THE CEL PRACTICUM

TAYLOR COMMUNITY CONSULTING PROGRAM

OLIN/UNITED WAY BOARD FELLOWS

CEL ENTREPRENEURIAL CONSULTING TEAM

GLOBAL MANAGEMENT STUDIES
What is the Center for Experiential Learning?

Innovative learning. Real-world projects. Outcomes with impact. That’s the Center for Experiential Learning (CEL). The CEL matches highly motivated students at Washington University’s Olin Business School with organizations seeking strategic consulting services.

From startups to Fortune 500 companies, student consulting teams tackle specific marketing, operations, strategy, and financial challenges that deliver solutions with a double impact. Clients benefit from teams’ deliverables, and students gain invaluable hands-on experience by applying leading-edge practices and management solutions to real-world environments or for real-world business and nonprofit organizations. Active faculty supervision in each project ensures a rich learning experience and powerful results for students and businesses alike.

Washington University in St. Louis

Founded in 1853, Washington University in St. Louis is known for its world-class research and scholarship. More than 90 programs and nearly 1,500 courses lead to bachelor’s, master’s, and doctoral degrees in a broad spectrum of traditional and interdisciplinary fields; 22 Nobel laureates have been associated with Washington University’s faculty, nine completing a major portion of their pioneering research here. | www.wustl.edu

Olin Business School

Olin was one of the first business schools in the nation to establish a dedicated experiential program for active and applied learning when it created the CEL more than 20 years ago.

The business school was founded in 1917, as part of internationally renowned Washington University in St. Louis. Olin is a highly ranked and respected leader in management education and applied research—with degree and nondegree programs that emphasize critical and creative thinking, strategic problem solving, global perspective, and professional development. | www.olin.wustl.edu
Five programs dedicated to innovative learning and delivering impact

“CEL programs are distinctive because they create learning opportunities for students that when concluded make a difference for businesses and nonprofit organizations.”

— Ron King, PhD
Director of the Center for Experiential Learning
Senior Associate Dean-Special Projects
Myron Northrop Professor of Accounting
The CEL Practicum program pairs faculty-led teams of talented students with companies seeking smart solutions to management challenges.

Proof of the effectiveness and value of CEL Practicum projects lies in the fact that many client companies return year after year to engage Olin consulting teams to tackle specific challenges in numerous areas including operations, finance, strategy, business development, and marketing.

“We were very pleased with the end results, the process, interaction with the team, and the program management by CEL leadership. Everything from the development of The Practicum and selection of the team to the guidance of the faculty advisor and adherence to schedules was superbly executed.”

— Bill Coppel
Managing Director, Chief Client Growth Officer
First Clearing/Wells Fargo Advisors
Executive MBA 2012

Students work in teams of four or more under the supervision of an Olin faculty member. Students devote a minimum of 90 hours per project, for a team total of at least 360 hours during a 14-week semester. Olin faculty advisors contribute 25 to 30 hours of mentoring and instruction to each project.

Practicum teams have strong incentives to excel beyond the expected. In addition to gaining practical experiences and skills, students receive credit for their project work. Deliverables include a final team presentation and report to the client company.

Company sponsorship of a CEL Practicum generally involves a fee. Please contact the program administrators at CEL@olin.wustl.edu for more details.

“My firm is involved in a Practicum project where we are taking advantage of very smart Olin MBAs to solve a real-world problem for us involving a strategy project.”

— Jack Senneff
Director, Deal Origination
Thompson Street Capital Partners
MBA 2008

olin.wustl.edu/CELPracticum
Companies benefit from students’ fresh perspectives and intelligent research into business solutions by engaging a CEL Practicum consulting team. An additional bonus for participating companies is that clients get to know and see potential student recruits demonstrating relevant skill sets. For students, the caliber of applied business skills and résumé-building credentials gained during CEL Practicum projects is invaluable.

**Recent projects include:**

- Amazon.com - Seattle, WA - Competitive analysis
- Ameren - St. Louis, MO - Market research, industry assessment, and cost analysis
- Boeing - St. Louis, MO - Market research and financial strategy
- Cambridge Innovation Center - Boston, MA - Marketing strategy
- Consumer Electronics Association - Arlington, VA - Competitive strategy
- Edward Jones - St. Louis, MO - Operations assessment
- Express Scripts - St. Louis, MO - Operations management
- Federal Reserve Bank of St. Louis - St. Louis, MO - Marketing plan
- The Medicines Company - Parsippany, NJ - Financial valuation and modeling
- Monsanto - St. Louis, MO - Cost analysis, supply chain assessment, statistical and quantitative analysis
- Scholastic Corporation’s Book Fairs Division - New York, NY - Marketing strategy
- St. Louis Rams - St. Louis, MO - Marketing strategy
- Thompson Street Capital Partners - St. Louis, MO - Investment strategy
- Wells Fargo Advisors - St. Louis, MO - Market research and analysis

**Olin students have conducted more than 220 CEL Practicum projects for more than 130 diverse organizations since 1995.**

**“We worked with the Consumer Electronics Association on a new membership strategy plan—they were incredibly invested and hungry for what our team of 10 could bring to the table.”**

— Daniel Bentle
The CEL Practicum Team
for the Consumer Electronics Association
MBA 2013

olin.wustl.edu/CELPracticum
Thanks to an endowment from the employees of Enterprise Holdings, Olin students have provided pro bono consulting services to scores of St. Louis nonprofits since 1993.

Eligible organizations must hold IRS-approved 501(c)(3) status and have been in operation for at least two years to participate in the Taylor Community Consulting Program.

After submitting an online application, which includes an organization profile, description of the consulting project, and suggested deliverables—the CEL staff works with applicants to refine the project description. The goal is to maximize the value of the project—for each nonprofit organization as well as for the students’ educational experience.

Teams of two to four graduate and rising junior/senior undergraduate-level students are assigned to each consulting project. Each student devotes at least 75 hours to the six-week project. Teams are able to address a wide range of business challenges. Recent projects have focused on topics including market research, brand audit, strategic planning, and financial and operational assessment. Professional consultants from Deloitte serve as mentors to each project team.

Participating students have strong incentives to excel. In addition to the practical learning experience and application of their business school skills, students receive course credit for their project work.

Each project concludes with the student consulting team making a final presentation to representatives from the nonprofit organization, Olin, Enterprise Holdings, and the Taylor family.

“In the classroom we get to do all these cases and learn about a lot of different situations, but we had the opportunity to think a lot more creatively with the BWorks client because they have real, contextual problems that you need to integrate into your business solution. And that’s a great experience to have.”

— Michael Offerman
Taylor Community Consulting Team for BWorks
MBA / BA Architecture 2013

“The skills I’m learning in business school are absolutely applicable in the real world. And I also gained absolute confidence in the value I am able to bring to the table.”

— Delia Domingo Davis
Taylor Community Consulting Team
Center for Hearing & Speech
MBA 2013

olin.wustl.edu/Taylor
Taylor community consulting teams provide analysis and recommendations that can have a dramatic impact by providing an outcome-based evaluation of an organization's effectiveness and strategic insight for long-term success.

Many organizations, such as the American Lung Association, Cardinal Ritter Institute, and Center of Creative Arts (COCA), have benefited more than once from the Taylor Community Consulting Program on projects that include market research and advertising materials, feasibility studies for expansion, and the infusion of technology into billing and reporting activities.

In 2010, nonprofits contributed products and services that added $779 billion to the nation’s gross domestic product; 5.4% of GDP. Nonprofits are also a major employer, accounting for 9% of the economy’s wages, and over 10% of jobs in 2009.

The Urban Institute, The Nonprofit Almanac 2012

Recent projects include:

- Operational assessment for Center for Hearing & Speech
- Brand audit for Girls Inc. of St. Louis
- Strategic plan for National Council of Jewish Women
- Market research for New City School
- Market research for Paraquad, Inc.
- Brand audit for St. Louis Bicycle Works

“We serve a diverse client base with quality audiology services regardless of ability to pay. Our team immediately spotted the challenges of creating consistent awareness.”

— Rita Tintera
Executive Director
Center for Hearing & Speech
St. Louis, MO
 VIDEO
Created in 2010 as a mutually beneficial way for business students and community groups to work together, the Olin/United Way Board Fellows program is taking second-year MBA students from the classroom to the nonprofit boardroom and providing a unique lesson in leadership.

Students must apply for the board positions and undergo a vetting process. The candidates are appointed and serve a one-year term as full-fledged voting members. Student board fellows present a final project to Olin faculty and agency leaders and receive course credit.

“I have always had a passion for giving back to the community, so after learning about the Olin/United Way Board Fellows Program I was very interested in the opportunity. It was an honor as a young professional to serve on the Board of Directors for the Center for Women in Transition. Olin and the United Way provided me an amazing experience to give back in a new and unique way, while learning valuable leadership skills and earning credit towards graduation."

— Kara Conwell
Olin/United Way Board Fellow
Professional MBA 2013

Aaron Davidson, MBA 2011, served on the board of Minds Eye Information Services, a radio service for the blind. “Being a Board Fellow expanded my network beyond the companies that recruit MBAs, which I think is invaluable,” Davidson says. “Also, the entrepreneurial setting of a nonprofit provided the opportunity to take strategies directly from the classroom and put them to use in the real world.”

The Olin/United Way Board Fellows program is supported by a gift from Wells Fargo Advisors.

Recent partner agencies include:

International Institute
Saint Louis

Senior Services Plus

SouthSide Early Childhood Center
Nurturing, Educating, Inspiring, Since 1886

“As an Urban League Board Fellow and a future leader in the business community, it is implicit that you will give back to your community. I think if you learn how a nonprofit board operates now—when the time comes and you are a business leader in the community—you will be able to integrate well with that organization and be a full participant.”

— Charlie Felker
Olin/United Way Board Fellow
MBA 2013

olin.wustl.edu/BoardFellows
Ideas, innovation, and invention are fueling a thriving startup community in St. Louis; and Washington University students, faculty, and alumni are playing important roles in every aspect of this St. Louis-based entrepreneurship boom.

The CEL Entrepreneurial Consulting Team (CELect) course is the newest initiative to foster an active relationship between the Washington University and St. Louis startup communities.

“Competitive benchmarking was the perfect project for CELect. The student team helped us find answers on competitor insights and influential companies in the industry.”

— Ronak Sheth
Executive Vice President, Strategy & Product
FoodEssentials
Executive MBA 2010

As part of the course, business, engineering, and law students engage in consulting projects for resident entrepreneurs primarily at T-REx—a tech incubator in downtown St. Louis—to better understand the challenges of a startup and advise the new ventures on best-practice business strategies.

“Student projects range from revenue modeling and pricing strategies to marketing and competitive analysis,” says Clifford Holekamp, senior lecturer in entrepreneurship at Olin Business School. “The results ultimately benefit both the startups and the students who are studying entrepreneurship.”

Recent CELect partners include:

“Everyone has their own learning style, but learning by doing in a startup environment is the art of who I really am.”

— Geoff Stonner
CELect team member for FoodEssentials
MBA 2014

olin.wustl.edu/CELect
Global Management Studies (GMS) are student-directed courses that focus on industries, management styles, or emerging markets in a country or region outside the US. Graduate-level students select the subject for intense study, plan a 10-day visit to the area, and arrange for company site-visits, meetings with executives, and business leaders.

Recruiters frequently cite an understanding of different cultures, business practices, and perspectives as a key skill required for today’s successful executives. GMS course work combined with travel and interaction with companies around the world is a crucial component of Olin’s business curriculum.

Recent GMS groups have traveled to:

- Thailand
- South Africa
- Brazil
- China
- Scotland
- Japan

“There is a vast amount of experiential learning at Olin. But it wasn’t until we toured the Tokyo Toyota plant that it became hands-on education. It was amazing.”

— Takahiro Suzuki
Team Lead, Japan GMS Trip
MBA 2013

It’s one thing to read it in a book, but to see a culture in person, how people behave, and businesses operate on the ground has so much impact with students.”

— David Meyer, PhD
Senior Lecturer in Management
Faculty Advisor, Japan GMS Trip

video
“At Olin Business School we are committed to maintaining a lively exchange and connection between our students, faculty, and the business community. Our Center for Experiential Learning programs exemplify this intersection of academia and real-world experience. I encourage businesses to partner with us and reap the many rewards of experiential learning that are crucial to creating tomorrow’s leaders.”

— Mahendra Gupta, PhD
Dean and Geraldine J. & Robert L. Virgil Professor of Accounting & Management

Olin Faculty

Olin faculty members are world-renowned researchers and consultants in many industries, but above all, they are dedicated to the education of their students. Faculty advisors are paired with CEL project teams to guide and ensure the best results for client companies.

Lingxiu Dong, PhD
Associate Professor of Operations & Manufacturing Management

Barton H. Hamilton, PhD
Robert Brooking Smith Distinguished Professor of Entrepreneurship

Al Kent
Adjunct Professor of Accounting

Todd T. Milbourn, PhD
Hubert C. & Dorothy R. Moog Professor of Finance

Learn More about the Center for Experiential Learning

The CEL Practicum: www.olin.wustl.edu/CELPacticum
Taylor Community Consulting Program: www.olin.wustl.edu/Taylor
Olin/United Way Board Fellows: www.olin.wustl.edu/BoardFellows
CEL Entrepreneurial Consulting Team (CElect): www.olin.wustl.edu/CElect
Global Management Studies: www.olin.wustl.edu/GMS

BUSINESSES AND NONPROFITS

To apply for The CEL Practicum or Taylor Community Consulting Program visit www.olin.wustl.edu/CELapply.