular routine.
- Through knowledge gained from other alums and Olin professors' award-winning research, I've sharpened my ability to serve my clients.
- I've had the opportunity to connect with other smart Olin alums for a variety of marketing projects.

Dean Mahendra Gupta, formerly my very patient accounting professor, says that there are two families critical to Olin's continued success: the alumni and the students. It is because of your involvement, both in time and money, that Olin is able to provide a world-class education, attract the country's top professors and place students in positions of opportunity and growth.

This is a great time to reap the benefits of your Olin annuity.

### CALLAWAY LUDINGTON ZUCCARELLO

MBA '93; president, Olin Alumni Board, 2010-2011; owner, Callaway & Co.



Left to right: Chancellor Mark Wrighton, John Brunner, Jim Weddle, Terence Block, Alejandro Ruelas, J.J. Stupp, Dean Mahendra Gupta

## Distinguished Alumni Awards

Friends, faculty, students and alumni gathered at the Ritz-Carlton Hotel, St. Louis on April 13 for the 2010 Olin Business School Distinguished Alumni Awards dinner. With more than 300 people in attendance, Dean Mahendra Gupta welcomed guests and Chuck Cook Jr., MBA '68, president of the Olin Alumni Board, 2009-2010, served as master of ceremonies. Four alumni were honored with the Distinguished Alumni Award for outstanding professional success:

**Terence Block, MBA '73**, president, North America, Nestlé Purina PetCare Company. Block is a 33-year veteran of Nestlé Purina. He began his career in the former Ralston Purina marketing group, acquired by Nestlé in 2001. Block has been instrumental in forming long-term business strategies and improved business processes that continue to contribute to the company's growing market share as the leading U.S. pet foods brand. He personally led the development of Purina Pro Plan, Purina ONE and Purina Veterinary Diets pet foods. A native of Lakewood, Ohio, Block earned a bachelor's degree in biology from Earlham College in Richmond, Ind.

**John Brunner, MBA '89**, chairman, Vi-Jon. Vi-Jon is the nation's oldest family-owned, private-label health and beauty care company. The company was founded by the honoree's grandparents Viola and John Brunner in 1908, and has 7,000 private-label or branded products, including Germ-X hand sanitizer. Brunner assumed the role of Vi-Jon chairman in 2010. He is an advocate of executive education and still takes courses at Olin, Harvard University and other schools. "For a company to grow, leadership must grow," Brunner says. "The owner-entrepreneur must take the lead. I never want to be the guy holding everyone back."

**Alejandro Ruelas, MBA '95**, co-founder, managing partner and CMO, LatinWorks Marketing. Prior to co-founding LatinWorks, Ruelas was director of ethnic marketing at Anheuser-Busch. There he developed innovative advertising programs that put the company's brands in an enviable leadership position both within their category and across the entire Hispanic marketing spectrum. LatinWorks now counts Anheuser-Busch InBev on its client roster, along with Domino's Pizza, Burger King and Mars (the Starburst-munching llama ads) among others. A native of Mexico, Ruelas immigrated with his family to Los Angeles at age 15.

**J.J. Stupp, MBA '83**, co-founder and CFO, Exegy, a provider of high-speed data-processing technology for the financial industry. Stupp's dual interests in science (she has a degree in physics) and business have helped forge her career. She helped design and develop the St. Louis Technology Center and wrote initial state legislation for the Missouri Innovation Center program, for which she served as the first manager. She later served as partner in Laser Diode Products, an early-stage laser technology company. In 1992 she founded TableTalk, a premier publisher of more than 40 award-winning educational games.





## Dean's Medal Awarded to Edward Jones

The 2010 Dean's Medal was awarded in April to special friends whose dedication and service to the Olin Business School have been exceptional.

This year, Dean Mahendra Gupta extended that honor to St. Louis-based investment firm Edward Jones.

Jim Weddle, MBA '77, managing partner at Edward Jones, accepted the award on behalf of the company. Edward Jones counts more than 30 Olin alumni as partners — including Weddle — and more than 75 Washington University alumni among its associates.

## Century Club Celebrates Over Three Decades

Now in its 32nd year, the Olin Century Club Business Series connects Olin alumni, donors and guests with the best minds in business. Each year, attendees hear business leaders speak about their companies and industries while also getting the opportunity to strengthen their Olin ties, build their network and stay informed.

During the 2009-2010 academic year the series welcomed CEOs of several premier organizations from across the country:

- **Sam Fox**, former U.S. Ambassador, Kingdom of Belgium
- **David Kemper**, chairman, president & CEO, Commerce Bank
- **Strobe Talbott**, president, Brookings Institution
- **James Bullard**, president & CEO, The Federal Reserve Bank of St. Louis

Attendees heard about economic recovery forecasts, the journey of an ambassador, the risks and returns of commercial banking and the intellectual challenges of the 21st century, and more.



## CENTURY CLUB BUSINESS SERIES

INSIDE. UP CLOSE. CONNECTED.

Olin's Century Club Business Series presentations are held on campus in Simon Hall, May Auditorium. Registration is free but reservations are required. [olincenturyclub@wustl.edu](mailto:olincenturyclub@wustl.edu).

### October 29, 2010

**NEAL PATTERSON**, chairman, CEO & president, Cerner

### November 18, 2010

**ANNA PATTERSON, BSCS/BSEE '87**, president & founder, cuil.com

### April 7, 2011

**DANNY LUDEMAN**, president & CEO, Wells Fargo Advisors

## REUNIONS

Contact [reunions@olin.wustl.edu](mailto:reunions@olin.wustl.edu)

### October 8-9, 2010

**EMBA** '85, '90, '95, '00, '05-23, '05-24, '09-31, '09-32

**EM3** '00

**HSM** '00

**MBA** '60, '65, '70, '75, '80, '85, '90, '95, '00, '05, '09

**PMBA** '80, '85, '90, '95, '00-4, '00-5, '05-14, '05-15, '09-22, '09-23

### April 15-16, 2011

**YOUNG ALUMNI REUNION**

**BSBA** '96, '01, '06, '10

### May 19-22, 2011

**BSBA** '41, '46, '51, '56, '61, '66, '71, '76, '81, '86, '91

## Get Connected *There are now a number of ways Olin alumni can seek out classmates and connect virtually.*

LinkedIn allows alumni to network and exchange ideas.

Facebook provides alumni with a way to connect socially.

The WU Alumni Directory helps locate former classmates

Links to these communities can be found at: [www.olin.wustl.edu/alumni](http://www.olin.wustl.edu/alumni).



## Olin Forms Alumni Club in New York

In the continuing effort to strengthen the Olin network outside St. Louis, the Olin New York Alumni Club was recently formed. "Our goal for these alumni clubs, first in Chicago and now in New York, is to provide new networking opportunities for alumni as well as help them become more connected with Olin," says Erin Toohey, associate director of development for Olin. For more information, call 314-935-8495 or e-mail [erintoohy@wustl.edu](mailto:erintoohy@wustl.edu).



Gary Hochberg

## Hochberg Scholarship Fund Honors 25 Years of Leadership

During his 25 years as associate dean of Olin's BSBA program, Gary Hochberg reached out to talented students and encouraged them to aspire to attend Olin. He recruited the best of the best, and their success enhanced Olin's dynamic learning environment. Hochberg helped to implement a curriculum that encouraged students to develop the broad critical-thinking skills that would serve them well throughout their lives. He promoted Olin's overseas internship program, which has offered transformative experiences to students for nearly two decades. Olin continues to benefit from his talent today in his role as director of specialized masters programs.

To recognize Hochberg for his leadership, several alumni established the Hochberg Tribute Scholarship Fund to honor his

legacy and encourage gifts and pledges to Olin. The generous sponsors of this \$325,000 challenge are Lee Fixel, BSBA '02; Michael Kaplan, BSBA '88; and Neil Yaris, BSBA '86. The Hochberg Tribute Challenge matches all gifts and pledges to the Hochberg Tribute Scholarship Fund dollar for dollar, up to the challenge total of \$325,000.

Today, more than 40 percent of Olin's undergraduates need some form of financial assistance to attend Olin, and the Hochberg Tribute Scholarship Fund provides annual scholarship support to ensure no qualified student has to turn down the opportunity to have a top-tier education at Olin.

For more information, call 314-935-9053 or e-mail [nancy\\_barter@wustl.edu](mailto:nancy_barter@wustl.edu).



### EMBA ALUMNI VISIT WASHINGTON, D.C.

In June 2010, a group of EMBA alumni traveled to Washington, D.C., to meet with Brookings Institution experts and tour government institutions. The group is pictured here standing next to a Lockheed SR-71 Blackbird — the fastest, highest-flying plane on record — on display at the National Air and Space Museum.

## fyi <sup>\*</sup> UPCOMING: EVENTS

### OLIN TALENT SUMMITS

**Recruit for impact.** Join us at one of Olin Business School's Talent Summits.

This is a unique opportunity to connect with talented students seeking internships and full-time positions.

**January 6, 2011** NEW YORK

**January 11, 2011** SAN FRANCISCO

**January 12, 2011** SILICON VALLEY

**January 13, 2011** CHICAGO

For more information, contact Blair Rudert at 314-935-5226 or [rudert@wustl.edu](mailto:rudert@wustl.edu).

### NEW YORK CAREER TREK (formerly Wall Street Week)

**October 13-15, 2010**

Sponsored by the Weston Career Center, this trip brings undergraduate and graduate students to New York City for valuable networking opportunities and firsthand exposure to the values and cultures of many top firms.

### ALUMNI & STUDENT NY CAREER TREK RECEPTION

**October 14, 2010 | 7-9 p.m.**

Sidecar at P.J. Clarke's, 205 East 55th St., New York

For more information, contact Dolly Bischoff at 314-935-9209 or [dolly\\_bischoff@wustl.edu](mailto:dolly_bischoff@wustl.edu).

### SCHOLARS IN BUSINESS DINNER

**November 10, 2010 | 6 p.m.**

Hilton St. Louis, Frontenac

For more information, contact Sandy Jurgenson at 314-935-5179 or [sandy\\_jurgenson@wustl.edu](mailto:sandy_jurgenson@wustl.edu).

# Cut from the Same Cloth

## A Scholarship Sponsor and Recipient Share Similar Life Experiences

Ken Ling, MBA '11, and Bob Balk, BSBA '67, are first-generation Americans and their families didn't have a lot of money. Ling and Balk served in the military and were stationed in South Korea. They share a gutsy, entrepreneurial mind-set and a strong work ethic. And both men received financial assistance to attend Washington University.

**"Bob and I take the road less traveled," says Ling.**

**"We believe the path of least resistance leads to mediocrity."**

A gift from Balk and Balk's wife, Fran, created an Olin scholarship that covers a portion of Ling's MBA tuition. Their gift was a way to pass on their good fortune. Ling says he's extremely grateful for the couple's generosity.



Ken Ling & Bob Balk

### A Passion for Business and Philanthropy

Ling entered Olin with a bold agenda: Leverage the school's ability to transform business and "use business to transform the world."

Personal experiences shaped his ambition. Ling's parents were farmers who came to the United States from China. When they arrived in New York, neither of them could speak English. His father found a job in a restaurant, and his mother became a seamstress. Ling grew up in the city's Chinatown district with his parents and two sisters.

Ling studied hard and made it into Stuyvesant High School, a *U.S. News & World Report* "Gold Medal School." On Sept. 11, 2001, Ling was at "Stuy," when the two airliners crashed into the World Trade Center. He watched the buildings collapse through a classroom window.

After high school, Ling joined the Marines "to prevent devastation from occurring again." After basic training Ling was sent to South Korea.

What he observed in the military fueled his passion "to combine business acumen with social-sector philanthropy."

The resourcefulness and pride of small-business owners contrasted with the poverty he saw. "Work gave people tremendous dignity."

Ling's next two deployments were to Iraq and the Philippines. His final assignment was in Germany.

Ling earned an undergraduate degree in industrial organizational psychology from the City University of New York. He worked for two years as a benefits administrator for a global law firm and also began researching graduate schools. Ling says he chose Olin because of its quality reputation, excellent professors, small size, personal attention and flexible curriculum.

### Keeping Things Simple

Like Ling, Bob Balk left school for a two-year stint in the military. He served

in South Korea and at Fort Hood in the United States. He says a combination of loans and a scholarship enabled him to enroll at the University.

Balk graduated with an undergraduate degree in business in 1967 and then served as a manager and as a vice president for several companies in St. Louis.

In 1994, Balk and co-founder Harry Leschen opened Store Supply Warehouse, a store-fixtured wholesaler and supplier. Through the years, the company expanded its catalog and customer base and added warehouses in other states. Balk sold the company in 2005.

"Washington University helped me at a critical time in my life. Fran and I are proud to respond in kind and to support someone as exceptional as Ken," Balk says.

The Scholars in Business Program funds nearly one-third of the scholarships awarded to Olin students. Olin matches sponsors and students. Sponsors can direct their support to either MBA or BSBA students and name the scholarship (e.g., honoring a loved one, a mentor or a teacher). Sponsors are provided with student biographies and many sponsors develop relationships with their scholarship recipients. Sponsors not only see firsthand the impact of their contribution, but their investment pays dividends in helping prepare the next generation of business leaders.

*For more information on how to become a scholarship sponsor, contact Sandy Jurgenson at 314-935-5179 or [sandy\\_jurgenson@wustl.edu](mailto:sandy_jurgenson@wustl.edu).*

**Our thanks to all of you for answering our request for alumni news. We'd love to hear from you with updates or corrections. To submit Class Notes information, go online to <http://apps.olin.wustl.edu/alumni/forms/classnotes>.**

## 1940s

**Edward Fontana, BSBA '49**, Clearwater, FL, says Washington University opened many doors for him. During his successful retailing career, he traveled to California, New York, Europe and South America. Fontana has received awards in retailing and advertising. [efontana@tampabay.rr.com](mailto:efontana@tampabay.rr.com)

## 1960s

**Jimmie Hopper, BSBA '60**, Poway, CA, missed his 50th class reunion in St. Louis. He says he was looking forward to reuniting with his Olin Business School friends and with his ROTC classmates from the class of 1960. Hopper also says his Washington University education laid the foundation for a "wonderfully successful life." [flyjim38@yahoo.com](mailto:flyjim38@yahoo.com)

**Jack Eggmann, BSBA '62**, St. Louis, is the author of "The Roots of Tennis: Blue Bloods to Blue Collars," which the *St. Louis Post-Dispatch* named a 2008 book of the year in the sports category. (Submitted to Class Notes prior to his death in June 2010.)

**Judy Meador, MBA '66**, St. Louis, owns Meador Management and serves as association manager for Missouri Venture Forum, a non-profit organization that helps entrepreneurs grow their businesses.

**Peter Stone, MBA '66**, White Plains, NY, is principal of Cornerstone Consulting International, which provides management consulting and performs research in freight transportation/logistics. [peterstone@gmail.com](mailto:peterstone@gmail.com)

**Kenneth Bohlmann, BSBA '67/MBA '69**, St. Louis, is owner of Bohlmann & Co. [kenb@bohlmanncpa.com](mailto:kenb@bohlmanncpa.com)

**Ernest Schmalzried, BSBA '68**, Plano, TX, is owner of Child Care Management.

**Ken Silverman, BSBA '68**, Los Angeles, is vice president at Contract Decor. [kenatcdi@ca.rr.com](mailto:kenatcdi@ca.rr.com)

## 1970s

**Richard Batterberry, BSBA '70**, Cincinnati, is a director at Barnes Dennig. [r\\_batterberry@yahoo.com](mailto:r_batterberry@yahoo.com)

**Walt Woerheide, MBA '71/PhD '77**, Media, PA, passed the CFP examination in 2007 and is vice president of academics at The American College. [wwoerheide@comcast.net](mailto:wwoerheide@comcast.net)

**Robert Schoening, AB '68/ MBA '73**, Bethesda, MD, joined Total Wine & More in 2009 as senior vice president and CIO. The company operates 65 retail stores in 11 states and is based in Potomac, MD.

**Thomas Duncan, BSBA '74/MBA '77**, St. Louis, is vice president at U.S. Bank. [thomas.s.duncan@usbank.com](mailto:thomas.s.duncan@usbank.com)

**Bill Schott, MBA '74**, Mission, KS, retired from a career in engineering and sales, and now teaches undergraduate Spanish while pursuing a master's degree in romance languages and literature at the University of Missouri-Kansas City. [wschott305@aol.com](mailto:wschott305@aol.com)

**Stephen Michael Murray, MBA '75**, San Juan, Puerto Rico, is retired and encourages friends to visit him. [murraysm@swbell.net](mailto:murraysm@swbell.net)

**Robert Wourms, MBA '76**, Chicago, is director of business consulting at Core Education Solutions.

**Ricardo Chapa, MBA '78**, San Antonio, is chief financial officer for Team Integrated Engineering. He also has project management professional and global business professional certification. [rchapa@satx.rr.com](mailto:rchapa@satx.rr.com)

**Alan Frost, JD '73/MBA '78**, St. Louis, was promoted to vice president at Carr Lane Manufacturing. He is responsible for the company's information technology, quality assurance and process improvement operations. In 2009, Frost earned American Society for Quality certification as manager of quality/organizational excellence. [alan.frost@carrlane.com](mailto:alan.frost@carrlane.com)

**Daniel Jay, MBA/MArch '79**, St. Louis, is CFO and managing principal of the architecture firm Christner — a company he joined two days after graduating from Washington University. [dan.jay@christnerinc.com](mailto:dan.jay@christnerinc.com)

## 1980s

**Princess Elizabeth (Ezenwa) Okenwa, BSBA '80**, St. Louis, is founder of The Princess Group, which publishes the bilingual (English and French) Business Directory and African Business News and operates Princess Delights Bakery, which provides all-natural, no-sugar baked goods to diet-conscious consumers. [princess.eliz@african-business-directory.com](mailto:princess.eliz@african-business-directory.com)

**David Seserman, BSBA '80**, Denver, has joined the law firm Kerr Brosseau Bartlett. [dseserman@kerrbrosseau.com](mailto:dseserman@kerrbrosseau.com)

**Sam Silverstein, MBA '80**, St. Louis, works with companies on five continents to help them shape their organizational culture and drive growth. His third book, "No More Excuses: The Five Accountabilities for Personal and Organizational Growth," was published in 2010. He is also past president of the National Speakers Association. [sam@samsilverstein.com](mailto:sam@samsilverstein.com)

**Patricia (McKay) Watson, MBA '80**, St. Louis, is senior vice president at Bank of America.

**Melinda Impellizzeri, PMBA '82**, Prospect, KY, is statistical process leader for General Electric, where she supports the company's legal, Lean Six Sigma and quality efforts.

**Brian Rivette, AB/MBA '82**, Salt Lake City, after 15 years as president of a patent licensing firm, started his own consulting business, Focal Concept, which specializes in intellectual property licensing support as well as international strategic planning for academic institutions. [brivette@focalconcept.com](mailto:brivette@focalconcept.com)

**Harry Liebman, BSBA '83**, St. Louis, owns CandyTorahs.com, which produces and markets personalized Jewish favors and place cards for customers throughout the United States and Canada. [harry.liebman@gmail.com](mailto:harry.liebman@gmail.com)

**Jeff Rosenkranz, BSBA '84**, Glencoe, IL, founded Metronome Partners, a boutique firm that focuses on middle-market mergers and acquisitions, capital raising, and strategic advising. Rosenkranz has been involved in investment banking for more than 22 years. He worked for Merrill Lynch for 14 years and was head of mergers and acquisitions for Piper Jaffray.

**Thomas Aiken, MBA '85**, Basking Ridge, NJ, is CEO of AppliedSensor. [tdaiken@optonline.net](mailto:tdaiken@optonline.net)

**Douglas Fish, BSChE/MBA '85**, Walnut Creek, CA, is pleased to announce that his daughters, Lenore

and Opal, have volunteered for the Israel Defense Forces. Lenore serves in an elite artillery unit, and Opal is training as a medic. [douglas@douglasfish.com](mailto:douglas@douglasfish.com)

**Pamela (Lackritz) Kuehling, BSBA '85/PMBA '89**, St. Louis, is an assistant vice president for Merrill Lynch, where she serves as a chartered retirement plan specialist and a chartered retirement planning counselor. Kuehling also has a daily market-update radio program on an AM/FM station. She is past chair of the Town & Country/Frontenac Chamber of Commerce, and she volunteers for other local organizations. [pamela.kuehling@ml.com](mailto:pamela.kuehling@ml.com)

**Beth (Hertzog) Shifrin, MBA '85**, St. Louis, was named director of the St. Louis Major Gift Program for Alumni and Development at Washington University. She previously served as assistant/associate director of development for the University from 1990-1998. Shifrin has three children: Robert, 12; Amanda, 9; and Jordan, 9. She hopes to see many of her MBA classmates during their 25th reunion in October.

**Victoria Day, BSBA '86**, Columbia, MO, is pursuing a Master of Education in professional counseling at Stephens College and plans to become certified in dance therapy.

**Margaret (Wilson) Elliott, AB '79/MBA '86**, St. Louis, has joined Ascension Health, the nation's largest nonprofit Catholic health care system, as a Web-based communications specialist supporting Ascension's external website, intranet portal and associate SharePoint Communities. [melliott@ascensionhealth.org](mailto:melliott@ascensionhealth.org)

**Eddie Halpern, BSBA '86**, New Orleans, was elected to the board of directors for The First Tee of New Orleans. The mission of The First Tee, an initiative of the World Golf Foundation, is "to impact the lives of young people by providing learning facilities and educational programs that promote character-development and life-enhancing values through the game of golf." [emhalpern@gmail.com](mailto:emhalpern@gmail.com)

**Curtis Chambers, MBA '87**, Largo, FL, is founder of Chambers Financial Group. [curtis@chambersfinancialgroup.com](mailto:curtis@chambersfinancialgroup.com)

**David Thiemann, MBA '87**, St. Louis, is president and CEO of Thiemann Real Estate, which recently celebrated its 10th anniversary. The firm focuses primarily on the ownership of multifamily real estate throughout the Midwest. [dthiemann@thiemannre.com](mailto:dthiemann@thiemannre.com)

**Robert Werremeyer, MBA '87**, St. Louis, was promoted to market



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investment director at U.S. Trust, a division of Bank of America Private Wealth Management.  
robert.werremeyer@ustrust.com

**Jill (Zionts) Kalin, BSBA '89**, Atlanta, is a self-employed CPA who assists law firms with their accounting needs. She and her husband, Eric, have four children.  
jzkalin@yahoo.com

**Richard Nadler, EMBA '89**, Columbus, OH, is a CFP/CPA at Keeler & Nadler Financial Planning.  
richardnadler@netscape.net

**David Shogren, MBA '89**, St. Louis, serves as treasurer and as a member of the board of directors of the Harris House, a nonprofit drug and alcohol treatment center.

## 1990s

**Ricardo Daniel Aclan, MBA '90**, Madrid, is corporate director of BBVA. In this role, he is head of retail banking Asia-Europe.  
ricardo.aclan@grupobbva.com

**Gregg Clevenger, AB '86/MBA '90**, Washington, DC, is CFO for Infinia. He is responsible for finance and human resources functions and helps drive the formation and implementation of key strategic and commercial relationships around the globe.

**John DuCharme, MBA '90**, St. Louis, is director of client services for the Automotive Sector of Maritz Loyalty & Motivation. He leads the marketing database team that supports a major client's consumer marketing campaigns as well as a team that delivers channel initiatives, including dealership incentive and recognition programs.  
john.ducharme@maritz.com

**Syed Shah Redza, BSBA/AB '90**, Kuala Lumpur, Malaysia, is the CEO of Portfolio Group.  
shah@portfolio.my

**Larry Station, MBA '90**, Omaha, NE, was inducted into the College Football Hall of Fame.

**Keith Boudreau, EMBA '91**, Burlington, MA, is CEO and head coach at The Growth Coach, which works with the owners of small to midsize companies to help them achieve a higher level of success and a more rewarding work/life balance.  
k.boudreau@thegrowthcoach.com

**David Holl, PMBA '91**, San Jose, CA, is president of Batteries 'N Bulbs, a specialty distributor of lightbulbs and batteries in Sunnyvale CA. He is working to expand the company's e-commerce capabilities.  
dmholl@yahoo.com

# PAST TIMES



Applied learning is at the heart of the Olin experience. In 1961, BSBA seniors in the Business Policy course concentrated on a "living case study" of Ralston Purina's policies, operations and problems. In the photo above is top management from Ralston Purina showing the firm's organizational chart. (Love those bow ties!)

*Pictured above, left to right — Front row: student Howard Wood, president of the 1961 Business School Council, and Ralston Purina executives: J.D. Sykes, David L. Grant, C. Alvin Tolin and Raymond E. Rowland. Back row: students Michael Frank, Richard Sells, Norman Harrison, William Kronis, Stuart Bailenson, William Duncan and William Beck; professors Samuel V.D. Smith and Joseph W. Towle; and student Thomas O'Neal.*

**Ronald Krueger II, MBA '91**, New Orleans, is COO of Southern Theatres, where he works on the company's continued expansion in the South and upgraded digital cinema for guest experiences. Krueger lives with his wife, Cindy Krueger, BScPT, '89, and their son.

**Daniel Schneider, PMBA '91**, Villanova, PA, is vice president of sales and marketing for the BTG, a British specialty pharmaceuticals and biotechnology company.

*PharmaVoice*, a leading industry publication, recognized him as one of 2009's "Top 100 Most Influential Leaders in the Pharmaceutical and Biotech Industry."

**Darrell Butler, MBA '92**, Orlando, FL, is marking his 10th year as owner of Butler Consulting Group, a company that builds high-performance work environments through diversity, empowerment, leadership and work/life integration.  
dbutler23@wustl.edu

**James Stokes, PMBA '92**, Broomfield, CO, was elected to a four-year term with the Broomfield City Council.  
jg-stokes@comcast.net

**Michael Kollins, BSBA '93**, Kenya, is regional director for East Africa for World Bicycle Relief, a socially responsible enterprise focused on improving health, education, economic development and the environment through improved transport. He is responsible for



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expansion across the region.  
mbkollins@gmail.com

**Jason Fox, BSBA '94**, Dallas, is creative director for Firehouse Agency. [jfox@jasonfox.net](mailto:jfox@jasonfox.net)

**Richard Gipson, BSBA '94**, Winter Garden, FL, started MylesChase Recruiting, a national executive-recruiting firm. [myleschaserecruiting@gmail.com](mailto:myleschaserecruiting@gmail.com)

**Mel Marten, BSBA '94**, St. Louis, has grown his company, claroconnect.com, into the leading online destination for investors looking for a financial adviser.

**Federico Nardari, MSBA '94/PhD '99**, Sugarland, TX, is assistant professor of finance at the University of Houston. [fnardari@asu.edu](mailto:fnardari@asu.edu)

**Andrew Bonanno, MBA '95**, Darien, CT, is managing director at Kohlberg & Co. [andrew.p.bonanno@gmail.com](mailto:andrew.p.bonanno@gmail.com)

**Anthony Clarkson, MBA '95**, St. Louis, is a senior relationship manager at Wells Fargo Bank. [anthony.clarkson@wellsfargo.com](mailto:anthony.clarkson@wellsfargo.com)

**Cary Goldstein, BSBA '95**, New Rochelle, NY, is a director for Bank of America Merrill Lynch, where he supports high-frequency and quantitative hedge fund clients. [cary.goldstein@bam.com](mailto:cary.goldstein@bam.com)

**Koji Takahashi, PMBA '95**, Tokyo, is general manager at Mitsubishi Materials in Osaka, where he sells copper fabrications and other materials for the metalworking industry. [ktakaha@mmcc.co.jp](mailto:ktakaha@mmcc.co.jp)

**Sean Vanderdasson, MBA '95**, Redmond, WA, was promoted to senior vice president-publishing at WildTangent. He was issued a patent for Licensing Media Consumption using Digital Currency and has two other patents pending. Vanderdasson travels the world, donating netbooks to orphanages and foundations — most recently in Kathmandu, Nepal, while on a trek to Mount Everest.

**Karen (Taylor) Zappa, PMBA/MIM '95**, Bloomington, IL, is a function coordinator at State Farm Insurance. [luv\\_koalas@yahoo.com](mailto:luv_koalas@yahoo.com)

**Dan Brotman, MBA/MHA '96**, Austin, TX, launched [www.keywordvalet.com](http://www.keywordvalet.com), a website that promotes his search engine marketing consulting practice. He also launched a new lead-generation business, [www.quotegarage.com](http://www.quotegarage.com). [dbrotman@gmail.com](mailto:dbrotman@gmail.com)

**Stewart Hsu, BSBA '96**, Dallas, is co-founder of Conti Organization, a firm that specializes in acquiring distressed multifamily real estate directly from lenders and lending institutions. In the past year, the company's portfolio has grown by more than 1,500 units. [shsu@contiorg.com](mailto:shsu@contiorg.com)

**Federico Morales, MBA '96**, Santa Catarina Pinula, Guatemala, is finance manager at Constructora Morymor, where he has spent five years working on a tree-planting project that has resulted in 370 acres of new forest. Next year, his company will plant 100 more acres — creating an area approximately half the size of New York's Central Park. [fr@morymorsa.com](mailto:fr@morymorsa.com)

**Steven Beckwith, EMBA '97**, Omaha, NE, leads freight car maintenance operations for Union Pacific as director of car operations. He and his team provide clean, defect-free freight cars; enact quality processes that promote a safe work environment; and ensure on-time train, car, terminal and customer-performance goals are met through car inspections and Association of American Railroads/Federal Railroad Administration-compliant repairs. [sbeckwith@up.com](mailto:sbeckwith@up.com)

**Cliff Stewart Ang, BSBA '98**, Chicago, is a senior economist at Compass Lexecon.

**Michael Polosky, PMBA '98**, Dallas, is principal at LCCP Group. [mjpolosky@gmail.com](mailto:mjpolosky@gmail.com)

**Hidetoshi Shibata, MBA '98**, Yokohama, Japan, is an engineer at Hitachi. [shibatah@mediafrontier.com](mailto:shibatah@mediafrontier.com)

**Jessica Volk, BSBA '98**, Chicago, is assistant treasurer at Children's Memorial Hospital, where she manages daily cash flow, liquidity and investor relations.

**Todd Balan, MBA '99**, Long Lake, MN, is vice president of corporate development at Polaris Industries.

**Jonathan Bloom, MBA '99**, St. Louis, is principal of Two Cents Consumer Insights, a firm that conducts focus groups, in-depth interviews, website usability studies and ethnographic interviews. He brings a decade of consumer products brand management experience to companies to help them better understand their consumers through qualitative research. [jbloom@twocents-insights.com](mailto:jbloom@twocents-insights.com)

**John Hirlinger, PMBA '99**, St. Louis, purchased Air Specialists Inc. and changed the company name to Air Specialists Worldwide Inc. (ASWI) to reflect the firm's new global vision. ASWI is a distributor of fluid-power and motion-control products. [jhirlinger@airspec.com](mailto:jhirlinger@airspec.com)

**Kamila (Kowalczyk) Nelson, BSBA '99/MBA '10**, St. Louis, graduated from Olin's MBA Program as a Charles F. Knight Scholar. She also received the Milford Bohm Prize in Marketing.

**Uichi Okina, MBA '99**, Tokyo, is a manager at Terumo. [u\\_okina@yahoo.co.jp](mailto:u_okina@yahoo.co.jp)

**Hyun Joon Yoon, MBA '99**, Sungnam Kyunggi-Do, Korea, is head of equity research at Prudential Asset Management. [hj\\_us@yahoo.com](mailto:hj_us@yahoo.com)

## 2000s

**Cristina (Martin) Dawson, BSBA '00**, Stamford, CT, is an associate at Spear Street Capital. [cmdawson108@yahoo.com](mailto:cmdawson108@yahoo.com)

**James Jaroschak, MBA '00**, Rumson, NJ, is vice president at Centro Inspection Agency. [jim@centroinspection.com](mailto:jim@centroinspection.com)

**Yuichi Kagawa, MBA '00**, Tokyo, started Kagawa Asset Management in April 2009. The business provides investment advice and asset management for high-net-worth clients in Japan. [kagaway@kagawa-am.com](mailto:kagaway@kagawa-am.com)

**Jason Stone, PMBA '00**, St. Louis, is eco-marketing account manager for Emmis Communications.

**Scott Trilling, BSBA '00/PMBA '09**, St. Louis, is an operations officer at the Federal Reserve Bank of St. Louis. [scott.m.trilling@stls.frb.org](mailto:scott.m.trilling@stls.frb.org)

**Kevin Cantzler, BSBA '01**, Columbus, OH, is an allocation manager at Abercrombie & Fitch. [kevin\\_cantzler@abercrombie.com](mailto:kevin_cantzler@abercrombie.com)

**Jill (Belzer) Matthews, MBA '01**, Plano, TX, is celebrating five years in business as Bright Cactus, a marketing consultancy that provides brand strategy, consumer insights and innovation services. She moderates focus groups as a qualitative consultant. [jill.matthews@brightcactus.com](mailto:jill.matthews@brightcactus.com)

**Adam Meyers, MBA/MIM '01**, Cupertino, CA, is CEO at MRI Imaging Center of Fresno. [s\\_adammeyers@yahoo.com](mailto:s_adammeyers@yahoo.com)

**Tyler Nau, MBA '01**, Frisco, TX, is vice president at Suddenlink Communications. [stnau@yahoo.com](mailto:stnau@yahoo.com)

**Tim Spiker, BSEE '95/PMBA '01**, Minneapolis, is a leadership development manager at Blattner Energy. [tspiker@blattnerenergy.com](mailto:tspiker@blattnerenergy.com)

**Gary Tappana, EMBA '01**, St. Louis, has been promoted to senior director, tax planning and senior tax counsel for Anheuser-Busch InBev.

**Hyunwoong (Michael) Ahn, MBA '02**, Seoul, South Korea, finished his PhD course work at The Georgia Institute of Technology and joined the international sales and trading team at Samsung Futures, the leading futures and options brokerage firm in Korea. [mike.ahn@samsung.com](mailto:mike.ahn@samsung.com)

**Ron Chamberlain, PMBA '02**, Cheshire, CT, is a senior supplier quality engineer at Goodrich Engine Control Systems. [rdchamberlain@msn.com](mailto:rdchamberlain@msn.com)

**Cynthia Finkelman (Behar), BSBA '02**, New York, is associate account director at Colangelo. [cfmex79@aol.com](mailto:cfmex79@aol.com)

**Wallace Gustafson, PMBA '02**, St. Louis, is the owner of Urban Boundaries and an adjunct faculty member at Lindenwood University. [wg@urbanboundaries.com](http://www.wg@urbanboundaries.com)

**August "Gus" Haug, BSBA '02**, St. Louis, is assistant vice president at U.S. Bank and expects to receive his Professional MBA from Olin in 2011. [haug@wustl.edu](mailto:haug@wustl.edu)

**Amanda (Roberts) Kelly, BSBA '02, BFA '07**, White Plains, NY, is senior project manager at Digtas Health.

**Mike Kershaw, PMBA '02**, St. Louis, started a new consulting business where he implements social media marketing campaigns, Internet marketing campaigns and search engine optimization campaigns for businesses. [mike@getwebcustomers.com](mailto:mike@getwebcustomers.com)

**Steven Spizer, BSBA '02/MA '04**, Sydney, Australia, has been promoted to head of agent banking at Citibank.



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**Cynthia (Coffelt) White, PMBA '02**, St. Louis, is a retail analyst at Brown Shoe. [cwhite@brownshoe.com](mailto:cwhite@brownshoe.com)

**Aimee (Anderson) Baker, MBA/MEM '03**, Nashville, TN, is director of sales at InfoWorks. [aimeeabaker@yahoo.com](mailto:aimeeabaker@yahoo.com)

**Robert Briggs, EMBA '03**, St. Louis, is vice president, logistics and supply chain for the U.S. Army Reserve. [robert.briggs@alum.wustl.edu](mailto:robert.briggs@alum.wustl.edu)

**Sergey Chernenko, BSBA '03**, Cambridge, MA, received a PhD in business economics from Harvard University and will serve as an assistant professor of finance in the Fisher College of Business at The Ohio State University. [chernenko.sergey@gmail.com](mailto:chernenko.sergey@gmail.com)

**Thomas Farmer, PMBA '03**, St. Louis, is a senior consultant at Maverick Technologies. [thomasfarmer@alum.wustl.edu](mailto:thomasfarmer@alum.wustl.edu)

**Alex Hill, MBA '03**, San Francisco, has been working in San Francisco for the last six years. [ahill88@alum.wustl.edu](mailto:ahill88@alum.wustl.edu)

**William Lockwood, PMBA '03**, St. Louis, transferred his practice to Cornerstone Financial Group, a full-service wealth-management company. [wlockwood@cfg1844.com](mailto:wlockwood@cfg1844.com)

**Steven Roser, EMBA '03**, Keller, TX, is vice president, marketing for the seven divisions of Elbit Systems of America. Elbit Systems has 1,800 employees and sales of more than \$800 million. [steven.rosier@elbitsystems-us.com](mailto:steven.rosier@elbitsystems-us.com)

**Suresh Shaddarsanam, PMBA '03/MIM '05**, St. Louis, joined Peabody Energy as director-IT.

**Shyam Srinivas, EMBA '03**, Phoenix, is manager of business development for Aquionix, an environmental, health and safety consulting firm. [ssrinivas@aquionix.com](mailto:ssrinivas@aquionix.com)

**Deliang Cai, EMBA '04**, Beijing, is a senior project director at GlaxoSmithKline, where he focuses on a vaccine investment project in China. [cdl.316@gmail.com](mailto:cdl.316@gmail.com)

**Walker Deibel, MBA '04**, St. Louis, is majority owner of Corley Printing and is expanding the company's capabilities to include digital printing for ultrashort-run and print-on-demand soft-cover books, manuals and catalogs. [deibelw@wustl.edu](mailto:deibelw@wustl.edu)

**Daniel Duffy, PMBA '04**, St. Louis, is sales director at Timberland. [dduffy@timberland.com](mailto:dduffy@timberland.com)

**Shaun Koiner, BSBA '04**, New York, took a job with Citizen Sports as a senior sales strategist in October 2009 and is now a sales analyst for Yahoo, after the company acquired Citizen Sports in March 2010. He guides the client sales strategy for

social sports applications and experiences built across the Facebook, iPhone and Android platforms. [skoiner@wustl.edu](mailto:skoiner@wustl.edu)

**Kevin Mang, BSBA '04**, Grand Rapids, MI, is managing the Nestlé beverage business at the Meijer account. This is his fifth year with Nestlé USA. He previously spent two years in Los Angeles and two years in Richmond, VA. [kevin.mang@gmail.com](mailto:kevin.mang@gmail.com)

**Jeff Needles, MBA '04**, Knoxville, TN, is director of finance at MasterCraft Boat, the largest producer of inboard ski, wakeboard and luxury performance powerboats in the world. MasterCraft recently acquired Hydra-Sports, a premium line of saltwater center-console fishing boats. [jeff.needles@mastercraft.com](mailto:jeff.needles@mastercraft.com)

**Michael Robins, BSBA '04**, Chicago, is a commercial banking officer at JPMorgan Chase. [michael.b.robins@chase.com](mailto:michael.b.robins@chase.com)

**Takashi Tsujiguchi, MBA '04**, Kawasaki, Japan, works for DeNA, the largest mobile-phone contents provider in Japan. DeNA is globally expanding its gaming business via mobile phones. [ttincognito@yahoo.co.jp](mailto:ttincognito@yahoo.co.jp)

**Matthew Welle, BSBA '04**, Raleigh, NC, is a food service territory manager for General Mills. He received the 2010 General Mills Ring of Excellence Award.

**Doug Bodde, MBA '05**, Bloomington, IN, is business development manager at Indiana University Research and Technology Corp. [dbodde@gmail.com](mailto:dbodde@gmail.com)

**Adam Cohen, BSBA '05**, Philadelphia, is managing partner of Darwin Capital Management, a new business that purchases and rehabs residential foreclosures. He is building up a rental portfolio, which he plans to hold until the residential real estate market recovers. [adam@darwincmg.com](mailto:adam@darwincmg.com)

**Erin Harkless, BSBA '05**, New York, is moving to Boston to pursue an MBA as a member of the class of 2012 at Harvard Business School. [erin.harkless@gmail.com](mailto:erin.harkless@gmail.com)

**Edward Holliday, PMBA '05**, St. Louis, is PLM services director at Siemens. [dochollidayiii@hotmail.com](mailto:dochollidayiii@hotmail.com)

**Hasaan Khawar, MBA '05**, Lahore, Punjab, Pakistan, is a consultant at Social Economic & Business Research Associates (SEBRA). [khawarh@wustl.edu](mailto:khawarh@wustl.edu)

**Thomas Kim, MBA '05**, Muscatine, IA, is global procurement manager at HNI. He is in charge of purchasing semi products to make finished

goods and managing/forecasting inventory level and demand. [kimt@allsteeloffice.com](mailto:kimt@allsteeloffice.com)

**Cheryl (Wiener) Perlmutter, BSME '00/PMBA '05**, St. Louis, was promoted to a manager in Boeing's supplier program management department. [cheryl.e.perlmutter@boeing.com](mailto:cheryl.e.perlmutter@boeing.com)

**Shelby (McCoy) Shire, PMBA '05**, St. Louis, is manager, strategic intelligence at Maritz Research.

**Brett Shorts, PMBA '05**, St. Louis, is an operations manager at CCA Global Partners.

**Bryce Bowman, EMBA '06**, Chicago, was accepted into the 2010 Broad Residency in Urban Education, a two-year leadership-development program that places participants into full-time, high-level managerial positions in urban school districts and charter school networks where they can have an immediate impact on the education of America's urban youths. He will be the director of operations and real estate for LEARN Charter School Network in Chicago. [bryce@smbaa.com](mailto:bryce@smbaa.com)

**Amanda Chang, MBA '06**, St. Louis, is a senior financial analyst at Wells Fargo Advisors. [amanda.chang.2004@gmail.com](mailto:amanda.chang.2004@gmail.com)

**Stanley Chou, BSBA '06**, Irvine, CA, is Far East business operations

manager at Brown Shoe. [stanleychou@bhfootwear.com](mailto:stanleychou@bhfootwear.com)

**Greg Drozda, PMBA '06**, St. Louis, is a partner at Equis Group, a boutique firm that operates within the sports and entertainment industries, managing all things financial in its clients' lives. Equis Group's clients include professional athletes, musicians and other entertainers. As a partner, Drozda oversees business development, sales, client services, branding and operations. [gdrozda@yahoo.com](mailto:gdrozda@yahoo.com)

**Fengguo Fu, EMBA '06**, Shanghai, is in charge of the private equity investment division of Ping An Asset Management, a subsidiary of China-based Ping An Insurance. Ping An Asset Management manages more than \$100 billion in total assets. [brian.ffg@gmail.com](mailto:brian.ffg@gmail.com)

**Sheela Fulambarker, BSBA '06**, Chicago, is an account manager at Google.

**Lori Hartman, EMBA '06**, St. Louis, is a software sales manager at IBM. [lori\\_hartman@us.ibm.com](mailto:lori_hartman@us.ibm.com)

**Philippe Henry, MBA '06**, Antibes, France, works in product definition at Amadeus. [philippehenry\\_mba@hotmail.com](mailto:philippehenry_mba@hotmail.com)

**Sophia Li, BSBA '06**, Lexington, SC, was accepted into the Kellogg School of Management at Northwestern University and



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## Opening Doors to the Future: The Scholarship Initiative for Washington University

Today nearly half of Olin Business School BSBA and MBA students need financial assistance to attend Washington University. A scholarship or fellowship is often combined with loans, stipends, and, in the case of undergraduates, work-study earnings to help meet the full cost of each student's education.

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*For more information, contact Sandy Jurgenson at 314-935-5179 or [sandy\\_jurgenson@wustl.edu](mailto:sandy_jurgenson@wustl.edu)*



will start working on her MBA full-time in the fall of 2010. She is in a dual-degree program and will graduate with an MBA as well as an MEM.

**Stan Lu, MBA '06**, Taipei, Taiwan, is a private wealth manager at Merrill Lynch. [hsuehta.lu@gmail.com](mailto:hsuehta.lu@gmail.com).

**Will Martin, BSBA '06**, Dubai, United Arab Emirates, has been selected as a Roy H. Park Leadership Fellow and will be pursuing an MBA at the Johnson School at Cornell University beginning in the fall of 2010. [williamjosephmartin@gmail.com](mailto:williamjosephmartin@gmail.com)

**Timothy McCauley, MBA '06**, Madison, WI, passed the U.S. patent bar exam. He is now a registered patent agent and can practice patent law before the U.S. Patent and Trademark Office.

**Juan Orozco, MBA '06**, Los Angeles, accepted a promotion to become supply chain lead in the space systems organization of Raytheon's Space and Airborne Systems division.

**Merle Taylor, MBA/MHA '06**, Pittsburgh, is vice president of operations at UPMC McKeesport, a 219-bed acute care community hospital.

**Curtis Wilgosh, MBA '06**, Madison, WI, is business analysis manager at Spartech, where he

optimizes supply chain business processes with business leaders, manufacturing schedulers, planners and purchasers.

**John Bucksath, EMBA '07**, Columbia, MO, is senior vice president and general manager at ABC Laboratories. [jdbucksath@yahoo.com](mailto:jdbucksath@yahoo.com)

**Josiah Cox, EMBA '07**, St. Louis, is COO at Trumpet. [jcox@trumpetllc.com](mailto:jcox@trumpetllc.com)

**Tina Deneweth, BSBA '07**, is a derivatives trader at Chicago Trading. [tina.deneweth@gmail.com](mailto:tina.deneweth@gmail.com).

**Wesley Janson, BSBA '07**, Dallas, earned a direct promotion to consultant at Bain and Co. in March 2010 and will be attending Harvard Business School in the fall.

**Matt Jones, BSBA '07**, Chicago, is an analytical lead at Google. He is supporting nine Fortune 500 Midwest-based travel advertisers with their Google AdWords and YouTube marketing strategies.

**Jayarathne Kottage, EMBA '07**, Rockville, MD, is director of brain injury rehab at Adventist Rehabilitation Hospital of Maryland. [jkottage@ahm.com](mailto:jkottage@ahm.com)

**Ngai Li, BSBA/MACC '07**, Hong Kong, is an international manager at HSBC.

**Ellen Lo, BSBA '07**, Bethesda, MD, is an analyst at Accenture. [ellenglo@wustl.edu](mailto:ellenglo@wustl.edu)

**Kory Mathews, EMBA '07**, was named vice president at Boeing, where he will lead the company's F/A-18 and E-18 programs within the Global Strike Systems division.

**Masataka Ogimura, MBA '07**, Tokyo, is a manager at ABeam Consulting. [m.ogimura@gmail.com](mailto:m.ogimura@gmail.com)

**Amanda Phillion, BSBA '07**, St. Louis, is an account manager at PSG Marketing Solutions. [amanda.phillion@wustl.edu](mailto:amanda.phillion@wustl.edu)

**Rich Quinn, PMBA '07**, St. Louis, is sole proprietor of Rich Quinn Consulting, a provider of open-source security solutions with emphasis on compliance with, for example, the Health Insurance Portability and Accountability Act and the Sarbanes-Oxley Act. [richardquinn72@gmail.com](mailto:richardquinn72@gmail.com)

**Joseph Rojek, PMBA '07**, Chicago, is director of enrollment at Olivet Nazarene University. He is responsible for recruiting students into the School of Graduate and Continuing Studies. He works primarily with adult learners looking to complete or further their education in the areas of business, nursing and education. [joseph.rojek@gmail.com](mailto:joseph.rojek@gmail.com)

**Michael Sahrman, PMBA '07**, Houston, accepted a new role at

Thomson Reuters as a commodity and energy product specialist. He is leveraging his background as a senior energy trader at Ameren Energy with his Olin Business School MBA education. In his spare time, he enjoys jogging, snowboarding and following Formula One. He would love to connect with Washington University alumni in Houston. [michael.sahrman@wustl.edu](mailto:michael.sahrman@wustl.edu)

**Daphna Shamash, BSBA '07**, New York, is an investor relations analyst at Tudor Investment. [daphna.shamash@gmail.com](mailto:daphna.shamash@gmail.com)

**Evan Sharp, BSBA '07**, New York, after spending three years in private wealth management at Goldman Sachs in New York, will be attending the Kellogg School of Management at Northwestern University in the fall of 2010 with the expectation of earning an MBA and graduating in 2012. [evancsharp@gmail.com](mailto:evancsharp@gmail.com)

**Lacy (Underwood) Fox, BSBA '08**, Prairie Village, KS, is a senior interactive analyst at Gragg Advertising.

**Yongmin Kim, BSBA '08/MSF '09**, Yongin, Kyunggi, South Korea, is a financial analyst at Hankook Shell Oil. [ace.yongmin@gmail.com](mailto:ace.yongmin@gmail.com)

**Katherine Leeper, BSBA '08/ MBA '10**, St. Louis, is a buyer at Anheuser-Busch InBev. [kleeper@wustl.edu](mailto:kleeper@wustl.edu)

**Tom Lysinger, EMBA '08**, Parker, CO, is a senior vice president at Western Union. [lysinger@q.com](mailto:lysinger@q.com)

**Josh Scherder, MBA '08**, St. Louis, is a portfolio manager at U.S. Bank. [joshscherder@gmail.com](mailto:joshscherder@gmail.com)

**Moss Schermerhorn, BSBA '08**, Chicago, is a fund accountant at Custom House Fund Services (Ireland) Limited. [moss.whitney@gmail.com](mailto:moss.whitney@gmail.com)

**Michael Sehnert, EMBA '08**, Suzhou, China, was promoted to vice president of Asia for Rogers one year after graduating from Olin's EMBA-Shanghai Program. He is responsible for six manufacturing business units located in Suzhou, China, with more than 650 total staff members who handle more than 45 percent of the annual sales volume for the entire company.

**Teresa Wallace, MBA '08/MSW '09**, St. Louis, is program coordinator for The Regional Business Council's St. Louis Venture Partners.

**Hao Wu, MACC '08**, Memphis, TN, is a supply chain planner at the International Paper global headquarters. [beyondwu@hotmail.com](mailto:beyondwu@hotmail.com)

**Matt Chaplin, BSME/MBA '09**, St. Louis, is an analyst at Accenture.

**Mary (Flynn) Frontczak, EMBA '09**, St. Louis, is vice president and



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assistant general counsel for Peabody Energy.

**Alex Head, BSBA '09**, St. Louis, recently opened The Vino Gallery, a retail wine shop and art gallery in the Central West End. He is excited to work with fellow alumni on hosting events and gatherings. alex@thevinogallery.com

**Joseph Hodes, PMBA '09**, St. Louis, is marketing manager at the National Corn Growers Association.

**Stephen Howell, EMBA '09**, St. Louis, is vice president of client strategy at 2e Creative. howellmba@gmail.com

**Kelly Johnson, BSBA '09**, Kansas City, MO, is public relations coordinator at Cerner. kelly.johnson@cerner.com

**Mandy (Partusch) Kubicek, PMBA '09**, Lincoln, NE, is a process engineer at Mutual of Omaha. She and her husband, Bob, have moved back to Lincoln and bought their first house.

**Songtao Liu, MBA '09**, St. Louis, is a financial business analyst at Pontus. liusongtao1@gmail.com

**Chen "Elsie" Luo, MSF '09**, St. Louis, is a financial analyst at Washington University. elsie.luo@wustl.edu

**Todd Mowry, BSBA '09**, New Orleans, is a cost analyst at Monsanto. tmmowry@wustl.edu

**Leslie Onkenhout, MBA '09**, Delray Beach, FL, is working as a consultant in the Amsterdam office of Booz & Co., the commercial spinoff of consulting giant Booz Allen Hamilton. leslie.onkenhout@gmail.com

**Tom Rohlifing, EMBA '09**, St. Louis, is president of Impact CyberSecurity, a company offering data-leak prevention solutions. tomr@impacttech.com

**Lauren Schwarze, BSBA '09**, St. Louis, is project manager at KETC Channel 9, where she is responsible for managing the development, coordination and execution of KETC initiatives that leverage the station's competencies on air, online and in the community. lschwarze@ketc.org

**Rick Soukup, BSBA '09**, Washington, DC, is an analyst at The Avascent Group, a management consulting firm specializing in serving senior executives in the defense, aerospace, homeland security, logistics, technical services and infrastructure sectors.

**Jeff Stockton, EMBA '09**, St. Louis, is corporate commercial sales manager at St. Louis Cold Drawn, a specialty steel company. jeff-stockton@swbell.net

**Jason Vita, EMBA '09**, St. Louis, was promoted to program manager for Bud Light, Bud Light Lime and Bud Light Golden Wheat at Anheuser-Busch InBev.

## 2010s

**Audrey Arbeeney, BSBA '10**, New York, is a human capital analyst for Deloitte. audrey.arbeeney@gmail.com

**Ryan Grandin, BSBA/MACC '10**, Austin, TX, is a senior financial analyst at Dell. ryangrandin@gmail.com

**Jingxian Hong, MACC '10**, Hangzhou, Zhejiang, China, is an associate at PriceWaterhouseCoopers. jingxianhong@go.wustl.edu

**Babatunde Ilori, MBA '10**, Los Angeles, is a senior HR LDRP at Medtronic.

**Subbu Iyer, EMBA '10**, St. Louis, is a senior manager at World Wide Technology.

**Janelle Lawrence, EMBA '10**, Columbia, MO, is a lab supervisor at the University of Missouri.

**Rebecca Levy, MBA/BSPhy '10**, St. Louis, is a senior consultant at ECG Management Consultants.

**Russell Williams III, EMBA '10**, St. Louis, is a subcontractor at Connell Curtis Group. russellwilliams3@sbcglobal.net

## Marriages & Engagements

**Karen (Soberg) Wallach, BSBA '98**, Miami, to Greg Wallach, May 23, 2009. ksoberg@gmail.com

**Cristina (Martin) Dawson, BSBA '00**, Stamford, CT, to Raffi Dawson, Feb. 27, 2010. cmdawson108@yahoo.com

**Kevin Lux, BSBA '01/JD '04**, St. Louis, to Rachael Barnard, May 31, 2010.

**August "Gus" Haug, BSBA '02**, St. Louis, to Katie Dillingham, June 5, 2010. haug@wustl.edu

**Amanda (Roberts) Kelly, BSBA '02**, White Plains, NY, to Kevin Kelly, Sept. 10, 2009.

**Adam Levine, BSBA '04**, New York, to Michelle Hertz, Feb. 20, 2010. adamlevine18@gmail.com

**Mairin (Ocheltree) Manson, MBA/MHRM '04**, St. Louis, to Scott Manson, Nov. 21, 2009.

**Matthew Welle, BSBA '04**, Raleigh, NC, to Audrey Welle, Oct. 24, 2009.

**Shelby (McCoy) Shire, PMBA '05**, St. Louis, to Justin Shire, Oct. 4, 2008.

**Wesley Janson, BSBA '07**, Dallas, to Jenna Kamholz, Aug. 7, 2010.

**Matt Jones, BSBA '07**, Chicago, to Amy Carmell, May 30, 2010.

**Lacy (Underwood) Fox, BSBA '08**, Prairie Village, KS, to Michael Fox, Nov. 7, 2009.

**Katherine Leeper, BSBA '08/MBA '10**, St. Louis, to Matthew Dailey, July 31, 2010. kleeper@wustl.edu

**Jodee Crane, MBA '09**, Kalaheo, HI, to Wayne Burris, July 31, 2010.

**Mandy (Partusch) Kubicek, PMBA '09**, Lincoln, NE, to Bob Kubicek, Sept. 6, 2009.

**Todd Mowry, BSBA '09**, New Orleans, is engaged to Laura Hoelle, their wedding is Dec. 31, 2010. tmmowry@wustl.edu

**Asher Schlusberg, BSBA/MBA '09**, El Paso, TX, to Larissa Marco, August 2010. aeschlus@gmail.com

## Births & Adoptions

**Darrell Butler, MBA '92**, and Jackie, Orlando, FL, a daughter, Zoie Elise. dbutler23@wustl.edu

**Jason Fox, BSBA '94**, and Megan, Dallas, twins, Gideon Maxwell and Charlotte Elena, and a son, Simon. jfox@jasonfox.net

**Federico Morales, MBA '96**, Santa Catarina Pinula, Guatemala, a daughter, Camila. fr@morymorsa.com

**Mohammed Ahmed, BSBA '97**, Stamford, CT, two daughters, Hanaan and Rayyaan.

**Kerry (Soffar) Kaplan, BSBA '97**, and Scott, Springfield, VA, a son, Brayden Daniel.

**Gennye (Feldman) Krasner, BSBA '97**, and Matthew, Atlanta, a daughter, Bess Ruth.

**Michael Smith, MBA '98**, and Jill Penrose, MBA '98, Cleveland, a son, Spencer Louis. smithmichaeljames@hotmail.com

**Clifford Ang, BSBA '99**, and Claudine, Chicago, a son, Cody Stephen.

**Kamila (Kowalczyk) Nelson, BSBA '99/MBA '10**, and John, St. Louis, a son, Adam Henry.

**Jay Stamatij, MBA '99**, and Jean, Los Angeles, a son, Luke Joseph. stamatij@yahoo.com

**Amit Trehan, MBA '99**, Chicago, a son, Savir.

**Paul Trost, MBA '99**, and Meredith (Payne) Trost, MSOT '99, Chicago, a son, Miles.

**Jason Ryan, MBA '00/MA '02**, and Sari, Los Angeles, a daughter, Amelia Susanna.

**Feng (Jason) Liu, MBA '01**, Beijing, a son, Rryn. jasonfliu@yahoo.com

**Tim Spiker, MBA '01/BSEE '95**, Minneapolis, a son, Canon Gray. tspiker@blattnerenergy.com

**Aimee (Anderson) Baker, MBA/MEM '03**, and Patrick, Nashville, TN, a daughter, Madeline Evelyn. aimeebaker@yahoo.com

**Sarah (Jacobs) Hill, BSBA '04**, and Shawn, Yuma, AZ, a son, Taylan Daniel.

**Nekisha (Williams) Omotola, MBA '04**, and Aaron, New Orleans, a daughter, Talia.

**Kyle Hill, MBA '05**, Shanghai, twins, Hannah Marie and Sophia Renee.

**Cheryl (Wiener) Perlmutter, BSCS '00/PMBA '05**, and Mike Perlmutter, BSME/MBA '00, St. Louis, a son, Aden Tyler. cheryle.perlmutter@boeing.com

**Satyaki Das, MBA '06**, New Delhi, a daughter, Abhinanda. satyakidas123@gmail.com

**John Engman, BSEE '94/PMBA '06**, St. Louis, a son, John. john.engman@emerson.com

**Suzanne Shenkman, PMBA '06**, and Albert Crook, BSCE '96/MIM '05/PMBA '05/MSF '07, St. Louis, a son, Henry Russell. slshenkman@yahoo.com

**Sangyoon Shin, MBA '06**, Seoul, South Korea, a daughter, Gyu Won. ssyijpark@yahoo.com

**Michael Mahoney, EMBA '07**, and Kendall, St. Louis, twins, Avery Elizabeth and Greta Blake. michaelpmahoney@gmail.com

**Josiah Cox, EMBA '07**, St. Louis, a son, Isaiah Paul. jcox@trumpettllc.com

**Mimi (Quek) Langley, EMBA '08**, Kansas City, MO, a daughter, Elle. mimilangley@gmail.com

**Michael Sehnert, EMBA '08**, and Lesley, Suzhou, China, a daughter, Isabel.

**Joseph Hodes, PMBA '09**, and Mary Catherine, St. Louis, a daughter, Catherine Clare.

**Tianfan Jiang, MBA '09**, Shanghai, a daughter, Nicole. jtf888@gmail.com

**Babatunde Ilori, MBA '10**, Los Angeles, a daughter, Timi.



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## 1930s

**Herman L. Gittelman**, BSBA '31, St. Louis  
**Herbert N. Arst**, BSBA '33, Tulsa, OK  
**James R. Ginn**, BSBA '39, St. Louis

## 1940s

**Fredrick T. Bastman**, BSBA '40, Santa Barbara, CA  
**Charles A. Brew**, BSBA '40, Chicago  
**Bruce S. Higginbotham**, BSBA '40, St. Louis  
**Jerry Spitzer**, BSBA '40, St. Louis  
**Sue (Rubin) Wolverson**, BSBA '40, St. Louis  
**Melvin S. Barad**, BSBA '41, St. Louis  
**Giles B. Withington**, BSBA '41, Santa Rosa, CA  
**Ted Horowitz**, BSBA '42, St. Louis  
**Edward N. Schweickhardt**, BSBA '42, St. Louis  
**Ruth (Kruse) Schwickert**, BSBA '42, Mankato, MN  
**H. King Carter**, BSBA '43, St. Louis  
**William H. Frey**, BSBA '43/JD '47, San Francisco  
**Lloyd G. Gohn**, BSBA '43, Houston  
**Anna (Manglis) Cassimatis**, BSBA '44, St. Louis  
**Arthur S. Littlefield**, BSBA '45, St. Louis  
**Elinor M. (Furtney) Neusitz**, BSBA '45, St. Louis  
**Mark Adolphus**, BSBA '46, St. Louis  
**William W. Ross**, BSBA '46, St. Louis  
**John A. Shiell**, BSBA '46, St. Louis  
**Frederica (Vrooman) Stratmeyer**, BSBA '46/MA '62/JD '84, Tullahoma, TN  
**Mary L. (Aschinger) Biggs**, BSBA '47/MA '70, St. Louis  
**Rosemary Ann (Voegeli) Clarke**, BSBA '47, St. Louis  
**Elmer H. Wohlschlaeger**, BSBA '47, St. Louis  
**Robert E. Callahan**, BSBA '48, St. Louis  
**Norman Crasilneck**, BSBA '48, St. Louis  
**Marvin L. Molasky**, BSBA '48, Charlevoix, MI  
**Daniel Hundley**, BSBA '48, St. Louis  
**Bernice J. (Goekler) Oehler**, BSBA '48, St. Louis  
**Leonard I. Smith**, BSBA '48, St. Louis  
**George W. Trafton**, BSBA '48, Sarasota, FL

**Louis Abramovitz**, BSBA '49, St. Louis  
**Betty Jane (Lentz) Barron**, BSBA '49/AB '69, St. Louis  
**Sidney D. Boxer**, BSBA '49, St. Louis  
**Vernon A. Bradshaw**, BSBA '49, Salem, OR  
**Thomas P. Calbos**, BSBA '49, St. Louis  
**Harry L. Coleman**, BSBA '49, Van Buren, MO  
**Alvin E. Copley**, BSBA '49, Memphis, TN  
**Jack B. Geaslin**, BSBA '49, Palm Springs, CA  
**David R. Hawkins**, BSBA '49, Cuba, MO  
**Robert J. Nickrent**, BSBA '49, St. Louis  
**Walter Lewis**, BSBA '49, Houston  
**Gipp A. Martin III**, BSBA '49, Phoenix  
**Arthur J. Reimers Jr.**, BSBA '49, St. Louis  
**Arthur J. Simon**, BSBA '49, St. Louis

## 1950s

**David G. Christianson**, BSBA '50, Mechanicsburg, PA  
**H. Milton Gehlert**, BSBA '50, St. Louis  
**Thomas A. Ginos**, BSBA '50, St. Louis  
**Sara (Silverman) Greenblatt**, BSBA '50, St. Louis  
**Edwin G. Hudspeth**, BSBA '50, St. Louis  
**Glenn A. Hurt**, BSBA '50, Oviedo, FL  
**John J. Minarich**, BSBA '50, St. Louis  
**Oscar Ray Moss Jr.**, BSBA '50, Houston  
**Sareva (Rubin) Muchnick**, BSBA '50, St. Louis  
**Richard N. Sutter**, BSBA '50, Palm Springs, CA  
**Lino P. Balloni**, BSBA '51, St. Louis  
**Gordon P. Bishop**, BSBA '51, St. Louis  
**Benjamin F. Bush II**, BSBA '51, St. Louis  
**Frank E. De Pauli**, BSBA '51, St. Louis  
**William J. Franey**, BSBA '51, St. Louis  
**Saul Becker**, BSBA '52, St. Louis  
**Thomas R. Humphreys**, BSBA '52, St. Louis  
**Edward J. Schmalzried Jr.**, BSBA '52, Dallas  
**Allen J. Bloom**, BSBA '53, St. Louis  
**Harry Bock**, BSBA '53, Dallas

**Shirley Ann (Gaskins) Brown**, BSBA '53, Indio, CA  
**Norman S. Karty**, BSBA '53, St. Louis  
**Robert A. Kriegshauser**, BSBA '54, St. Louis  
**Bernard Pasternak**, BSBA '55, St. Louis  
**Judith (Renje) Seybt**, BSBA '55, St. Louis  
**Lyle Stone**, BSBA '55, St. Louis  
**Benson Cytron**, BSBA '56/JD '58, St. Louis  
**Howard I. McKee Jr.**, BSBA '56, St. Louis  
**Peter A. Moelling**, BSBA '57, St. Louis  
**Edward T. O'Meara Jr.**, BSBA '57, Dallas  
**Roger F. Boughman**, BSBA '58, St. Louis  
**Richard R. Coran**, BSBA '58, St. Louis  
**Roger E. DeWoskin**, BSBA '58, St. Louis  
**Janet Yvonne (Woodall) Kreitman**, BSBA '58, St. Louis  
**Henry C. Mellone**, MBA '58, Cape Girardeau, MO  
**Rodowe W. Fadem**, AB '54/MBA '59, St. Louis

## 1960s

**Richard H. Bauer**, MBA '60, St. Louis  
**Carl H. Stopp**, BSBA '60, De Soto, MO  
**Eugene D. Levin**, BSBA '61, St. Louis  
**Lawrence E. Clark**, AB '60/MBA '62, Chicago  
**John G. Eggmann**, BSBA '62, St. Louis  
**George M. Hoefer, Jr.**, BSBA '63, Hot Springs, AR  
**Robert C. Lasley**, BSIE '54/MBA '63, St. Louis  
**Steven Z. Marglous**, BSBA '64, St. Louis  
**Frank W. Jaeger Jr.**, AB '50/MBA '69, St. Louis

## 1970s

**Maxwell Mason Jewell**, MBA '73, Kansas City  
**Joseph Henry Apter**, BSBA '74, St. Louis

## 1980s

**Vincent Joseph Nooney**, BSBA '85/EMBA '01, St. Louis  
**Maureen Carol Purdy-Aramino**, MBA '85, Phoenix  
**Thomas J. Williams**, PMBA '85, St. Louis

## 1990s

**Bharat V. Pandya**, MBA '92, Chicago  
**Andrew Dickson**, AB '87, MBA '93, Avaldsnes, Norway  
**Jeffrey Scott De Bruine**, AB '87/MBA '95, Bloomington, IL

## 2000s

**Terry Lynn Hofer Sr.**, EMBA '03, Paducah, KY  
**Cory Bryan**, PMBA '04, St. Louis  
**William Paul Croghan**, EMBA '08, St. Louis

## Friends of Olin

**Thomas Brossard**, St. Louis  
**Lorraine J. Carlson**, St. Louis  
**Margaret Chamness**, St. Louis  
**Robert Geiserman**, Boca Raton, FL  
**Kenneth W. Gentsch**, MD '58, St. Louis  
**Clifford M. Hardin**, Lincoln, NE  
**Dorothy K. (Anderson) Latchum**, Tulsa, OK  
**Rosalind Schuchat Salniker**, St. Louis  
**Elise Schweich**, St. Louis



### E. DESMOND LEE, BSBA '40/MA '98

Known to virtually everyone as "Des," E. Desmond Lee gave away millions of his own money to help make St. Louis a better place to live.

In 1939, while still a student at Washington University, he and classmate Jim Rowan co-founded Lee-Rowan Manufacturing. Their first product was a patented wire-frame hanger that could force a crease into work pants drying on a clothesline.

In 1993, Lee sold Lee-Rowan to what is now Newell Rubbermaid and used the proceeds to create the E. Desmond Lee Foundation, which over the years has given more than \$70 million to a long list of educational and cultural institutions, particularly those working with disadvantaged youths.

In 1996, Lee launched the Des Lee Collaborative Vision to endow professorships at area universities. To date, the collaborative has established 33 professorships — including four at Washington University.

Lee's contributions to the St. Louis community were recognized with the 1996 Man-of-the-Year Award, sponsored by the *St. Louis Post-Dispatch*, and, in 1997, he received the National Outstanding Philanthropist Award from the National Society of Fund Raising Executives.

Lee received Olin's Distinguished Alumni Award in 1994 and the University's Distinguished Alumni Award in 1997. In 1998, he was awarded an honorary degree for his support and advocacy of higher education.

During the 2000 Founders Day, he received the Robert S. Brookings Award for exemplifying the alliance between Washington University and its community. In 2005, Lee and his wife, Mary Ann Lee, received the University's Jane and Whitney Harris St. Louis Community Service Award.

Two University facilities are named in Lee's honor: The E. Desmond Lee Concert Hall, which is the University's largest performance space, and the Des Lee Gallery, is one of the region's prominent noncommercial art venues.

# Can You Tell a Good Story?

A good story is not just for bedtime. Job seekers need to express themselves beyond the answers to typical interview questions. Experts suggest that the ability to tell compelling career-related stories is an art that every job seeker should master.

How would you respond if someone asked what you accomplished for your organization last year? You don't have to be in the job search mode to hear this question; it could come from a current supervisor, a key executive, a program manager or an important customer. If you know how to answer it, it can reinforce someone's interest not only in you but also in your company.

In this highly competitive employment market, the "best" candidate for a job or promotion may be the person who can coherently talk about what he or she has achieved rather than the individual with the most experience. Your résumé is your "brag sheet," and not just when you are

seeking a job. Your résumé should contain proof points about your achievements that you can draw on during a performance review, networking event or conference, and you should use them to tell memorable stories.

Which accomplishments make good stories? Think of the "value-added service" you bring to your company, customers, clients and co-workers. The extra mile beyond your regular daily routine and your pride in the process and

outcome are the things that make you stand out.

A successful story must be true and framed appropriately to make the listener want to learn more about you. Keep in mind that in order to bring stories to life for employers, you should make your audience "feel and hear" the transferable skills, achievements and experiences that you offer. Convey a sense of pride, satisfaction and enthusiasm, and you'll impress your audience.



Mark Brostoff, associate dean & director of the Weston Career Center

## A STORYTELLING FRAMEWORK

Several formulas are available to help you structure stories about your career.

An easy-to-remember acronym, CAR — Challenge, Action, Result — allows you to set the stage by describing the problem you faced, the action you implemented and the outcome of your decision.<sup>1</sup>

### CHALLENGE

A brief description of the facts related to the problem or challenge that you faced.

**FOR EXAMPLE:**

"In my last leadership role, we had a challenge with our medical records process. It would take five associates about two days to transcribe and process an average day of medical records. We quickly recognized that with the pending acquisition of a regional outpatient facility, the demand for medical record transcription services would double, and our process had to change."

### ACTION

How you solved the problem, addressed the issue and collaborated with others.

**FOR EXAMPLE:**

"First we collaborated with the inpatient services manager to consolidate medical transcription services. I directed associates to be organized by type of service. We were then able to sort medical records as they arrived from the various departments — inpatient or outpatient. We had transcription services aligned with each department, and a runner could transport the records to their designated associate."

### RESULT

The outcome of the action you took. Did you succeed? Quantify the results.

**FOR EXAMPLE:**

"We cut transcription time from two or three days to less than eight hours from the time the medical record was received in Patient Services."

To contact Mark Brostoff, call 314-935-8970 or e-mail brostoff@wustl.edu.

<sup>1</sup> Adapted from "Tell Me About Yourself," Katharine Hansen, Quintessential Careers

We want to hear from you about our alumni magazine. Please e-mail your comments to us at [olinbusiness@wustl.edu](mailto:olinbusiness@wustl.edu).

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*Creating knowledge...Inspiring individuals...Transforming business.*

**WHO WE ARE**

Olin is an institution of leaders: inspiring faculty and exceptional staff...exhilarated, brilliant students...and successful, energized alumni. Our mission is to:

*Create knowledge...Inspire individuals...Transform business.*

This is our reason for being. It is unchanging. It has guided our pursuits for generations and continually inspires us to assess how we must change to best fulfill our mission in the years ahead.

In all we do, we are guided by a small set of timeless core values:

- **Free, open and disciplined intellectual inquiry** — We are rigorous, boundless and unrestricted in our passion for creating new knowledge.
- **The transformative power of learning** — We are all lifelong learners who want to grow and develop continually. Everyone is a teacher and a learner.
- **Community and collaboration** — We are straightforward, welcoming, supportive people. Our interactions are the source of new insights, trust and a deep sense of belonging.
- **Integrity and responsibility** — We are fair and ethical in all we do. Taking the right way, as opposed to the easy way, is a fundamental responsibility that goes with our privilege of being a business school and its impact on society.
- **World-class quality and results** — We deliver excellence, always.



OLIN ON YOUR SMARTPHONE  
(QR APP NEEDED)

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