



Washington
University in St. Louis
OLIN BUSINESS SCHOOL

OlinBusiness

2008
magazine



The Transformative Power of Critical Thinking

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Greetings from Olin Business School, and welcome to *OlinBusiness Magazine*. Our goal is to connect you with people, ideas, and the exciting, new things underway at Olin that carry out our long-standing mission of creating knowledge, inspiring individuals, transforming business.

These six simple words of our mission statement inspire us to consider how we must change today to fulfill our mission tomorrow. We are not content to think incrementally. Our vision is that Olin will be recognized as one of the world's best business schools. This past year, we set a plan in motion for getting there.

The heart of the plan is expanding the intersection of our three core constituents: faculty, students, and business. We aggressively are creating new ways to apply our defining asset — the rigorous, highly productive research and critical-thinking mind-set of our faculty — to timely management issues. We are bringing business into the center of the Olin learning experience and building active, mutually valued partnerships in the process. And, by involving students, we are developing hands-on opportunities for them to become better critical thinkers, collaborators and future leaders.

In short, collaboration and “research-driven thinking, applied” are the overarching

In collaboration with our colleagues in Washington University's School of Medicine, we debuted a leading-edge undergraduate major and minor in Health Care Management this fall. Our “Sports Management” and “Economics of Entertainment” courses are our two latest offerings for putting students face to face with global business leaders and the real-world issues these leaders confront. The courses follow the successful model of Emerson's Chairman Emeritus Chuck Knight and professor Anjan Thakor's “Performance Without Compromise” course, now in its fourth year.

On the international front, our Executive MBA partnership with Fudan University in Shanghai, China, is recognized as a leading center of excellence. We continue to evaluate and form new strategic partnerships and footholds in the world marketplace.

The fruit of our labors is growth — in both size and quality. We received 3,080 applications for the 135 slots for this fall's BSBA freshman enrollment, making it one of the most selective classes in our history. Applications for this fall's full-time MBA entering class were up 81 percent over 2006, and applications for our new MS/Finance Program were up 68 percent since just last year. Similarly, the PMBA Program has filled to capacity in each of its last three intakes. And, our EMBA students continue to make us proud with their outstanding leadership and career acceleration.

Much has been accomplished, and there is much yet to do to realize our vision. Your partnership and support inspire us daily and will continue to be central to our future success.

Our thanks and best wishes,



Mahendra Gupta
Dean and Geraldine J.
and Robert L. Virgil
Professor of Accounting
and Management

“We are not content to think incrementally. Our vision is that Olin will be recognized as one of the world's best business schools. This past year, we set a plan in motion for getting there.”



themes of our plan, and we are making tremendous progress on both.

This year, we hired 20 exceptional new faculty members — a historical high in annual recruiting for Olin. We launched three important centers to catalyze research and business involvement: the Institute for Innovation and Growth, Center for Finance and Accounting Research, and Olin Leadership Assessment Center. We have made corporate relations and outreach priorities to ensure we are earning the trust and partnership of businesses and recruiters. We also are close to finalizing plans for a new core facility that will not only accommodate our growth but also secure Olin's overall competitiveness.

We expanded critical thinking in our MBA Program and introduced it into the undergraduate experience, as well as into our nondegree executive education portfolio. We will continue to incorporate critical thinking into all we do, equipping students with the rigorous mind-set needed for delivering superior solutions to complex business problems.

OlinBusiness

magazine

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who contributed to this publication.*

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European Union Mock Parliament Enriches International Internship Programs

Olin added a new element to its undergraduate International Internship Programs last spring: an on-site mock parliament at the Espace Léopold — a complex that houses the original legislative chamber of the European Union (EU) — in Brussels, Belgium.

Students debated the financial implications of the enlargement of the EU. For research, they traveled in pairs to one of 19 European cities, where they interviewed government officials and

other experts. Each team represented the views and interests of the country it had visited.

According to Nick Hugh, Olin's director of European programs: "Students' learning and appreciation of the business environment are taken to a new level when they actually meet with individuals who influence and make policy. The mock parliament gave students an excellent orientation to Europe, which proved extremely helpful in their internships."

Conference Promotes Business Innovation

Olin's first Innovation Exchange Conference took place in May at Olin, bringing together faculty, EMBA students and business experts. Mahendra Gupta, dean and Geraldine J. and Robert L. Virgil Professor of Accounting and Management, provided opening remarks, and Dr. William Peck, Alan A. and Edith L. Wolff Distinguished Professor of Medicine and director of Washington University's Center for Health Policy, delivered the keynote speech. Conference participants represented more than 55 companies.

Conference speakers were well-known innovation experts from business and education, including Tony Sardella, founder and CEO of Evolve24; Carliss Baldwin, professor at Harvard University; Christoph Loch, professor at INSEAD; Mark Lewis, MBA '94, principal, Advantage Capital Partners; and Jeff DeGraff, professor at University of Michigan. Olin senior faculty and University faculty members were panelists for the program sessions.

The conference was made possible by the Weston Foundation and sponsored by Olin's new Institute for Innovation and Growth — the catalyst, focal point and coordinating body of all business school activities that lead to breakthrough research in innovation and creativity.

Olin Opens Management Communication Lab

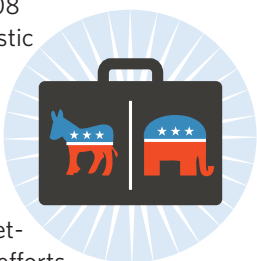
Superior communication skills are essential in today's business world, and a priority at Olin. This September, Olin launched the Management Communication Lab, staffed with on-site consultants to help students get more impact and results from their written documents and presentations. Under the direction of Sharon Cannon, lecturer of management communication, this free service for all business school degree students provides coaching and advice for planning and polishing briefs and case write-ups, business reports, memos, and letters. Students also can practice oral presentations, lectures and interviews and develop effective PowerPoint slides.



Thanks to a contribution from our partners at Bunge North America, Room 340 in the Charles F. Knight Executive Education and Conference Center was recently named the Bunge Classroom. From left: Anjan Thakor, senior associate dean and John E. Simon Professor of Finance; Carl Hausmann, president and CEO of Bunge North America; Alberto Weisser, chairman and CEO of Bunge Ltd.; and Mahendra Gupta, dean and Geraldine J. and Robert L. Virgil Professor of Accounting and Management.

New Course Examines Presidential Election

"The Business of Presidential Elections," a topical addition to the slate of innovative courses Olin offers this fall, has generated a lot of interest with students. Taught by Steve Malter, PhD, director of student development, the class examines the impact of the 2008 election on domestic and international business.



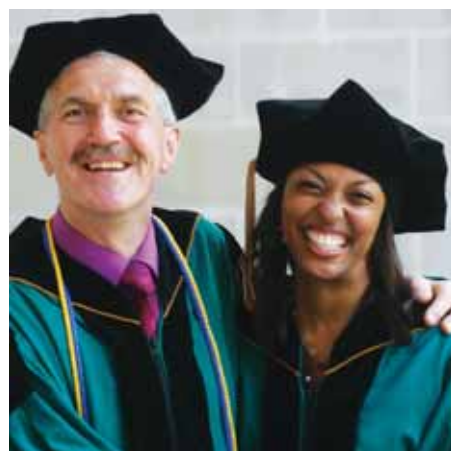
The course analyzes the candidates' marketing and branding efforts and the differences between John McCain's and Barack Obama's policies on health care, taxation and trade — and the effects their party platforms will have in the global marketplace.

Like the campaign, the class is sure to spark debate.

Growth Strategies for Brazilian CEOs

In June, Olin hosted the 2008 Brazilian CEOs Strategy for Growth Program, a joint venture between Olin and Brazilian business school Fundação Dom Cabral (FDC).

Program sessions covered a wide range of growth topics and were taught by Chuck Knight, chairman emeritus, Emerson; Anjan Thakor, senior associate dean and John E. Simon Professor of Finance; Jackson Nickerson, Frahm Family Professor of Organization and Strategy; Todd Milbourn, professor of finance; Stacy Jackson, adjunct professor, leadership and professional development; and FDC's Carlos Alberto Arruda de Oliveira, professor of innovation and competitiveness and coordinator of the Nucleus of Innovation of the Foundation Dom Cabral, and Luis Augusto Lobão Mendes, professor in the areas of business strategy, management of trials, the organizational climate, remuneration variable and performance.



We've come so far! EMBA Class 29 members Carl Nielsen and Tonya Noble graduated from Olin's Executive MBA program in June 2008. Business professionals can take advantage of the EMBA program in two formats: EMBA Weekend, which meets every other week for two-day sessions (Friday and Saturday), and EMBA Monthly, which meets once a month for three-day sessions (Thursday, Friday, Saturday). EMBA Weekend Class 33 started Sept. 21, 2008, and EMBA Monthly Class 34 starts in April 2009.

'Sports Management' Added to Elective Lineup

March 18 was "opening day" for Olin's new "Sports Management" course, co-taught by finance professor Todd Milbourn and Seth Abraham, former president of Madison Square Garden and Time Warner Sports.

Neal Pilson, former president of CBS Sports; Tony Ponturo, vice president of global media and sports marketing at Anheuser-Busch; Harvey Schiller, former president of Turner Sports; and Selena Roberts, senior writer for *Sports Illustrated*.

Abraham says the course gives students "a panoramic view of the business of sports around the world."

This year's class featured an all-star lineup of guest speakers including:

"Our thanks to Seth Abraham and Todd Milbourn for this winning addition to our curriculum," says Olin Dean Mahendra Gupta. "It brings business issues and business leaders into the center of the learning experience, and we're thrilled to be able to offer this course to our MBA and BSBA students."



SETH ABRAHAM
former president of
Madison Square Garden
and Time Warner Sports

fyi* UPCOMING: EMBA PROGRAM PREVIEWS

December 6, 2008

Registration: 8:45 - 9 a.m.
Information Session: 9 - 10:15 a.m.
Strategic Cost Accounting & Control,
Dean Mahendra Gupta: 10:15 - 11:30 a.m.
Lunch with current students:
11:30 a.m. - 12:30 p.m.

January 10, 2009

Registration: 8:45 - 9 a.m.
Information Session: 9 - 10:15 a.m.
Managerial Economics, Professor Glenn
MacDonald: 10:30 a.m. - 12:30 p.m.
Lunch with current students:
12:30 - 1:30 p.m.

All events will be held at the Charles F. Knight Executive Education and Conference Center, located on the Danforth Campus of Washington University. For more information, e-mail emba@wustl.edu or call 314-935-9009 (toll-free 888-273-6820).

Olin Names Cannon Undergraduate Director

In January, Olin welcomed Jeff Cannon as its new associate dean and director of Undergraduate Programs.

"Jeff possesses exceptional leadership skills, management knowledge and international experience," says Dean Mahendra Gupta.

Prior to joining Olin, Cannon was director of Kenan-Flagler Business School's two-year BSBA program at the University of North Carolina at Chapel Hill. He says Olin's four-year program gives him more time with individual students.

Cannon is filling the shoes of his longtime friend and colleague Gary Hochberg, whose 25-year tenure brought the BSBA Program international recognition. "I've known Jeff for a number of years," says Hochberg. "Olin will benefit from his energy, experience and wisdom."



Jeff Cannon

BSBA Program Adds Freshman Course

A comprehensive new course introduces Olin freshmen to the academic content and rigor of the BSBA Program and helps them acclimate to the business school community.

According to Steve Malter, PhD, director of student development, "The Olin Experience" gives students a foundation in management, builds their critical-thinking and leadership skills, provides personal and professional-development training and tools, and teaches corporate responsibility and integrity.



On March 10, Washington University Chancellor Mark S. Wrighton and members of the McDonnell International Scholars Academy (including four Olin MBAs) rang the opening bell of the New York Stock Exchange.

Elective Spotlights Entertainment Biz

This fall marks the debut of "Economics of Entertainment," an innovative new undergraduate elective course developed by Glenn MacDonald, John M. Olin Distinguished Professor of Economics and Strategy.

The course focuses on the unusual economics of the entertainment industry and its associated management challenges. Classes consist of lectures and discussions with industry leaders such as David Bendeth, multiplatinum, award-winning music producer; Jon Feltheimer, AB '72, CEO of Lionsgate Entertainment; Barry Weiss, chairman and CEO of BMG Label Group; and Joe Levy, editor-in-chief of *Blender* and former *Rolling Stone* executive editor.

Course topics include intellectual property, industry standards, industry structure and the technology changes that have revolutionized recording, editing, animation and information storage.

Students research specific areas of entertainment and present their work in a documentary-style production.

"I hope to inspire students to think about a career in the entertainment industry," MacDonald says. "They can employ their considerable talent and imagination to help the industry find novel ways to create and appropriate value."

Olin Launches 'Mind Your Own Business' Ad Campaign

"Mind Your Own Business," Olin tells executives in a provocative new print ad campaign designed to raise awareness of Olin overall and drive growth of the school's executive education offerings.

"The M.Y.O.B. campaign uses our strong executive education portfolio to have a relevant and memorable conversation about the Olin brand with business leaders across the country," says Karen Branding, EMBA '03, associate dean and director of marketing and communications.

The campaign rollout began in summer 2008 (see our ad on Page 21). Ads have appeared in a number of targeted business publications across the country, including the *Harvard Business Review*.





THE COMPANY WE KEEP

The following is a partial list of individuals who have addressed the Olin community as of May 2008:

Seth Abraham
Former President
Madison Square Garden
and Time Warner Sports

Brad Baker, MBA '93
Executive Vice President
Husky

Carliss Y. Baldwin
William L. White Professor
of Business Administration
Harvard University

David Becker, BSCE/MBA '89
President & COO
Cottingham & Butler

Kathy Button Bell
Vice President & CMO
Emerson

Joe Blomker, EMBA '90
Co-founder, President
& CEO
Maryville Technologies

Mark Bulanda
President of White-
Rodgers Division
Emerson

Carl Casale, EMBA '92
Executive Vice President,
Strategy & Operations
Monsanto

Maxine Clark
Founder, Chairman & Chief
Executive Bear
Build-A-Bear Workshop

Norma Clayton
Vice President, Learning,
Training & Development
Boeing

Ben Crain
Creative Director
McGowan Crain

Mike DeCola
President & CEO
Mississippi Lime

Jeff DeGraff
Clinical Associate Professor
of Management Education
Ross School of Business,
University of Michigan
Managing Partner
Competing Values

Frank Doerner, MSME '88/EMBA '05
Vice President of
AeroStructures,
Manufacturing &
Support Technologies
Boeing

Arnold W. Donald, BSME '77
Former Chairman & CEO
Merisant Company

David Farr
Chairman, CEO & President
Emerson

Frank Feng, MBA '00
Director of Key Accounts
Emerson

Jeremy Fern
Head of City Affairs
City of London

David Fischhoff
Vice President of
Technology Strategy
& Development
Monsanto

Walter Galvin
Senior Executive Vice
President & CFO
Emerson

Paolo Garzotti
Directorate General
for Trade
European Commission

William T. Gavin
Vice President
& Economist
Federal Reserve Bank
of St. Louis

Darwin Gillett
Founder & President
Gillett Associates

Mark Golde, MBA '91
Vice President
Forward Research

Vicki Gonzalez, MBA '90
President & CEO
Nidus Center for
Scientific Enterprise

Lynn Gorguze, PMBA '86
President & CEO
Cameron Holdings

Hugh Grant
Chairman, CEO & President
Monsanto

Mark Hall, MBA '02
Senior Manager,
Business Valuations
Anheuser-Busch

Susan Hughes, MBA '05
Profit Planning Analyst
Emerson

Phil Hutchison
Senior Vice President,
Human Resources, & Chief
Compliance Officer
Emerson

Mike Jones, PMBA '95
Senior Project Executive
IBM Global Services

Ward Klein
CEO
Energizer Holdings

Tina Klocke
Chief Financial Bear,
Secretary & Treasurer
Build-A-Bear Workshop

Charles F. Knight, DSc '96
Chairman Emeritus
Emerson

Lester B. Knight
Founder
RoundTable Healthcare
Partners

Philip Koen
CEO
Savvis

Mark Lewis, MBA '94
Principal
Advantage Capital
Partners

Christoph Loch
The GlaxoSmithKline
Chaired Professor of
Corporate Innovation,
Professor of Technology &
Operations Management, &
Dean of PhD Programme
INSEAD

Jim Lowe
Manufacturers Membership
Services Manager
National Association of
Electrical Distributors

Eugene J. Mackey III, BA '60, BArch '62
Principal
Mackey Mitchell
Architects

Richard Mahoney
Olin Executive in Residence
& Former Chairman & CEO
Monsanto

Todd McGowan
Creative Director
McGowan Crain

P. Joseph McKee III, MBA '91
President & CEO
Paric

Paul McKnight
Senior Vice President,
Organization Planning
Emerson

Susan McLaughlin, MA '90
Vice President,
Strategic Sales
TOA Technologies

Greg Meier, MBA '98
Vice President
Harbour Group

John Menzer
Former Vice Chairman
Wal-Mart

Cathy Minehan
Managing Director
Arlington Advisory
Partners

Ed Monser
COO
Emerson

Mairin Ocheltree, MA/MBA '04
Global Compensation
Manager
Energizer Holdings

Jim O'Donnell, BSBA/MBA '74
President & CEO
Bush O'Donnell
Capital Partners

Samuel J. Palmisano
Chairman, President & CEO
IBM

George Paz
President, CEO & Chairman
Express Scripts

David Peacock, EMBA '00
Vice President, Marketing
Anheuser-Busch

Jack Perkowski
Chairman & CEO
Asimco Technologies

Charlie Peters
Chief Innovation Officer
Emerson

Neal Pilson
Former President
CBS Sports

Tony Ponturo
Vice President of
Global Media &
Sports Marketing
Anheuser-Busch

Stephanie Pope
Director, Ethics & Business
Conduct, Boeing Integrated
Defense Systems
Boeing

Greg Portell, MBA '99
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A.T. Kearney

Eric Ralph, MBA '00
Senior Vice President
Summit Strategies Group

Geoff Rigabar, MBA '96
Financial Advisor
Edward Jones

Selena Roberts
Senior Writer
Sports Illustrated

Harold Rosen
Director, Grassroots
Business Initiative
World Bank/International
Finance Corp.

Sally Rundquist
Clinical Supervisor &
Founder of the Volunteer
Nurse Program
St. John's Mercy
Medical Center

Louis Santamaria
Standards Attaché
U.S. Commercial Service

Tony Sardella
CEO & Founder
Evolve24

Harvey Schiller
Former President
Turner Sports

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Vice President & Deputy,
Operations & Supplier
Management, Integrated
Defense System
Boeing

Gen. Henry H. Shelton
Former Chairman
Joint Chiefs of Staff

David K. Sherman, BSBA '87
Founder &
Managing Principal
Cohanzyck Management

Mark Shevitz, EMBA '88
President
SJI

Al Suter
Senior Advisor & Retired
Vice Chairman & CEO
Emerson

Andrew C. Taylor
Chairman & CEO
Enterprise Rent-A-Car

Mike Theilmann
Executive Vice President,
Chief Human Resources &
Administration Officer
J.C. Penney

Larry Thomas, BSBA '77
Partner
Edward Jones

Sandra Van Trease, EMBA '92
Group President
BJC HealthCare

James Weddle, MBA '77
Managing Partner
Edward Jones

Maggie Sullivan Wilderotter
Chairman & CEO
Frontier Communications

Scott Wilson
President
S.M. Wilson & Co.

John Wood
Founder & CEO
Room to Read

Stuart Yoak, PhD '85
Executive Director of the
Center for the Study of
Ethics & Human Values
Washington University

Jim Zimmer, EMBA '01
CEO
Channel Bio Corp.,
Monsanto

Olin Business School is defined by the research-driven mind-set 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 and Howard Wood Distinguished
Professor of Organizational Behavior*

"Relational Accounting and Social Motives in Negotiation and Exchange," a paper Bottom co-authored with Olin doctoral students Peter Boumgarden and Alexandra Mislin, presents a behavioral theory of negotiation. The authors first examine the social and emotional aspects of intuitive mental accounting. Building on a model of this long-term memory system, their theory explains distributive and integrative aspects of negotiation behavior, as well as the development of long-term relationships and the escalation of commitment. Predictions derived from the theory are being tested in a series of studies.



SIDDHARTHA CHIB

*Harry C. Hartkopf Professor of
Econometrics and Statistics*

"A New Analysis of Multi-Factor Affine Yield Curve Models," a paper Chib co-authored with Bakhodir Ergashev,

Federal Reserve Bank of Richmond, Va., discusses the Bayesian estimation of arbitrage-free models of the yield curve. The authors emphasize the following aspects in their development: the use of a priori on the parameters of the model, which implies an upward-sloping yield curve; the use of a square root filter for calculating the likelihood function; and the use of a tailored Markov chain Monte Carlo (MCMC) method for sampling the posterior distribution that is based on the output of a suitably formulated version of simulated annealing. They also discuss the performance of these models in multi-step, out-of-sample predictions of the yield curve.



OHAD KADAN

Associate Professor of Finance

"Stocks or Options? Moral Hazard, Firm Viability and the Design of Compensation Contracts," a paper Kadan co-authored with Jeroen Swinkels, August A. Busch, Jr. Distinguished Professor of Managerial Economics and Strategy, states that recent scandals related to executive compensation have spurred a debate on whether executive stock options improve firm value. Many firms now use restricted stock instead of options to compensate their executives. The authors consider the choice between stocks and options to provide effort incentives to risk-averse managers. Employing an agency model, they show stocks can dominate as a

means of motivation only if nonviability risk is substantial, as in financially distressed firms or startups. Options dominate stocks for other firms, where every stock-based compensation package can be replaced with an option-based package that is less costly and provides better effort incentives — regardless of the existing portfolio held by the manager. Consistent with their theory, empirical examination shows that the likelihood of bankruptcy correlates with more use of restricted stock in CEO compensation packages.



RONALD KING

*Senior Associate Dean and Myron
Northrop Professor of Accounting*

"Product Market Competition and the Demand for Monitoring," a paper King co-authored with Sudarshan Jayaraman, assistant professor of accounting, examines how the level of competition in the product market affects the amount of monitoring that shareholders demand. The theoretical literature has divergent predictions: Some theories propose competition reduces the demand for costly monitoring. Others posit that greater competition increases agency conflicts by reducing the marginal benefit of effort. The authors' empirical analysis shows that when shareholders can effectively benchmark managers' performance against their competitors', greater competition is associated with lower audit fees.

However, product market competition is associated with higher audit fees when performance benchmarking is ineffective. These results support both sets of competing theories and offer a way to reconcile the conflicting theoretical predictions.



ANNE MARIE KNOTT
Associate Professor of Strategy

In her paper "R&D/Returns Causality: Absorptive Capacity or Organizational IQ," Knott provides an explanation for why some firms innovate while others imitate. The most common explanation is that there are scale economies to research and development (i.e., having more knowledge makes firms more efficient at generating new knowledge). Knott proposes a more fundamental difference: Firms differ in their Innovation Quotient (IQ). With the same inputs and scale, a firm with a high IQ will produce more innovations than others. She developed an IQ construct that controls for scale, then measured IQ for all U.S. public firms engaged in R&D. Knott found high-IQ firms tend to rely almost exclusively on their own R&D and aren't very good at making use of rival knowledge. In contrast, low-IQ firms compensate for limited innovation capability by developing superior imitation capability. This finding suggests that increasing scale doesn't increase R&D capability; rather, high IQ creates incentives to increase scale.



GLENN MACDONALD
John M. Olin Distinguished Professor of Economics and Strategy

"Do New Competitors, New Customers, New Suppliers ... Sustain, Destroy or Create Profitability?" That question is

the subject of a paper MacDonald co-authored with Michael Ryall, University of Melbourne. The researchers find that a new player — an entrant joining an existing economic activity, e.g., an industry, generally allows more value to be created, but also generates new opportunities for the existing players. Greater value creation typically allows a player to appropriate more value, but the emergence of new alternatives has the opposite effect. The net impact of entry on an existing entity depends on the subtle interplay of greater value and more competing alternatives. MacDonald and Ryall provide a complete description of how and why entry might destroy a firm's profitability, or create profit where it did not exist pre-entry, or even have no impact on profits. The work has many implications for firm strategy.



YING XIE
Assistant Professor of Marketing

"The Role of Targeted Marketing and Contagion in Product Adoption," a paper Ying co-authored with Puneet Manchanda, University of Michigan, and Nara Youn, University of Washington, examines the impact of targeted marketing communication and social contagion on new-product adoption at the individual customer level in the context of the pharmaceutical industry. Their results from the Manhattan market indicate contagion, the behavior of other individuals in a person's social network, drives new-product adoption from the fourth month on, even when accounting for targeted marketing and other correlating effects. However, targeted marketing plays a large role in affecting early adoption.



Professors Recognized for Research that Advances Business

Jackson Nickerson, Frahm Family Professor of Organization and Strategy, and Todd Zenger, Robert and Barbara Frick Professor of Business Strategy, are the first recipients of The Olin Award: Recognizing Research that Transforms Business. They share a \$10,000 honorarium.

Richard Mahoney, Olin executive in residence and former chairman and CEO of Monsanto, initiated the award to promote scholarly research that has timely practical applications for complex management problems.

Olin faculty members submitted 30 papers for consideration. These papers were judged by 10 national business executives and educators, who selected Nickerson and Zenger's "Envy, Comparison Costs and the Economic Theory of the Firm" as the winner. Their paper will be published in an upcoming issue of the *Strategic Management Journal*.

Zenger and Nickerson propose employees' perceptions of inequity in the allocation of rewards exact a price on organizations — which they call comparison costs (because co-workers compare earnings and status). Their research examines how executives design and structure their firms to manage these costs.

The professors were honored at the April 2008 Distinguished Alumni Awards presentation at The Ritz-Carlton, St. Louis.





Panos Kouvelis

Reid Awards Honor Inspired Teaching

"Teachers teach because they care," said American education reformer Horace Mann. Each year, Olin students have the opportunity to show they care about excellent teaching by selecting faculty members they believe best demonstrate innovation, enthusiasm and inspiration in the classroom — and honoring these instructors with Reid Teaching Awards.

The awardees for the '07-'08 academic year are Sergio Chayet, assistant professor of operations and manufacturing management; Samuel Chun, lecturer in marketing; Barton Hamilton, Robert Brookings Smith Distinguished Professor of Entrepreneurship; Ronald King, senior associate dean and Myron Northrop Professor of Accounting; Panos Kouvelis, Emerson Distinguished Professor of Operations and Manufacturing Management; Lubomir Litov, assistant professor of finance; Martin Sneider, adjunct professor of marketing; Jeroen Swinkels, August A. Busch, Jr. Distinguished Professor of Managerial Economics and Strategy; and Tzachi Zach, assistant professor of accounting. In addition, Stuart Bunderson, associate professor of organizational behavior, and Mahendra Gupta, dean and Geraldine J. and Robert L. Virgil Professor of Accounting and Management, received a Reid Teaching Award in December 2007.

Olin Welcomes 20 New

As part of its long-range plan, Olin is undertaking a significant effort to build faculty during the next several years. The school is off to a good start.

Twenty new faculty members have joined the Olin community, "a historical high for hiring in one year," according to Ronald King, senior associate dean and Myron

Northrop Professor of Accounting. King, who oversees the recruiting process, says the broad-based hires cover all seven of the business school's academic disciplines. Eighteen of the 20 faculty members were in place for the beginning of the 2008-09 academic year.

"This follows a remarkable year when individuals at Olin

received promotions or tenure," King says. The newcomers bring the size of the faculty to 30 tenured professors, 30 tenure-track professors and about 30 full-time-equivalent adjuncts.

Please join us in welcoming these exceptional new faculty members.

NEW OLIN FACULTY

AMITAY ALTER *Assistant Professor of Economics*

PhD, economics, 2008 (expected), Stanford University

Research interests: industrial organization, applied microeconomics, organizational economics

NICHOLAS ARGYRES *Professor of Strategy*

PhD, economics, 1993, University of California, Berkeley

Research interests: organizational strategy, organizational boundaries, contracting and interorganizational relationships, internal organization structure, technology and organization, organizational dissent
Previous experience: associate professor, Boston University; assistant professor, University of Southern California

EYAL BEIGMAN *Visiting Professor of Economics*

PhD, mathematics, 2005, Hebrew University

Research interests: game theory, political economics, economic history, social choice
Previous experience: postdoctoral fellow, Northwestern University

GAURI BHAT *Assistant Professor of Accounting*

PhD, accounting, 2008, University of Toronto
Research interests: financial reporting, disclosure, corporate governance, international accounting, fair-value accounting

KELLY BISHOP *Assistant Professor of Economics*

PhD, economics, 2008, Duke University
Research interests: environmental economics, public economics, labor economics, applied econometrics

SHARON MCMILLEN CANNON *Lecturer of Management Communication, Director of the Olin Management Communication Lab*

PhD, counselor education, 2004, North Carolina State University
Research interests: gender communication, job-search communication
Previous experience: lecturer and director of Business Communication Center, University of North Carolina at Chapel Hill

LONG CHEN *Assistant Professor of Finance*

PhD, finance, 2001,

University of Toronto

Research interests:

asset pricing, corporate financing decisions

Previous experience: assistant professor, Michigan State University; import and export business in China; commodity futures market trader

HILLARY ANGER ELFENBEIN

Associate Professor of Organizational Behavior
PhD, organizational behavior, 2001, Harvard University
Research interest: workplace emotions
Previous experience: associate professor, University of California, Berkeley; consultant, Monitor

JOSEPH GOODMAN *Assistant Professor of Marketing*

PhD, marketing, 2007, University of Texas at Austin
Research interests: consumer behavior and decision making, consumer happiness, product assortment and variety, consumer superstitions and illusion of control
Previous experience: assistant professor of marketing, University of South Carolina

RONALD GUYMON *Visiting Assistant Professor of Accounting*

PhD, accounting, 2008,

Faculty Members

THE FIVE FACULTY PROMOTED TO FULL PROFESSOR ARE:

Yossi Aviv, Professor of Operations and Manufacturing Management; **Kurt Dirks**, Professor of Organizational Behavior; **Richard Frankel**, Professor of Accounting; **Todd Milbourn**, Professor of Finance; and **Tava Olsen**, Professor of Operations and Manufacturing Management.

THE FOUR FACULTY RECEIVING TENURE ARE:



Nicholas Argyres
Professor of Strategy



Hillary Anger Elfenbein
Associate Professor
of Organizational Behavior



Ohad Kadan
Associate Professor
of Finance



Anne Marie Knott
Associate Professor
of Strategy

University of Iowa

Research interests:

management accounting, performance measurement, incentives, control systems, balanced scorecard

CLIFFORD HOLEKAMP

Lecturer in Entrepreneurship

MBA, 2001, Washington University in St. Louis

Research interest:

entrepreneurship

Previous experience: sales executive, IBM; founder, Foot Healers

ISAAC KLESHCHELSKI

Assistant Professor of Finance

PhD, finance, 2008, Northwestern University

Research interests:

asset pricing, macroeconomics, international finance

LEE KONCZAK

Lecturer in Organizational Behavior and Leadership Development

PhD, industrial/organizational psychology, 1991, University of Missouri-St. Louis

Research interests: leadership development, employee engagement, personality predictors of performance
Previous experience: director of executive development, Anheuser-Busch; consultant; Missouri Department of Mental Health

CHAD LARSON

Assistant Professor of Accounting

PhD, accounting, 2008, University of Michigan

Research interests:

accounting fraud, institutional investors, fundamental analysis

ANNA LEVINE

Assistant Professor of Economics

PhD, economics, 2008 (expected), Stanford University

Research interests:

industrial organization, applied microeconomics, health economics

SELIN MALKOC

Assistant Professor of Marketing

PhD, marketing, 2006, University of North Carolina at Chapel Hill

Research interests: consumer behavior, behavioral decision making, intertemporal preferences

Previous experience: assistant professor of marketing, University of Minnesota

ROMEL MOSTAFA

Visiting Assistant Professor of Strategy

PhD, strategy, entrepreneurship and technological change, 2008 (expected), Carnegie Mellon University

Research interests:

entrepreneurship, industry evolution, behavioral economics, corporate strategy, economic development

ALVIN MURPHY

Assistant Professor of Economics

PhD, economics, 2008, Duke University

Research interests:

public economics, industrial organization, urban economics, applied econometrics

SHERIF NASSER

Assistant Professor of Marketing

PhD, marketing, 2008, New York University

Research interests:

media management, game theory, advertising, social networks, competitive strategies

DANKO TURCIC

Assistant Professor of Operations Manufacturing Management

PhD, operations research, 2008, Case Western Reserve University
Research interests: interface of operations management with finance, supply chain management, applied game theory

Olin Creates New Faculty Position

Tava Olsen, professor of operations and manufacturing management, has been named Olin's first faculty development chair. The position is an outgrowth of the business school's long-range strategic plan to attract, develop and retain exceptional faculty members who embody the diversity inherent in the business world.

In her role, Olsen will work in close collaboration with the senior associate dean of faculty to support the faculty mentoring program and solicit feedback on ways to improve it; identify areas in which faculty may need guidance or resources to enhance their development; encourage collaboration and institutional support among faculty and other Olin constituents; and identify ways to promote a diverse and inclusive environment among the faculty.



Tat Chan

Olin Introduces New PhD Course

"Empirical Methods in Business" is designed for Olin PhD students in all functional areas. The course focuses on critical applied-research skills: how to use data to address research questions and build econometric models that can be applied to data. It also teaches students how to use statistical software packages to estimate econometric models and covers fundamental econometric topics.

"The course is excellent preparation for doctoral students' dissertation research — as well as their future research collaboration with faculty," says Tat Chan, associate professor of marketing.

THE TRANSFORMATIVE POWER OF CRITICAL THINKING

As context, think of events that have made headlines this year — and how many were caused by bad decisions. The subprime mortgage crisis immediately comes to mind. But faulty judgment affects everything from business to government to sports and entertainment, with fallout that ranges from embarrassing to catastrophic.

"There's a need for more leaders and managers who can make critically informed choices, especially in a complex, global marketplace," says Mahendra Gupta, dean and Geraldine J. and Robert L. Virgil Professor of Accounting and Management. "Effective decision making requires a broad-based, systematic approach to problem solving that provides a framework for sound reasoning and conclusions."

Olin Business School's mission is to create knowledge ... inspire individuals ... transform business. Gupta says critical thinking is one of the catalysts that put the school's guiding principle in motion.

Three factors contribute to Olin's strength in critical thinking: its world-class faculty, size and unwavering commitment to intellectual rigor.

"As a top research institution, Olin has a long-standing tradition of scholarship," Gupta says. "The critical-thinking mind-set flourishes here. So, it's natural we extend it to our students, alumni and corporate partners. And because we're relatively small, we can deliver an up-close, intimate learning experience that bridges academic content, research and business objectives."



"It's like the Chinese proverb: 'Give a man a fish and he will eat for a day. Teach a man to fish and he will eat for the rest of his life.' Well, fill a student with facts and the facts may drift away. Empower a student to be a good thinker and you profoundly change his or her personal and professional development."

Ronald King, senior associate dean and Myron Northrop Professor of Accounting

"We will continue to invest in this endeavor, incorporating critical thinking into all that we do and ensuring no student graduates from our school without a really good grasp of problem-solving skills," he adds.

OlinBusiness Magazine sat down with faculty members — and critical-thinking foot soldiers — Ronald King, senior associate dean and Myron Northrop Professor of Accounting; Jackson Nickerson, Frahm Family Professor of Organization and Strategy; Tava Olsen, professor of operations and manufacturing management; and Raymond Sparrowe, associate professor of organizational behavior.

Excerpts from the conversation follow.

DEFINE CRITICAL THINKING.

Nickerson: I prefer to describe critical thinking at Olin, which entails elements and processes of thinking that lead to formulating better questions, accessing appropriate information, figuring out what's relevant and what's not, developing well-reasoned solutions, and communicating those solutions effectively. The implications are far-reaching and can be applied to any discipline.

Olsen: Wikipedia captures it perfectly: "Critical thinking consists of mental processes of discernment, analysis and evaluation ... reflecting upon a tangible or intangible item in order to form a solid judgment that reconciles scientific evidence with common sense." My own definition of critical thinking is an engaged brain that enables individuals to make data-driven, fact-based decisions — but in a way that's much more holistic than, say, spreadsheet analysis.



Jackson Nickerson

WHAT IMPACT DOES IT HAVE ON BUSINESS?

Nickerson: In the fast-paced, highly competitive world of business, there can be more focus on getting things done than on thinking critically about what to do. It's human nature to make assumptions and jump to conclusions — sometimes before the right problem even is identified — a dynamic that's especially true of teams. Consequently, we waste resources trying to solve the wrong problem. For instance, a new product falls flat and the marketing group assumes the price point is too high, when actually it may be the wrong offering for consumers in the specific market.

Innate biases also can affect decision making. To solve problems effectively, people must be trained to recognize the potential limitations of their own points of view and factor in the perceptions of others.

The more time managers spend up front thinking critically, the more likely they are to provide solutions that create value for their organizations. Plus, these solutions are faster and easier to implement.

Sparrowe: The point is business problems are hard, and effective solutions require cross-functional decision making. Roger Martin has a great book on the subject, "The Opposable Mind: How Successful Leaders Win Through Integrative Thinking."



Raymond Sparrowe



Tava Olsen



Ronald King

HOW DOES THE ABILITY TO THINK CRITICALLY BENEFIT OLIN STUDENTS?

King: It's like the Chinese proverb: "Give a man a fish and he will eat for a day. Teach a man to fish and he will eat for the rest of his life." Well, fill a student with facts and the facts may drift away. Empower a student to be a good thinker and you profoundly change his or her personal and professional development.

Sparrowe: Simply stated, enhanced critical thinking generates outcomes that enable students to perform better in the workplace.

Nickerson: And perform better in job interviews. I created this scenario to illustrate my point. A student, let's call him Lee, has an interview with a prestigious firm. The interviewer presents him with an unstructured business issue, the implementation of a company innovation, and asks for his recommendations. Within seconds, Lee responds with what he thinks is a brilliant plan, drawing on a case study he had discussed in class.

Lee leaves the interview confident he landed the job. His rejection letter arrives a few days later. Lee was tripped up by common thinking impediments. He failed to consider alternative ways of analyzing the problem, and he didn't acknowledge that different department managers would have different perspectives.

This type of misguided thinking is students' biggest downfall in interviews.

Sparrowe: Jackson's right. Rather than blurting out a fast answer, an interviewee should say: "Here's how I would approach a problem like this, and I'm making the following assumptions. If A is true, I'd do this. However, if B is true, I'd do this. Can you tell me if A or B is true?"

WHAT IMPACT DOES CRITICAL THINKING HAVE ON STUDENTS' APPLIED-LEARNING SKILLS?

Sparrowe: Critical thinking fits Olin's Integrative Case Experiences (ICE) like a glove. ICE Week (a four-day business case competition for first-year MBAs) is the embodiment of critical thinking under pressure. We saw a significant improvement in the overall quality of this year's presentations, which I believe came from teaching students the critical-thinking framework. Company executives in the audience commented on the quality as well.

Olin encourages its students to take advantage of hands-on learning opportunities. On the job, I don't want students to pull answers from a box of solutions. I want them to have a toolbox of skills they can use to solve problems.

DESCRIBE THE CRITICAL-THINKING PROCESS.

Olsen: There are many. Olin has developed its own customized processes. We have

both prescriptive and descriptive tools as well as both visual and verbal guides.

Nickerson: The Foundation for Critical Thinking, based in Dillon Beach, Calif., has identified eight elements central to effective decision making. In shorthand, they're: point of view, purpose, problem, information, concepts, assumptions, conclusions and consequences. Combinations of these elements are used to frame questions that target appropriate problems and lead to solutions.

Our approach is unique because it incorporates knowledge from the learning sciences and because we've built self- and peer-assessment tools into the process. In addition, we're developing database models to measure outcomes.

Sparrowe: I'd be interested to capture data that tells us if a student's grade in a critical-thinking course predicts how quickly he or she lands an internship or full-time position.

HOW IS OLIN INFUSING CRITICAL THINKING INTO ITS PROGRAMS AND CURRICULUMS?

King: Currently, we're in the early stages of implementing critical thinking into the MBA Program. In addition, we offer critical-thinking executive education seminars in the Olin Partners' Program.

Critical

Nickerson: Tava and I developed the new core course, "Critical Thinking for Leaders," which is part of incoming MBAs' GO! Program. We also created a new MBA elective, "Critical Thinking Processes and Modeling for Effective Decision Making," which teaches students how to apply problem-solving skills during their summer internships.

Sparrowe: Keep in mind, all Olin faculty will incorporate critical-thinking principles and practices into their courses to the extent they can. To be clear, we're not advocating the removal of content-centered courses. Critical thinking must be taught in conjunction with functional content and in a manner that leads to deeper learning of the content.

Olsen: Going forward, Olin's systematic emphasis on critical thinking will be a three-legged stool: knowledge, instruction and application. Students must practice critical thinking on a regular basis to be good at it.

King: Faculty development and training also are part of our effort to enhance critical thinking. Nickerson and Olsen already have conducted workshops — what the dean calls critical-thinking boot camps.

But let me add that Olin professors are known for their intellectual inquiry; critical thinking is something they engage in every day.

DO OTHER BUSINESS SCHOOLS HAVE SIMILAR INITIATIVES?

Nickerson: Only a few schools are trying to take critical thinking to this level: Olin Business School, Rotman School of Management at the University of Toronto, and perhaps Stanford University's Graduate School of Business and Yale University's School of Management.

IS CRITICAL THINKING A PRIORITY WITH EMPLOYERS?

Olsen: According to a 2008 employer survey, critical thinking is one of the top-three capabilities organizations look for in prospective hires. A senior recruiter told us that employees must be able to think critically and formulate solutions to high-priority management challenges. That sentiment is echoed by corporate recruiters, alumni and firms across the country. (See the sidebars at right.)

Nickerson: Bottom line, employers want to hire people who can not only solve problems but offer superior solutions to the right problems and help grow the firm. To accomplish that, employees must make smart business decisions.



LISA LEWIN, BSBA '96
Founder and President
MINDGATE MEDIA
New York

"One of the highest compliments that can be paid to someone in business is to say he or she has good judgment," Lisa Lewin says.

After working several years for a major educational publisher, Lewin launched a startup, Mindgate Media, in June of this year. Her company delivers digital media-on-demand for educators at the postsecondary- and professional-education levels.

"I work in a data-rich environment, and the nature of my job is to make sense of complexity. The ability to think critically enables me to interpret customer feedback, exploit new market opportunities and sidestep problems."

How well managers problem-solve is a good predictor of their professional success, she believes. "It's the thousands of small decisions that go into each workday that drive outcomes and bring about positive — or negative — results."

"Critical thinking is teachable, provided the student is exposed to a rigorous curriculum that exercises those skills," she adds.



ENHANCE YOUR CRITICAL THINKING

Designed to help you make informed business choices, this seminar defines critical thinking and outlines the process for effective problem solving.

Register for the two-part, two-day Olin Partners' Program executive education seminar:

CRITICAL THINKING: January 8, 2009 & February 11, 2009

Visit our Web site at www.olin.wustl.edu/OPP or call 314-935-9494 for information.

Thinking in Action



SANDEEP CHUGANI, MBA '91
Partner and Managing Director
**THE BOSTON
CONSULTING GROUP**
New York

Critical thinking is foundational to the consulting business, says Sandeep Chugani. "It allows us to articulate key questions, structure rigorous frameworks, and synthesize all the necessary information and facts needed to answer those questions in a clear, logical and insightful manner. Critical thinking is what we use to deliver breakthrough ideas to our clients, and it fundamentally differentiates us in the marketplace. It's essentially what we do."

As a result, he says problem-solving skills are a top priority in new hires. "Recruiting at all levels of the firm involves case-based interviews that test for critical-thinking ability. Candidates are asked to respond to a real or hypothetical business situation. We evaluate their ability to structure the right questions and develop key hypotheses through their analysis and synthesis of the information provided."

"The benefit of employees who know how to think critically can't be overstated," Chugani adds. "Sophisticated decision-making skills are a prerequisite to addressing our clients' needs."



DAVID ADER, BSBA '06
Strategy Analyst
MICROSOFT
San Francisco

"There will always be a bull market for people who can think critically," says David Ader. "Problem solving is the No. 1 attribute employers look for in prospective candidates and clients demand from service providers. And once someone internalizes the ability to think critically, he or she can transfer the skill to any company or industry."

Ader says strong critical thinkers are curious about the world around them, skeptical of the status quo, disciplined in their work ethic, rigorous in the way they probe issues, logical in their approach to decision making and creative in the solutions they offer.

Critical thinking usually doesn't lead to an immediate answer but to whole new sets of questions. All information must be analyzed before results can be synthesized, Ader adds.

Part of Microsoft's Online Strategy and Mergers and Acquisitions Group, Ader says he relies heavily on his critical-thinking skills while evaluating business ventures and product strategies.



ANNE COOK, EMBA '02
General Manager
**PDO/CORTERRA
SHELL CHEMICALS**
Houston

"In a matrix organization like Shell Oil, it's easy to get lost in processes," Anne Cook admits. "Our managers deal with so many inputs from so many sources, international and domestic. The ability to think critically enables them to examine these inputs and develop logical solutions."

"We also rely on critical thinking to help us evaluate ideas faster — in weeks instead of months. For example, we recently asked for a back-of-the-envelope calculation for a new product we want to launch in India. In less than a page, the project lead analyzed the market and the target market, described the delivery system, outlined the practicality of the product, and told us how it would capture value."

Cook says she has a critical-thinking reference sheet hanging on a wall near her desk. "I use it to run through all our functional areas to see where problems may occur and to ensure we're employing best practices."



JOHN BEUERLEIN, MBA '77
General Partner
EDWARD JONES
St. Louis

John Beuerlein describes critical thinking as the "exercise of an intellectual muscle. The stronger this muscle gets, the better decisions it enables people to make."

Problem solving is a process used "to assess a body of knowledge that leads to a new discovery," he says. "In my opinion, individuals who are more open-minded are better critical thinkers. They see opportunities where others see obstacles."

Bias can impact the process, Beuerlein cautions. "Your own values and beliefs are the inputs you juggle, but you have to weigh them carefully. Anyone who falls in love with his or her own analysis does so at his or her peril."

"Critical thinking is in demand each and every day at Edward Jones," he continues. "We conduct business in an extremely dynamic environment. The market changes. The Fed makes changes. What was true yesterday no longer is true today. Our people need to make intelligent decisions over the long term and avoid the common pitfalls of short-term thinking."

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THE BUSINESS OF HEALTH CARE

Health care has been one of the most passionately debated issues in the 2008 U.S. presidential campaign — across the political spectrum. Technological advances have resulted in amazing medical breakthroughs, but they require money to develop. Experts predict the health care industry will make up 19.6 percent of the country's gross domestic product by 2016. Patients, providers and businesses that pay for health-related services want to reduce rising costs. At the same time, millions of Americans are uninsured or underinsured, and their numbers are increasing.

Health care professionals frequently fall into different camps. Physicians and researchers with specialized clinical knowledge often speculate that cost-control measures could undermine patient care and discourage important innovations in medical devices, surgical procedures, imaging technology and pharmaceuticals. Business administrators believe inefficiencies in health care delivery drive up prices, which, in turn, makes U.S. companies less competitive in a global economy.

Olin Business School is helping to improve the health care industry prognosis — developing a new generation of leaders who manage organizations that combine leading-edge medical and business practices. At the front line of this effort are Barton Hamilton, Robert Brookings Smith Distinguished Professor of Entrepreneurship, and Dr. Bruce Lee Hall, associate professor of surgery at Washington University School of Medicine and Olin's associate professor of Health Care Management.

"There's an incredible need for financial and management knowledge in every aspect of the health care industry," says Hall. "We're preparing individuals to meet that need and to change the face of health care delivery."

The professors have collaborated on research that evaluates clinical productivity and surgeon performance. In a study conducted with University of Michigan colleagues Darrell Campbell Jr. and Laurel Phillips, they found the overall cost of treating a representative patient differed by as much as 45 percent. "To the extent these results reflect surgeon-specific practice styles, they suggest a target for quality improvement from both the payer and provider perspectives," the researchers state.

Their work has been published in the *Quarterly Review of Economics and Finance* and the *Journal of the American College of Surgeons*.

This fall, Hamilton and Hall introduced an interdisciplinary Health Care Management curriculum for Washington University undergraduates. An extension of courses previously offered at Olin, it consists of three tracks: a major for BSBA students, a second major for nonbusiness undergraduates and a minor. Required courses include "Olin Grand Rounds," "Health Care Economics & Policy," "Health Care Management" and "Research in Health Care Management." The curriculum has attracted students with a variety of interests, including aspiring managers, doctors, lawyers and social workers.

The redesigned "Olin Grand Rounds" course — based on teaching hospitals' forum for presenting and evaluating medical cases — is co-taught by Hamilton, Hall and Dr. Cynthia Wichelman, assistant professor of emergency medicine at Washington University School of Medicine. It begins with an introductory "Business and Medicine 101" lecture. Although the primary focus of the course is on the United States, guest speakers also discuss high-priority subjects that affect other countries, such as the AIDS epidemic and global disease control, the organ-transplant market, and treatment disparities.

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"Research Seminar in Health Care Management" is the capstone course for the major and serves as an excellent example of Olin's strategic emphasis on expanding collaborations among faculty, students and business. Student teams work on projects identified by University professors and corporate partners. Areas of study could include an analysis of the operational conduct of surgical procedures in the Washington University Medical Center, an examination of the potential market for new pharmaceutical products and medical devices or the development of a business model for the provision of special services to the Medicaid population. At the end of the course, each team must write and present a research paper worthy of submission to an academic journal.

Hamilton says the close collaboration of Olin and School of Medicine professors — and their balanced presentation of management and medical issues — differentiates Olin. "Most programs have a strong clinical focus and a minimal business focus, or the reverse."

Jeff Cannon, Olin's associate dean and director of Undergraduate Programs, says the Health Care Management curriculum — approved in spring 2008 — grew out of students' enthusiastic response to the original "Olin Grand Rounds" course.

"Our new Health Care major and minor demonstrate Olin's ability to be innovative and nimble in its program design," he says. "The industry needs managers who have business acumen, clinical understanding and want to remedy the current health care crisis. Students with these abilities will be in great demand in the marketplace."

"Washington University is the ideal institution to offer this type of instruction," says Dr. Steve Miller, EMBA '02, senior vice president and chief medical officer of Express Scripts, a pharmacy benefit management company. "It has highly ranked medical and business schools, outstanding faculty, and proximity to local health care experts who are eager to contribute their time and effort."

"Together, we have tremendous potential for thought leadership and the development of health care professionals with an extremely valuable tool set," Miller adds.

Dr. Mary Mason agrees.

Twice a month, Mason, MD '94, PMBA '99, volunteers in the outpatient internal medicine resident clinic at Barnes-Jewish Hospital in St. Louis. The senior vice president and chief medical officer of Centene — a firm that provides



"Washington University is the ideal institution to offer this type of instruction. It has highly ranked medical and business schools, outstanding faculty, and proximity to local health care experts who are eager to contribute their time and effort."

Dr. Steve Miller, EMBA '02

*Senior Vice President and Chief Medical Officer
Express Scripts*

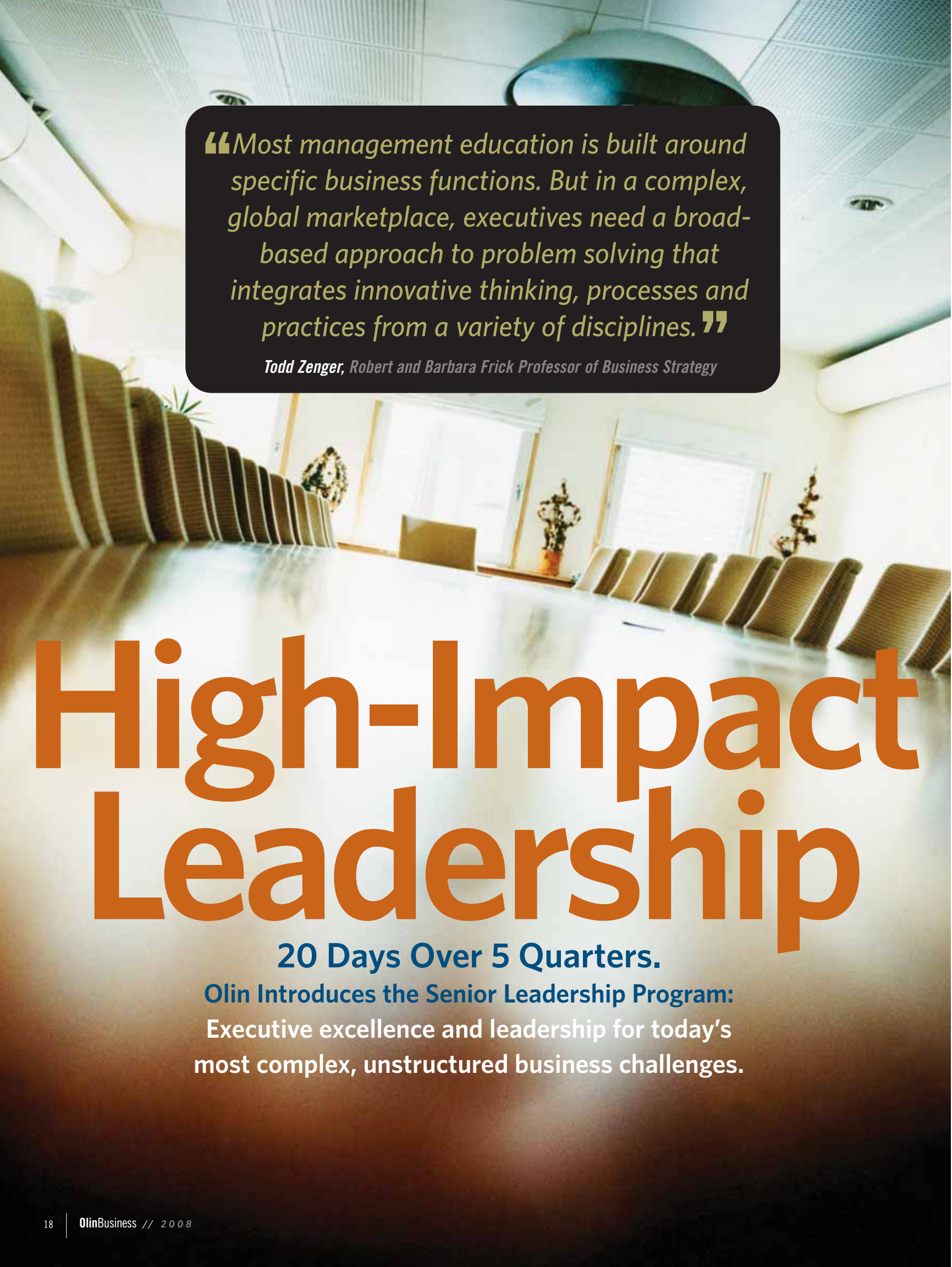
health care programs for Medicaid recipients — says it's important for her to maintain direct patient contact in a position that requires top-level management.

Talking over the more complicated cases with residents and interns, she asks if they've called patients' health plans to see if the patients are in case management.

"Medical students and residents often have the perception that all managed care is bad," Mason says. "They don't realize a health plan often has nurse case managers and social workers who connect people to resources and specialty services that improve medical conditions, control symptoms and may prevent hospitalization in the first place. Sometimes, solving what you thought was a little problem makes a big difference in their quality of life."

"It's all about better outcomes at lower cost," she says.

"When I was in medical school, no one said he or she was going into managed care. Programs like Olin's are changing that," says Mason.



“Most management education is built around specific business functions. But in a complex, global marketplace, executives need a broad-based approach to problem solving that integrates innovative thinking, processes and practices from a variety of disciplines.”

Todd Zenger, Robert and Barbara Frick Professor of Business Strategy

High-Impact Leadership

20 Days Over 5 Quarters.

Olin Introduces the Senior Leadership Program:

Executive excellence and leadership for today's most complex, unstructured business challenges.

O LIN BUSINESS SCHOOL'S Executive Programs faculty and staff have worked with hundreds of companies, of all types and sizes. And they've spent a lot of time talking — and listening — to business leaders from a wide range of industries.

In their conversations and interactions, they found management challenges center on certain areas critical to growth, profitability, competitive advantage and operational excellence. These areas became the central themes that drive Olin's executive education offerings, including Olin's new 20-day Senior Leadership Program (SLP), which begins in January.

"Most management education is built around specific business functions," says Todd Zenger, Robert and Barbara Frick Professor of Business Strategy and one of the Senior Leadership Program faculty. "But in a complex, global marketplace, executives need a broad-based approach to problem solving that integrates innovative thinking, processes and practices from a variety of disciplines.

"Olin's core faculty has collaborated for years on teaching and research that address cross-functional business problems," he continues. "We bring ideas and frameworks to the program that are extensions of our work and, therefore, aren't necessarily taught by other institutions."

"Three factors differentiate SLP: the rigorous, critical-thinking mind-set of Olin's research-active faculty; our expertise in teaching complex, cross-functional subject matter; and the deep relationships Olin develops with the companies we serve. We're motivated to understand what these organizations do and how they operate," says Panos Kouvelis, Emerson Distinguished Professor of Operations and Manufacturing Management; director of Olin's Boeing Center for Technology, Information, and Manufacturing; and SLP faculty member.

To better meet the needs of high-level managers, SLP's delivery is as unique as its content. The program format — five four-day modules spread over five business quarters — minimizes participants' time away from work and enables them to apply what they learn in the classroom to real problems within their organizations.

"Receiving a stream of information all at once is like drinking water from a fire hose," says Ken Bardach, associate dean and Charles and Joanne Knight Distinguished Director of Executive Programs. "SLP is structured like a learning laboratory, with built-in opportunities for implementation, recalibration and reinforcement."

Taught by Olin's senior faculty, the program modules are structured around five platforms that contribute to growth individually and collectively.

The platforms are: Leading the High-Performance Organization; Strategy, Organization and Value Creation; Competitive Advantage and Operational Excellence; Winning Globally; and Growth and Innovation.

During the first module, Anjan Thakor, senior associate dean and John E. Simon Professor of Finance, introduces the Competing

Q1

LEADING THE HIGH-PERFORMANCE ORGANIZATION

hones the skills participants need to leverage interpersonal influence and align strategy, organizational values and individual values — as well as participants' ability to manage these interactions for sustained maximum performance.

Q2

STRATEGY, ORGANIZATION & VALUE CREATION

focuses on the importance of linking structure with strategy to build a foundation that fosters innovation, adaptability, agility and efficiency. Participants will further their understanding of how to create and influence organizational synergy in the context of both organic growth and mergers and acquisitions.

Q3

COMPETITIVE ADVANTAGE & OPERATIONAL EXCELLENCE

approaches operations from the perspective that high-performing firms simultaneously manage three interrelated levers: continual quality improvement, cost management and reduction, and accelerated time to market.

Q4

WINNING GLOBALLY

helps participants identify and capitalize on the unique opportunities in global and emerging markets through assessment of country risk, exchange-rate risk management, management of a worldwide network of facilities, outsourcing and supply-chain risk management.

Q5

GROWTH & INNOVATION

examines the methods companies employ to systematically grow sustainable revenue and profits — turning their organizations into growth engines.

OLIN'S SENIOR LEADERSHIP PROGRAM

To better meet the needs of high-level managers, SLP's delivery is as unique as its content. The program format — five four-day modules spread over five business quarters — minimizes participants' time away from work and enables them to apply what they learn in the classroom to real problems within their organizations.



Values Framework (CVF), based on a business model developed in the '80s that's used to understand a variety of phenomena — from growth strategies to leadership competencies to organizational quality to information processing.

"CVF came from research on criteria that predict whether or not an organization performs effectively. CVF has been identified as one of the 40 most important frameworks in the history of business," Thakor explains.

He adds: "From these empirical studies, two major dimensions consistently emerged. One dimension differentiates an emphasis on flexibility, discretion and dynamism from an emphasis on stability, order and control. For example, some organizations and managers are viewed as effective if they are changing, adaptable and transformational. Other organizations and managers are viewed as effective if they're stable, predictable and consistent. This continuum ranges from versatility and pliability on one end to steadiness and durability on the other end."

"The framework highlights the tensions generated when different forms of value creation are pursued simultaneously," says Samuel Chun, lecturer in marketing. "As a result, CVF can be used not only to diagnose complex business problems but also to identify the tools to help solve them."

In addition to the thematic content, the Senior Leadership Program includes live case analyses and discussions with industry experts. Other signature components are personalized assessments and ongoing professional-development exercises that allow participants to target their strengths, as well as areas that need improvement. These assessments are linked to the program curriculum and to performance-management tools already used by participants' companies.

Each individual prepares an executive development plan in partnership with a leadership coach and mentor from his or her firm and with Lee Konczak, lecturer in organizational behavior and leadership development at Olin. Coaches and mentors aid personal and professional development and help participants use what they learn in the classroom to enhance their firms' specific processes, procedures and initiatives.

As a result, participants evaluate their leadership style in the context of the five platforms — and how their values align with those of their organizations.

"Great organizations reflect the values of their leaders," Bardach says. "Think of Emerson under Buck Persons, Chuck Knight and David Farr. Or Goldman Sachs under Sidney Weinberg, Robert Rubin and Henry Paulson. To be an exceptional leader, you need to know yourself and then imbue your values into your organization — leveraging the strengths of your predecessors and leaving a noble legacy for those who follow."

The program concludes with a capstone project: Participants are asked to create the next growth platform for their organizations. Participants receive feedback along the way from Olin faculty members and a group of senior executives led by Chuck Knight, chairman emeritus of Emerson.

"SLP's experiential emphasis is extremely important," Kouvelis says. "More than lectures or traditional teaching, it enables participants to immediately absorb and apply key concepts and insights."

For more information on the Senior Leadership Program, visit www.olin.wustl.edu/execed/execprog/slp.cfm or call 314-935-7767 to schedule a personal consultation with a member of Olin's Executive Programs staff.

Mind Your Own Business.

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Large or small, public or private, established or startup: Wherever you are on the business spectrum, Washington University's executive education will transform the people who can transform your enterprise.

The **Olin Partners' Program** provides one- and two-day seminars that give participants powerful business tools and knowledge to apply immediately to their jobs. Our **Executive MBA** helps already seasoned executives grow into world-class business leaders. Our **Senior Leadership Program** equips top-level leaders to tackle even the most complex, unstructured challenges of today's business. We design **Custom Executive Programs** that align your team around the most strategic solutions for business growth.

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314-935-9494

Stay Involved in the Community

To me, the history of Olin Business School begins with the era of my father, Ed Sherwood, BSBA '40. He and his friend, Bruce Higginbotham, BSBA '40, who still volunteers at Olin, attended classes in Duncker Hall. In the late '70s, I went to class in Prince Hall. Both buildings are retired now — Prince demolished and Duncker dedicated to another use. Now, Simon Hall and the Charles F. Knight Executive Education and Conference Center are home to the school. Even long-lived collegiate Gothic buildings are transitory, yet Washington University continues to thrive.

In 1992, Robert Virgil, MBA '60, PhD '67, then Olin dean, said: "The plain fact is (Olin) cannot lead, cannot innovate and cannot attain the highest quality for our students without resources. ... We need volunteers and missionaries." Throughout its history, Olin has produced many successful alumni. They, in turn, have enhanced the business school's reputation and contributed time, money and effort. Olin leadership and staff create an environment that values, encourages and embraces volunteerism.

There are many reasons to be involved with the ongoing success of this institution. I'm involved because Washington University gave me an educational foundation and enduring friendships that have served me well in my life and career. I also am involved because I've admired the ascendancy of this school. I urge all alumni to be involved in building something as fulfilling as a world-class institution. We all have benefited in some way from Olin's superior reputation and from our time spent here. Come be a part of it.



ROBERT E. SHERWOOD

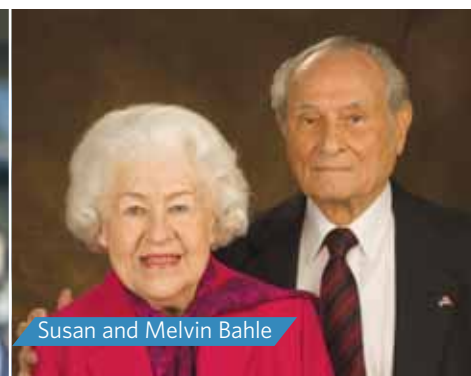
MArch/MBA '79

President, Olin Alumni Association
2008/2009

Managing Director, Pace Properties



Stan Askren



Susan and Melvin Bahle



David Campbell



James Weddle

Awards Recognize Members of Olin Family

Three alumni and two long-standing friends were recognized during the 2008 Olin Business School Annual Awards presentation held in April at The Ritz-Carlton, St. Louis.

This year's Distinguished Alumni Award honorees for outstanding professional success were Stan Askren, PMBA '87; David Campbell, AB/MBA '81; and James Weddle, MBA '77.

Askren is chairman of the board, president and CEO of HNI, the world's second-largest office furniture manufacturer. During his tenure, the firm has grown from \$600 million in sales to more than \$2.6 billion. HNI has been recognized by *IndustryWeek* as one of the "50 Best U.S. Manufacturing Companies" for five consecutive years, *Fortune* magazine as one of "America's Most Admired Companies" and *Forbes* magazine as one of the "400 Best Big Companies in America" eight times. He is a member of Olin's National Council.

Campbell is president and CEO of Anschutz Entertainment Group (AEG) Europe, a subsidiary of one of the world's leading sports and entertainment companies. He joined the firm in 2005. Campbell previously worked for the Virgin Group, where he became founding CEO of Virgin Radio; co-founded Ginger Media; was executive vice chairman of Ministry of

Sound; and was nonexecutive chairman of Zenith Entertainment.

As Edward Jones' managing partner, Weddle oversees the firm's business and strategic direction. He has spent his entire career with the company. Weddle first worked for Edward Jones as a research intern while he completed his MBA at Olin — and, through the years, was promoted to limited partner, principal and fifth managing partner. He says client service is the firm's No. 1 priority. J.D. Power and Associates has ranked Edward Jones first in customer satisfaction among full-service investment firms for three years in a row. In 2006, Washington University recognized Weddle with a Founders Day Award. He is a member of Olin's National Council.

The Dean's Medal for Exemplary Service was awarded to Melvin and Susan Bahle for their extraordinary commitment to Olin. For several decades, they have worked with the business school's deans to build Olin's national and international reputation. The Bahles were among the first Scholars in Business program sponsors, and their support has made them Life Patrons of the William Greenleaf Eliot Society. Always modest, the Bahles downplay their contributions. But those who know them best say the Bahles' generosity will shape the Olin community for generations to come.

Olin Alumnae Make '30 Under 30' List

Congratulations to Tracey Gunn, BSBA '03, and Lauren Herring, EMBA '07. The Olin alumnae were among the *St. Louis Business Journal's* 2008 list of "30 Under 30."

Gunn is a project manager at U.S. Bancorp Community Development, where she puts together urban and rural development deals in underserved communities — including an AIDS vaccine lab in New York and a telecommunications system on Native American reservations in North and South Dakota. She also was responsible for closing the deal on St. Louis' new Moonrise Hotel. In addition, Gunn is on the board of advisers for the Downtown (St. Louis) YMCA and is a member of the Missouri State Rehabilitation Council for the disabled, young friends of the Saint Louis Art



Museum and Saint Louis Zoo, and Urban Land Institute Young Leaders in St. Louis.

Herring is co-president of IMPACT Group, an employee transition-management firm started by her mother in 1988. She has spent the last four years

developing the company's global operations and will assume leadership of the company upon her mother's retirement at the end of this year. She has worked in economic development in Puerto Rico, helping fledgling entrepreneurs gain access to microfunding. She serves on the advisory board of the

Connections to Success Corporate Guild and the friends board of Loyola Academy. Herring also is involved with the COCA (Center of Creative Arts) Creativity in Business initiative and the Young Business Leaders group for Old Newsboys Day.

Initiative Informs and Connects Alumnae

Since 2006, the Eliot Women's Initiative has connected Olin alumnae with one another and with students. "We want alumnae to come back to campus — to learn and meet with other outstanding women leaders from around the world," says Nancy Barter, associate director of development and director of the Annual Fund.

Laurie Hiler, EMBA '96, a member of the group's steering committee, says: "Olin women want to hear about areas of business, issues and initiatives they might not be exposed to otherwise. By bringing our alumnae together, we're building a stronger Olin network and Washington University community."

Women's Initiative luncheons are held twice annually. Past speakers include Judi McLean Parks, Reuben C. and Anne

Carpenter Taylor Professor of Organizational Behavior, who spoke on "Breaking Down Barriers: Workplace Realities for Women"; Kimberly Walker, chief investment officer for the University, who talked about the endowment; C.J. Larkin, senior lecturer at the School of Law, who addressed "Negotiating With Difficult People"; and Maggie Sullivan Wilderotter, chairman and CEO of Frontier Communications, who guided participants through her "Leadership Journey."

Wilderotter was featured in *The Wall Street Journal* article "Raising Women to Be Leaders"; on "The Today Show"; and on PBS' "To The Contrary," an all-female news-analysis series.

For information on upcoming speakers and topics, e-mail nancy_barter@wustl.edu or call 314-935-9053.



REUNIONS

October 3-4, 2008

OLIN GRADUATE REUNION

EMBA '88, '93, '98, '03-19, '03-20, '07-27, '07-28

EM3 '98

MBA '58, '73, '78, '83, '88, '93, '98, '03, '07

PMBA '83, '88, '93, '98, '03-10, '03-11, '07-18, '07-19

Contact reunions@olin.wustl.edu or visit www.olin.wustl.edu/gradreunion.

April 17-19, 2009

YOUNG ALUMNI REUNION

BSBA '99, '04, '08

Contact reunions@olin.wustl.edu or visit www.wustlconnections.com.

May 14-17, 2009

UNDERGRADUATE REUNION

BSBA '44, '49, '54, '59, '64, '69, '74, '79, '84, '89, Emeritus (all pre-'59 classes)

Contact reunions@olin.wustl.edu or visit www.wustlconnections.com.

CENTURY CLUB BUSINESS SERIES

INSIDE. UP CLOSE. CONNECTED.

Now in its 30th year, Olin's Century Club Business Series connects Olin alumni with executives from today's premier businesses.

November 5, 2008

JEFF QUINN, CEO, Solutia Inc.

7:30 a.m. — Breakfast

8 - 9 a.m. — Presentation

Simon Hall, May Auditorium

For more information, contact Jill Lustberg at jill_lustberg@wustl.edu or 314-935-6845.

Taylor Speaks at Century Club Business Series

As guest speaker for Olin's December 2007 Century Club Business Series, Andrew Taylor, chairman and CEO of Enterprise Rent-A-Car, encouraged attendees to serve as catalysts for social and environmental change. He outlined "Corporate Leadership in the 21st Century — All Business Exists With Permission of Society," a subject he says his family and company are "passionate about."

Long inspired by Arthur Page, the late AT&T executive, Taylor said: "Companies that owe their success to the public have a mandate from the same public to demonstrate integrity and responsibility in all facets of their business conduct."

As a result, Taylor said Enterprise focuses on environmental stewardship and sustainability. This effort isn't driven simply by altruism, Taylor emphasized. "It's based in enlightened self-interest. These days, companies that aren't active participants in this discussion risk being left behind by customers, employees and others who will control their destinies."



Andrew Taylor

Enterprise celebrated its 50th anniversary by making a long-term commitment to contribute \$50 million to plant 50 million trees over the next 50 years in partnership with the National Arbor Day Foundation and the U.S. Forest Service.

In addition, Taylor said Enterprise has more fuel-efficient cars on the road than any other car rental company, including a fleet of about 73,000 flex-fuel vehicles, which run on a blend of 85 percent ethanol and 15 percent gas. The company is funding research into alternative fuels with a \$25 million gift to the

Plant Science Center, which created the Enterprise Rent-A-Car Institute for Renewable Fuels.

"Building a successful sustainability effort doesn't mean trying to save the world," Taylor added. "But what we can and certainly should do is look for meaningful ways to address the parts of the world that are touched by our business."

Alumni Panelists Address Olin Young Leaders Association

In February, the student-led Olin Young Leaders Association held its inaugural event: "Managing the Changing Face of Business." The dinner included a panel discussion on career opportunities and challenges featuring Jim O'Donnell, BSBA/MBA '74, president and CEO, Bush O'Donnell Capital Partners; Sandra Van Trease, EMBA '92, group president, BJC HealthCare; and Larry Thomas, BSBA '77, partner, Edward Jones.

Jackson Nickerson, Frahm Family Professor of Organization and Strategy,

moderated the discussion in front of an audience of top-level recruiters, Olin faculty, administrators and MBA students.

Dorothy Kittner, Olin's director of corporate relations, says the panelists advised students to develop their critical-thinking skills, work as a team to use everyone's best talents, take charge of their own career progression and stay up to speed on important global issues. "This event was another great example of Olin's strategic focus on expanding the intersection of faculty, students and business," she said.

Olin's Young Leaders Program is designed for high-achieving undergraduate and graduate students who want to pursue an MBA immediately after — or in conjunction with — another degree.



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 5, 2009 NEW YORK

January 7, 2009 CHICAGO

January 8, 2009 SILICON VALLEY

For more information, contact Colleen King at kingc@wustl.edu or 314-935-5950.



The Olin Talent Summits are events designed to connect alumni and employers in select cities with Olin Business School students interested in working for firms in those areas. See upcoming dates above.

OLIN'S DISTINGUISHED ALUMNI AWARDS DINNER

Honors distinguished Olin alumni, friends and faculty.

April 22, 2009, 6 p.m.

THE RITZ-CARLTON, ST. LOUIS

For more information, contact Sandy Jurgenson at sandy_jurgenson@wustl.edu or 314-935-5179.

OUR THANKS to all of you for answering our request for alumni news. Once again, your response has been tremendous. Find out what your classmates have been up to since they graduated from Olin Business School.

Many of you submitted entries in the spring for our fall issue of *OlinBusiness Magazine*. Whenever possible, we adjusted for the time difference, and we'd love to hear from you with updates or corrections.

To submit Class Notes information, fill out the form online at www.olin.wustl.edu/alumni/forms/kit or on Page 29.

1950s

Thomas Hess, BSBA '50, Crystal City, MO, retired on Jan. 1 after 35 years in real estate and 25 years in retailing. thess4772@sbcglobal.net

Jerry Poe, MBA '57, Sun Lakes, AZ, emeritus professor of finance at Arizona State University, was installed in the faculty hall of fame of the W.P. Carey School of Business on April 8. In 2006, he was inducted into the hall of fame at the Breech School of Business Administration, Drury University. jerry.poe@asu.edu

William Robinson, BSBA '59, Naples, FL, was elected chairman of the board for Child Care of Southwest Florida, a full-service agency operating 13 childcare and after-school programs in five counties in southwest Florida. He also serves as chairman of the board for the Foundation for Quality Child Care. warmco@aol.com

Del Schwinke, BSBA '59, St. Louis, is the newly elected president of the Ad Club of St. Louis. del@geileon.com

1960s

Joseph Odgers, BSBA '60, Santa Barbara, CA, retired in 1995 and moved four years ago to Santa Barbara. He serves on several community organization boards and has many new friends. He enjoys lawn bowling and is serving as a lawn bowling club president. Odgers says life couldn't be better. jfodgers@cox.net

Michael Berezin, BSBA '63, Delray Beach, FL, retired from his position of president and owner of David's Foods in 2001 after 30 years of business. He also retired in 2005 from his 13-year position as a financial adviser at AXA Equitable. He and his wife, Paula, have been married for 42 years. They have three children and six grandchildren.

Judith Meador, MBA '66, St. Louis, was inducted into the St. Louis Small Business Administration Hall of Fame in May. She sold her company, St. Louis Small Business, last year and now is retired.

Robert Matlock, BSBA '68, McKinney, TX, has formed the law firm of Woods, May & Matlock PC along with Kay Woods and Marc May. The firm's attorneys practice marital litigation, collaborative family law and mediation. rjmatlock@ntxfamlaw.com

Gary Seigal, AB '66/MBA '68, St. Louis, won the gold medal in racquetball singles for ages 60-64 in the St. Louis Senior Olympics in May.

1970s

Richard Wieland II, MBA '70, Chicago, recently became chief financial officer at Cytochroma.

Veselina (Lekich) Jovanovic, BSBA '73, St. Louis, is a budget analyst for the Washington University School of Medicine. jovanow@msnotes.wustl.edu

Daniel Hazard, BSBA '75, Huntington Beach, CA, has worked as a branch manager with LPL Financial Services for 10 years. He specializes in retirement plans for businesses and high-net-worth individuals. Hazard is a board member for the YMCA and a Venture Scout adviser. Besides family activities and trips, he competes in duathlons and hikes at national parks. danoca@socal.rr.com

Michael Rubinstein, AB '75/MBA '76, Highland Park, IL, is chairman of the Anti-Defamation League, Greater Chicago/Upper Midwest Region.

William Hoeg, MBA '78, New Berlin, WI, is a managing member of WMH Leasing LLC. whoeg@wi.rr.com

Larry Odle, BSBA '79, Denver, is president of Rocky Mountain Recycling. lodle@comcast.net

Paul Sobel, BSBA '79, Alpharetta, GA, is vice president, internal audit, at Mirant Corp. paul.sobel@mirant.com

1980s

Lee Bernstein, MBA/MHA '80, St. Louis, is executive vice president and chief operating officer at St. Joseph Hospital in Kirkwood, a member of SSM Health Care. He will lead the hospital's transition to St. Clare Health Center, which is under construction in southwest St. Louis County. Previously, he was vice president of operations and facilities for Barnes-Jewish Hospital.

Marie Carroll, MBA '80, St. Louis, was recognized by YWCA Metro St. Louis at the 27th Leader Lunch on Dec. 13, 2007, at the Millennium Hotel. This event recognizes the contributions of women in the workplace and the community.

Princess Elizabeth Ezenwa Okenwa, BSBA '80, St. Louis, launched a new Web site, the African Business Directory and News, at www.african-business-directory.com. princess.eliz@african-business-directory.com

Stuart Manewith, BSBA '81, St. Louis, is a senior business solutions manager at Blackbaud, the country's largest technology company that serves exclusively nonprofit organizations. stu.manewith@blackbaud.com

Vaughn Meglan, MBA '81, Frederick, MD, is vice president, accounting, at Ore Pharmaceuticals. vmeglan@comcast.net

Brenda (Bradley) Stiehl, BSBA '81, San Diego, joined TriTech Software Systems as a controller. bscpq@aol.com

Eric Wapnick, BSBA '82, Oak Park, CA, moved to Southern California with his wife, Pam, vice president and treasurer at Amgen, and daughters, Samantha, 9, and Sarena, 5. Wapnick is a tax specialist and looks forward to hearing from other Southland alumni. wapnicks@gmail.com

Wendi (Dritz) Carver, BSBA '83, Rye, NY, has been married for 11 years to Mike. They have two children: Micki, 10, and Tommy, 8.

Geraldine Johnson, MBA '83, Charlotte, NC, completed her certificate in advanced geospatial technologies (GIS) from Central Piedmont Community College in May with a 4.0 GPA. She was elected treasurer for the SouthEast Association of Telecommunications

Officers and Advisors (SEATO). gjohnson@ci.charlotte.nc.us

William Meehling, MBA '83, Naperville, IL, is a principal with Harris Investment Management. willeeh@yahoo.com

Thomas Spiegelhalter, MBA '83, Prospect Heights, IL, is business director for ICOM. tomspieg@hotmail.com

Rhonda (Wachtel) Weithman, BSBA '83, Columbus, OH, has worked in the telecommunications business since 1984, selling phone systems, cellular service, fiber, transport, circuits, data gear, PBXs and now Cisco. She has been married for 15 years and has two children: Josh, 9, and Rachel, 7. rbeth@columbus.rr.com

Stephen Fisher, BSBA '84/MBA '85, South Orange, NJ, left a private equity firm to form Hudson Ferry Capital in 2005. He lives with his wife, Joanne, and their sons, Max and Ben.

Robert Golden, MBA '84, St. Louis, has been promoted to vice president, mergers and acquisitions, at Anheuser-Busch.

Richard Ritholz, BSBA '84, Short Hills, NJ, joined hedge fund Elliott Associates. Previously, he owned energy trading company JMR Energy.

Jeff Rosenkranz, BSBA '84, Glencoe, IL, has retired as head of mergers and acquisitions for Piper Jaffray. He had been with the company for five years and previously spent 14 years with Merrill Lynch. He and his wife, **Lisa Kaplan Rosenkranz, BSBA '82**, have two sons.

Bernard Doering, MBA '85, Amsterdam, Netherlands, is a strategic account director for Nike.

David Lustberg, BSBA '85, Weston, CT, is president of DRM Search Group. djl_83@hotmail.com

Todd Brown, PMBA '86, Telluride, CO, has become president and COO of UniquePak. He divides his time among Chicago, Telluride and Paris. brown.todd.a@gmail.com

Dr. Scott Cohen, BSBA/BSEP '86, Oakwood, OH, has joined Kettering Medical Center in Dayton, OH, to be closer to his family. For the past five years, he practiced urology in Florence, SC. sdcohen4@yahoo.com

Devon Howe, MBA '86, Albany, NY, has been appointed president and CEO at CMP Industries LLC. The company is a major manufacturer of dental laboratory materials and equipment.

Theresa (Lynch) Ruzicka, MBA '86, St. Louis, joined RubinBrown in October 2007 as the partner in charge of the Small Business Group.

James Selberg, MBA '86, Memphis, TN, is chief financial officer for Intrepid Aviation Management LLC. jselberg@intrepidaviation.com

Curtis Chambers, MBA '87, Largo, FL, is a financial adviser with Edward Jones. He is married with two children. americanflag@tampabay.rr.com

Anne (Tanhoff) Greenspoon, BSBA '87, Owings Mills, MD, has returned to her hometown of Baltimore. She is director of admissions for Shoshana S. Cardin Independent Jewish High School. She and her husband, Rabbi David Greenspoon, have two sons: Miles, 13, and Micah, 10. imaanne@aol.com

William Osbourn, BSBA '87, Charlotte, NC, was promoted to senior vice president and controller of Time Warner Cable. In his new role, Osbourn will oversee the company's operations accounting, external financial reporting, Sarbanes-Oxley compliance, development and implementation of accounting policies and procedures, and shared services.

Laurence Hillman, AB '86/MBA/MCM '88, St. Louis, has published his second book on astrology with Tarcher/Penguin. He also writes a monthly column at www.artinfo.com and can be visited at www.planetsinplay.com.

Gregory Strauss, BSBA '86/MBA '88, St. Louis, left Coca-Cola to become North American vice president of sales and business development at Fleischmann's Yeast. He and his wife, Dana, have two children: Caroline, 5, and Gregory Jr., 4. He's looking forward to seeing everyone from the MBA Class of '88 again at the 20th reunion! gregstrauss@abmauri.us

Francis Wagner Jr., EMBA '88, St. Louis, is retired. wag_fran@sbcglobal.net

Donald Woodruff, MBA/SI '88, Fort Dodge, IA, earned the DBIA designation from the DesignBuild Institute of America while serving as president of Woodruff Construction LLC, a midsized design-build general contractor in Fort Dodge, Ames and Iowa City. don_woody@yahoo.com

Henry Bass, EN/MBA '89, Christiansburg, VA, is celebrating 12 years of Web software development at Automation Creations (www.aciwebs.com) and more than 67,000 materials at www.matweb.com. He completed

Command and General Staff College (ILE) as a Reserve officer in June. henry@aciwebs.com

Pravin Rao, MBA '89, Oak Park, IL, joined the law firm of Perkins Coie LLP in Chicago as a partner in the litigation practice, where he represents public companies, officers and directors, broker-dealers, registered representatives, and other institutions and individuals. He is returning to the private sector after lengthy public service as a prosecutor with the United States Attorney's Office, the Securities and Exchange Commission, and the Cook County State's Attorney's Office in Chicago. prao@perkinscoie.com

James Waites, PMBA '89, St. Louis, is managing director at IDS Scheer.

1990s

William Bauer, BSBA '90/EN '94, St. Louis, was promoted to business manager of occupational therapy at Washington University in November 2005. His previous position was finance and information systems manager. Bauer has worked for the University for 18 years. bauerb@wustl.edu

Victor Dawson, EMBA '90, Highlands Ranch, CO, founded a global product-sourcing company in 2004 that specializes in Asian and Latin American markets. He has been married to Nan for 34 years. His daughter, Amanda, married Pat Day on Aug. 31, 2007, and his son, Michael, is working for Dawson's company and finishing college. victor@summitgroupintl.com

Victoria Gonzalez, MBA '90, St. Louis, has been appointed president and chief executive officer at the Nidus Center for Scientific Enterprise.

Matt Levenson, BSBA '90, St. Louis, is vice president of two national retail specialty contracting businesses. He and his wife, Angela, have been married for nine years. They have three children: Alec, 7; Aaron, 4; and Aidan, 3. Levenson says he always enjoys catching up with old friends via e-mail.

Larry Teitelbaum, BSBA '90, West Harrison, NY, is senior vice president at ING Clarion, where he raises capital from institutional investors. He and his wife, Diane, have three boys, Jake, Max and Will. larry_teitelbaum@yahoo.com

Amos Aldaag, MBA '91, Kfar-Shmaryahu, Israel, is a Boeing 747 captain for El-Al Israel Airlines.

Steven Carr, BSBA '91, Atlanta, left California in March and now resides in Atlanta. steve@volumenutrition.com

Edwin Casteel, MBA '91, Tulsa, OK, is director of managed care for Saint Francis Health System. His CPA exam score made him a Silver Award winner for Oklahoma. ecasteel3@cox.net

Yair Sakov, MBA '91, Israel, is vice president, business development, and general manager, wireless business unit, for Gilat Network Systems in Israel.

Kirstin (Baum) Sumner, BSBA '91/JD '00, Chicago, is associate general counsel of Brookdale Senior Living, a leading senior housing company. Her husband, Scott, is manager of quality and technology for Accretive Health, a revenue cycle management consulting firm. kaybeee@msn.com

Harsono Sutanto, MBA '91, Surabaya, Indonesia, works for UBS AG, a private bank. He and his wife, Peggy, have a 14-year-old daughter and 9-year-old son. sutanto.harsono@ubs.com

Dr. Carey Weiss, EMBA '91, Santa Fe, NM, is clinical director of anesthesiology for Sheridan Healthcare. Although Sheridan is based in Florida, it provides hospital-based physician services across the country and is one of the largest private providers of anesthesia services in the United States. He continues to reside in Santa Fe. weissci@aol.com

Scott Fancher, SI '84/EMBA '92, Hampton Cove, AL, was promoted to vice president and general manager, Missile Defense Systems, at Boeing. In his new position, he oversees 3,900 people in nine major operating locations that provide integrated missile defense solutions for all phases of ballistic missile threats.

Jennifer (Gladstone) Peljovich, BSBA '92, Baltimore, is the morning anchor for the Fox affiliate in Baltimore.

Corey Rosemond, BSBA '92, Redmond, WA, is group marketing manager in Microsoft's Xbox Global Marketing Division. corey@alum.wustl.edu

James Stokes, PMBA '92, Denver, CO, is self-employed.

Russell Chrusciel, BSBA '93, Geneva, IL, is account manager for SunGard Data Systems and spends most of his free time managing the lives of his four little girls. russ@chruschiel.com

Catherine (Cornell) French, PMBA '93, St. Louis, is senior vice president at Citi. catherine.a.french@citi.com

Stephen Henke, AB/MBA '93, Franklin, TN, is a software developer for Healthways. steve@henkster.com

Alumni Making a Difference



In 1990, friends persuaded **Steven Segal, BSBA '82**, to ride a cheap 10-speed bicycle in the Pan-Mass Challenge, a two-day fundraiser for the Dana-Farber Cancer Institute in Boston.

But the event got a lot more personal for Segal in the years that followed: Two

business school friends died of cancer, and his mother and another friend were diagnosed with cancer. After more than a decade of pedaling in the Challenge, he was joined by his wife, **Ellen, BSBA '82**, whose mother died of breast cancer in 2004. Ellen learned she had breast cancer in 2006.

Segal, a special limited partner for J.W. Childs Associates and an instructor in private equity and leveraged buyouts at Boston University School of Management, rides for Dana-Farber's The Jimmy Fund. To date, he has raised more than \$1 million for its cancer research and patient care.

Ellen, now cancer-free, recently organized cancer fundraisers in Boston that raised approximately \$750,000.

Steve Hughes, MBA '93, St. Louis, launched a Web site, www.mystanding.com, designed as a video-based online learning environment that helps professionals polish their speaking skills. He published his first book, "The 5-Minute Speaker: 97 Quick Ways to Improve Your Presentations," and his professional speaking and training company, Hit Your Stride LLC, continues to grow.

Michael Kollins, BSBA '93, Hong Kong, is managing director for Morgan Stanley Investment Management and has been appointed chief operating officer of the investment management division in Asia.

Todd Purdy, BSBA '93/MBA '97, St. Louis, is vice president, treasury services, at the Federal Reserve Bank of St. Louis. todd.j.purdy@stls.frb.org

Takeshi Yamakawa, MBA '93, Philadelphia, is president and CEO of Genji, a company that sells sushi and Japanese-inspired food at upscale supermarkets. The company has 83 stores, located on the East Coast and in London, and hopes to increase that number. takeshi_yamakawa@hotmail.com

Todd Bendis, BSBA '94, Columbus, OH, was named general manager of Greif Inc.'s load securement division, a business that provides solutions that protect its customers' shipments during transit. Bendis and his wife, **Cheryl (Beckky) Bendis, BSBA '93**, reside in Columbus with their two girls: Abby, 7, and Amanda, 5.

Karen (Palmer) Bland, MBA '94, St. Louis, and her family moved back to St. Louis after 10 years in Chicago and Minneapolis. karen_palmer_bland@hotmail.com

Paul Carlson, MBA '94, St. Louis, is director, Alliance Programs, at TALX.

Matthias Damm, MBA '94, Hamburg, Germany, works for DVA International. matthias.damm@yahoo.de

Susan (Kleine) Fishbein, MBA/JD '94, St. Louis, recently became chief counsel of Global Brass and Copper Inc., a company formed from the sale of the metals business of Olin Corp. susan.fishbein@gbcmetals.com

Craig Hartman, MBA '94, Chicago, was promoted to senior managing director at Cisco Systems. He is responsible for the global manufacturing sector within the company's Internet Business Solutions Group. crhartma@cisco.com

Edmund Kamm, MBA '94, London, is chief operating officer for last minute.com (Travelocity Europe).

Mel Marten, BSBA '94, Miami, FL, started a new company, ClaroConnect, to better match people to investment advisers and other financial professionals. The Web site is www.claroconnect.com. Marten would love to hear from Olin friends. mel.marten@claroconnect.com

Thomas Moore, SI '83/EMBA '94, St. Louis, received his doctorate in organization and management from Capella University in August 2007. His research focused on virtual teams in new-product development. Moore is a distinguished engineering fellow with Bausch & Lomb. Previously, he served as the company's vice president, design and development. tom.moore@bausch.com

Chet Robinson, MBA '94, Dayton, OH, released his sixth novel, "The Things We Do for Love," in March under the pseudonym Xavier Knight. He is a marketing communications manager at Teradata Corp. He and his wife, Kyra, have a 2-year-old daughter, Kennedy. ckrob7071@aol.com

Marty Rudin, MBA '94, Peoria, IL, was promoted to senior transaction manager in Caterpillar's mergers and acquisitions group. Rudin, his wife, Debbie, and their family would like to extend greetings to the MBA Class of 1995, especially his study group, "The Blanket."

Don Winter, EMBA '94, St. Louis, is vice president of engineering and information technology for Boeing. don.c.winter@boeing.com

Libby Hartman, MBA/MSW '95, Seattle, joined Microsoft's customer service and support organization as a director in its strategy group. libbyhartman@hotmail.com

Takashi Mikkaichi, PMBA '95, Tokyo, is a managing director at Goldman Sachs Japan.

Eric Schaefer, BSBA '95, Scottsdale, AZ, is a principal at Schaefer & Associates, a commercial real estate firm, where he works with his father, **Donald Schaefer, BSBA '65**. The firm manages a portfolio of more than 40 commercial properties throughout the Southwestern United States. Eric and his wife, Nora, have a son and a daughter. eric@screez.com

Adam Stanley, BSBA '95, Chicago, was appointed global chief technology officer of Aon Corp., one of the world's largest risk management, reinsurance and human-capital management firms, with employees in 120 countries. He has direct reports on several continents and is enjoying becoming familiar with the various cultures.

Curtis Blanc, BSBA '96, Kansas City, MO, is a managing attorney for Kansas City Power & Light Co. He and his wife, Nicole, have two children: Alex, 5, and Noah, 2. curtis.blanc@kcpl.com

Dan Brotman, MBA/MHA '96, Austin, TX, is a self-employed search-engine marketing consultant. dbrotman@gmail.com

Edward Clukey, PMBA '96, San Antonio, TX, is co-owner of Millennia Cabinetry, a commercial millwork company that he joined in 1996 and later bought. It received the 2006 Jeffrey Butland Family-Owned Business of the Year Award from the Small Business Administration for South Central Texas. He and his wife, Rosamaria, have four children. ed@millcab.com

Stewart Hsu, BSBA '96, San Francisco, is founder and principal of Brightwater Investment Group. The firm acquires, invests in and operates apartment buildings in U.S. growth markets. It currently manages more than 200 units in Dallas and is looking to increase that number to 500 by the end of the year. stewhsu@gmail.com

Oscar Huang, MBA '96, Los Angeles, CA, is general manager for Kenwon. ochuang@hotmail.com

Patrick McNab, MBA '96, London, is an executive director at JPMorgan, where he has worked since 1997.

Conrad Steinmann, MBA '96, New York, is vice president, treasury services, at The Bank of New York Mellon.

George Van Antwerp, MBA/MARCH '96, St. Louis, works at Silverlink Communications, a Boston health care technology company, where he leads the pharmacy and custom solutions areas. His oldest child is entering second grade and his youngest is turning 5 this fall. Van Antwerp would love to hear from his classmates. Read his blog at www.georgevanantwerp.com. gvanantwerp@mac.com

Tim Whittle, BSBA '96, St. Louis, is an assistant basketball coach for the Washington University men's basketball team. The team was last season's Division III national champion. twhittle@wustl.edu

Kerry (Soffar) Kaplan, BSBA '97, Washington, D.C., was promoted to director, member services, at Corporate Executive Board. She and her husband, Scott, bought a house in Springfield, VA in March. ksoffar@yahoo.com

Amy (Capstack) Rogers, BSBA '97, Orange County, CA, is a biotechnology sales representative for Genentech and loves every minute of it. She, her husband, Chris, and their children toured the Washington

University campus last fall and have their funds ready! Katie Rose is 5 and Jack is 4. twinrogers@yahoo.com

Nicole (LeClair) Wartchow, BSBA '97, London, relocated to London in July 2007 with her husband, Robert. She sold her financial planning practice and has joined the wine business, having completed her intermediate- and advanced-level WSET (Wine & Spirit Education Trust) courses. She now works for a London wine retailer. n.wartchow@gmail.com

Dongmei Zhang, MBA '97, St. Louis, is a manager, strategic analysis, for Monsanto. She is married with two sons: Justin, 7, and Jared, 4. dongmei.zhang@monsanto.com

Justin Hult, MBA '98/BSCE '99, San Francisco, was promoted to director of operations and chief compliance officer of Salient Wealth Management LLC. He oversees the team responsible for client transitioning, investment planning, and ongoing client service and reporting. As part of Salient's investment committee, he helps shape the firm's guiding investment strategies and policies. He also is the firm's in-house fiduciary expert, having recently completed his Accredited Investment Fiduciary Analyst (AIFA) designation. jhult@salientwealth.com

Heather (Rogers) Karimi, MBA '98, Denver, CO, is account manager for Affiliated Computer Services.

Taekil Kim, MBA '98, Paramus, NJ, is senior vice president at Shinhan Bank.

Marc Packman, BSBA '98, Short Hills, NJ, was promoted to managing director of Cushman and Wakefield, a leading real estate services firm in New York City. He and his wife, **Natalie (Richards) Packman, BSBA '98**, moved to Short Hills from Manhattan in 2006 with their son, Noah, 3. Natalie left her position as a corporate attorney to stay home full time. marcpackman03@yahoo.com

Julie (Ringold) Price, MBA '98, Houston, and her husband, Andrew, have two children: Lindsey, 5, and Lillian, 3. julierprice@comcast.net

Edmund Tunney Jr., EMBA '98, Minneapolis, is a regional director for DHL. edmundtunney@hotmail.com

Mitchell Whiteman, BSBA '98, Baltimore, is with Brown Advisory, where he assists individuals and families with financial advice.

Ramelia Williams, BSBA '98, Chicago, was part of the National Association of Realtors "30 under 30" agents poised for success in the industry. In January, she published

"Seeds to Grow Success: Foundational Tools for the Rookie Real Estate Agent to Build a Profitable Business," available at www.rookieagentbootcamp.com. This Web site is the newest addition to her business enterprise. coach@rookieagentbootcamp.com

Jay Wolz, EMBA '98, Cape Girardeau, MO, is supervisor of market management at Southeast Missouri Hospital. He oversees the hospital's call center and physician referral program and is responsible for its primary service lines market-plan development. Wolz was elected to the board of directors of the United Way of Southeast Missouri and is chairman of its 2008 campaign. jwolz@sehosp.org

Fahd Al-Rasheed, BSBA '99, Dubai, United Arab Emirates, was appointed CEO of Emaar.E.C. He implements strategies for the on-schedule completion of King Abdullah Economic City (KAEC) and further enhancement of its appeal as a global investment destination. The 168-million-square-meter KAEC is the largest private-sector development in the region. Previously, Al-Rasheed was deputy governor for Economic Cities with SAGIA (Saudi Arabian General Investment Authority).

Matt Breidert, MBA '99, London, is portfolio manager for Ecofin.

James Eaves-Johnson, BSBA '99, Coralville, IA, is decision support coordinator at Mercy Iowa City. james@eaves-johnson.com

Laura Garofalo, BSBA '99, Chicago, is employment attorney for Holland & Knight LLP, and her husband, Joseph El-Etr, AB '98, is an options trader at the Chicago Mercantile Exchange.

Christopher McKee, EMBA '99, St. Louis, is the president of McEagle Properties. cpmckee@mc-eagle.com

Jason Mendelson, BSBA '99, New York, recruited a Washington University graduate to work for him as an associate at boutique investment bank Sandler O'Neill & Partners. Mendelson is a public official on Manhattan Community Board 5 and was appointed budget committee chairman. He is developing a personal photography Web site at www.darkroomphoto.com. jason_mendelson@yahoo.com

Stephanie Puljak, MBA '99, St. Louis, is senior director of quality management and administration at Express Scripts.

Tats Shimada, MBA '99, Tokyo, is group manager, overseas business operation, for Chugai Pharmaceutical. shimadattj@chugai-pharm.co.jp

James Stamatis, MBA '99, Thousand Oaks, CA, is a director in the mergers and acquisitions group at Amgen. He previously spent six years at Eli Lilly. stamatisj@yahoo.com

Joseph Thum, PMBA '99, St. Louis, is national accounts manager for Emerson, White-Rodgers Division. thumart@hotmail.com

Katsuyuki Yamashita, MBA '99, Nagoya, Japan, is pursuing a doctorate in financial accounting at Nagoya University in Japan. yamashitakolin@hotmail.com

Brian Yost, BSBA '99, St. Louis, was promoted to senior vice president at U.S. Trust, Bank of America Private Wealth Management. He was selected as a Five Star: Best in Client Satisfaction Wealth Manager by *St. Louis Magazine*. He and his wife have three daughters. brianmyost@yahoo.com

2000s

Jennifer (Graeser) Bierling, MBA/MIM '00, Fenton, MO, was named information technology program director at Anheuser-Busch.

Thanit Khoosuwana, MBA '00, Bangkok, Thailand, is general manager at Emerald Mines (Thailand). thanit_k@hotmail.com

Devdatt Kurdikar, PMBA '00, Vernon Hills, IL, is senior director, strategy, at Baxter.

Paul Mariani, MBA '00, Chicago, is vice president and principal of Brown Gibbons Lang & Co. pmariani@bglco.com

Mike McClure, EMHS '00, Fort Smith, AR, is director, global strategic reimbursement, for Smith & Nephew. michael.mcclure@smith-nephew.com

Jason Ryan, MBA '00/MA '02, Redlands, CA, is an assistant professor at the University of Redlands. In 2007 he completed his doctorate at the Smurfit School of Business and University College Dublin. He previously taught international business at Saint Louis University's Madrid campus. jason_ryan@redlands.edu

Susan Sontz-Sable, MBA '00, New York, has worked at Citigroup since she graduated from Olin. She is a project manager in the firm's human resources operations and technology department, Citi Employee Services. slsontz@aol.com

Jason Stone, PMBA '00, St. Louis, is a co-owner of Sage Homebuilders, a "green-only" residential builder. The company has received accolades for its leadership in environmentally friendly construction, as

well as awards for the homes it has designed and built. stone_jason@sbcglobal.net

Stephen Welker, EMBA '00, St. Louis, is general manager at Crosslink. spwelker@hotmail.com

Suan Yeo, BSBA '00, Singapore, is working as a headhunter in the banking industry after a six-month trip around South America. She would like anyone traveling through Asia to e-mail her a note. suanwei@gmail.com

David Baur, MBA '01, St. Louis, joined Bunge as manager, strategic planning. david.baur@bunge.com

Chrishette Carter, BSBA '01, Atlanta, started a Web site called Two JetSet Divas. It targets a primarily female audience, offering a unique perspective on international traveling. The site, www.twojetsetdivas.com, was created to share a love of travel and provide inspiration for travel planning. chris.carter@capmark.com

Peter Eberle, MBA '01, Fort Collins, CO, is enjoying the Colorado lifestyle. He is a sales representative with Automatic Data Processing. eberlep@yahoo.com

Ali Fardshisheh, BSBA '01, Miami Beach, FL, is attending the University of Miami School of Law, working toward his LLM in trusts and estates. alifardshisheh@gmail.com

Michael Hilburg, BSBA '01, Arlington, VA, is studying at Georgetown University for his Master of Public Policy and MBA (class of 2010).

Rachel Katz, BSBA '01, Woodbridge, CT, earned her JD in May from Case Western Reserve University School of Law. Her article "A New Frontier in Terrorist Victim Compensation: The Attack on Domestic Museums and Educational Institutions" will be published in an upcoming issue of the *Art and Museum Law Journal*. rekatz@gmail.com

Stephen Paris, MBA '01, Golden Valley, MN, is a senior marketing manager for General Mills.

Jeffrey Pozzi, MBA/MIM '01, Lafayette, CA, is assistant general counsel in the legal department at Deloitte. Last fall, he was transferred from Washington, D.C., to San Francisco. He, his wife and his son enjoy living in the Bay Area and, consequently, spend more time outdoors.

Stephen Rhodes, BSBA '01/MAEd '04, St. Louis, is a managing partner for Strategic Partners Wealth Management. He was recognized as one of the top wealth managers in St. Louis by *St. Louis Magazine*. He and his wife, Sabine Boncy, AB

'02/MSW '04, have two children: Seth, 2, and Shiloh, 9 months. srhodes@mystrategicpartners.net

Bryan Rukin, BSBA '01, New York, is vice president at Goldman Sachs. bryan.rukin@gs.com

Timothy Spiker, BSBA '95/PMBA '01, Suwanee, GA, is developing media strategy for a leadership consulting firm. timspiker@spikeleadership.com

Claudia Vasquez, MBA '01, Rüti, Switzerland, is a stay-at-home mom with two children: Christian, 5, and Rainer, 3. She is also studying advanced German. claudvasq@yahoo.com

Bill Waelke, BSBA '01, Denver, received his MBA in June 2007 from the University of Chicago Graduate School of Business. He is a director in the corporate development group of Tomkins plc, and his wife, Karen, is a social worker.

Michael Ahn, MBA '02, Atlanta, enrolled in the finance doctorate program at Georgia Institute of Technology. He previously worked as a financial manager for five years at the International Finance Group, Samsung Electronics Global Headquarters. michael.ahn@mgt.gatech.edu

Elyssa (Rotkowitz) Bortz, BSBA '02, New York, works for Lehman Brothers. ebortz@gmail.com

Anne Cook, EMBA '02, Houston, is general manager at Shell.

Erin Doty, BSBA '02, St. Louis, is associate director of development for Olin's Alumni and Development Office, and her fiancé, Ross, is a principal at 2e Creative, an advertising and marketing firm. erindoty@wustl.edu

Jeffrey Gibson, MBA '02, Chesapeake, VA, is vice president of Blackwater Worldwide. jgibson@blackwaterusa.com

Stephanie (Spannaus) Hebron, BSBA/MSBA '02, St. Louis, is a senior research analyst at Cardinal Investment Advisors, an institutional investment consulting firm. stephanie_a_hebron@yahoo.com

Edmund Hung, BSBA '02, Beijing, has started NLGX, a socially conscious company that supports conservation and preservation and creates unique designs and concepts. Its debut store includes a cafe and gallery and is home to independent designers from around China. The company's Web site is www.nlgx.org.

Taro Kanai, MBA '02, London, is the director of Daiwa Securities SMBC Europe.

Cassandra (Isaacson) Kirchner, PMBA '02, St. Louis, is senior finance manager at Express Scripts. clkirchner@gmail.com

Paul LeBar, EMBA '02, Colorado Springs, CO, is vice president and general counsel for ITT, Systems Division. lebarp@msn.com

Nick Rahman, BSBA '02/MBA '03, Miami, is senior manager, strategic planning and finance, at Boca Developers. nickrahman@gmail.com

Brandon Tang, MBA '02, Taipei, Taiwan, is customer and channel manager for Nestlé Taiwan. haoza@hotmail.com

Laura (Siegel) Whalen, MBA '02, San Antonio; her husband, **Mark Whalen, MBA '01**; and their son, Owen, recently relocated to San Antonio. Mark works in corporate strategy for AT&T, and Laura is in planning and analysis at HEB.

Richard Williams, BSBA '02, New York, is an associate for Mayer Brown LLP. rcw257@nyu.edu

Azeka Abramoff, BSBA '03, Chicago, finished law school and began working at Holland & Knight in August. azeka81@hotmail.com

Victor Acevedo, BSBA '03, San Juan, Puerto Rico, graduated with a JD/MBA from the University of Puerto Rico in May 2007 and was sworn in as an attorney in Puerto Rico in February. He is a federal judicial law clerk at the U.S. District Court in the District of Puerto Rico. voacevedo@yahoo.com

Matthew Bower, MBA '03, St. Louis, is a client manager for Moneta Group. mbower@monetagroup.com

Tricia Copeland, PMBA/MIM '03, St. Louis, is an information technology risk analyst for First Bank. She and her husband, Scot, have two children: Joshua, 4, and Ethan, 1.

Michael Dillhyon, EMBA '03, Switzerland, has become chairman of the board at Netelligent Corp. He formerly was president.

Ferdinand Florendo, MBA '03, Manila, Philippines, is head of the capital markets and risk management department for Power Sector Assets and Liabilities Management, a government corporation that is privatizing the Philippines' power company. faflorendo@psalm.gov.ph

Chris Gannett, MBA '03, New York, has been promoted to vice president of strategic marketing for Sony BMG Music Entertainment's Commercial Music Group. In his new role, he supports the Commercial Music Group's goal of identifying, piloting and launching new ventures while remaining focused on deals of strategic benefit to all Sony BMG

record labels and divisions. cgannett@alum.wustl.edu

Susan (Hanlon) Hemminghaus, PMBA '03, St. Louis, is a financial adviser for Edward Jones.

Alex Hill, MBA '03, Berkeley, CA, has worked for the U.S. Postal Service since 2004. He would like friends to contact him if they're in the Bay Area. ahill@alum.wustl.edu

Timothy Jordan, PMBA '03, Eureka, MO, is strategic account manager at BAERO North America.

Todd Kaye, JD/MBA '03, St. Louis, works on a variety of corporate and securities matters at Bryan Cave LLP. toddmkaye@gmail.com

William Lockwood, PMBA '03, St. Louis, manages the Edward Jones office in St. Peters, MO. bill.lockwood@edwardjones.com

Scott Miller, EMBA '03, St. Louis, was selected as one of the *St. Louis Business Journal's* "40 Under 40" for 2007.

Vladislav Polyansky, MBA '03, Kiev, Ukraine, is managing partner at Ameropa Capital. vapo-la@gmail.com

David Rice, PMBA '03, St. Louis, vice president of BAERO North America, was promoted to chief operating officer of the multi-million-dollar firm, based in St. Louis.

Susanna Satten, BSBA/BFA '03, Wynnewood, PA, is assistant vice president in the National Corporate Banking Group at TD Commerce Bank.

David Brown, MIM '03/MBA '04, St. Louis, was presented with the Missouri Chamber Fast Track Award, which recognized the fast growth of his company, Datotel. dbrown@datotel.com

Danielle Dixon, BSBA '04, New York, became licensed as a certified public accountant (CPA) in New York state in July 2007. She is enrolled at Harvard Law School (JD class of 2011).

Samuel Fancher, BSBA '04, Chicago, is a real estate analyst with Integra Realty.

Katherine Fogertey, BSBA '04, New York, moved to the buy side at Goldman Sachs.

Scot Fowler, AB '90/PMBA '04, St. Louis, is a manufacturing information technology coordination analyst for Monsanto.

Dan Friedman, AB '99/MBA '04, St. Louis, is vice president, social enterprise, at Provident.

Career Change? Promotion? Got Married? New Child?

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Employer: _____

Title: _____

What's new with you? (50 words maximum): _____

Jeremy Hung, BSBA '04, Dallas, changed jobs and is an information technology consultant for Network Services Now. He formerly was a project manager for the implementation of health care software in Madison, WI. jere-my.hung@gmail.com

Ernesto Spagnoli Jaramillo, MBA '04, Tokyo, is vice president at AIG. He has worked in New York, London and South Korea since he graduated from Olin. He and his wife, Melisa, are having a good time in Asia. spagnoli.federico@aig.co.jp

Joyce Lawrence, BSBA '04, San Diego, received her master's degree in Pacific international affairs from the University of California-San Diego in June.

Junghoon Lee, MBA '04, Seoul, South Korea, is doing well, and his family misses St. Louis. He is a senior manager at Hana Bank. junghoonlee@wustl.edu

Antonio Luk, EMBA-Shanghai '04, Shanghai, China, works for Hui Hua Transportation. antonioluk@yahoo.com

Matthew Lynch, MBA '04, Chicago, helped found Chicago Jesuit Academy, a full-scholarship college preparatory middle school for young

men from modest backgrounds. The school was recognized as one of the top 25 private elementary schools in Chicago by *Chicago Magazine*. It is looking for partners to assist with its work. See www.cjadcademy.org. lynch@cjadcademy.org

Frederic Maury, EMBA-Shanghai '04, Hong Kong, was promoted to managing director of TUV SUD Hong Kong. frederic.maury@tuv-sud.hk

Pat McCluskey, PMBA '04, St. Louis, is vice president and senior fixed-income analyst for Wachovia Securities.

Angela Minges, PMBA '04, St. Louis, is brand manager, innovations/new products, at Anheuser-Busch.

Gaurav Palta, MBA '04, Santa Clara, CA, works for Infosys Consulting. g_palta@yahoo.com

Kathleen Quinn, BSBA '04, Chicago, is a consultant for Accenture. quinnk@wustl.edu

Andrea (Meacham) Rosal, MBA '04, Asheville, NC, is an independent marketing-strategy and market-research contractor and a volunteer for local nonprofit organizations.

She and her husband, Peter, relocated to the area from Boston.
meachama@wustl.edu

David Small, EMBA '04, Overland Park, KS, is chief operating officer for Sun Publications. davids-mail@npgco.com

Chak Tang, MBA/MIM '04, Jersey City, NJ, is an analyst for Citigroup.

Richard Yang, BSBA '04, Beijing, is an associate with Mitsubishi Corporate Capital Asia. richard@mcca.com.cn

Christopher Alarcon, BSBA '05, New York, works in marketing and communications for the New York Mets.

Suzette Asmar-O'Guin, PMBA '05, St. Louis, is a senior business analyst at Maritz. smasmar@prodigy.net

Shana Black, MBA '05, Warren, MI, is a labor relations representative at Daimler Chrysler LLC.

Bradley Culberson, PMBA '05, Boulder, CO, was promoted to chief technology officer of Peakware LLC. The company creates software solutions, including TrainingPeaks WKO+ desktop software and the TrainingPeaks Web application, used by professionals in the fitness industry. bradculberson@gmail.com

Patrick Donovan, PMBA '05, London, is the executive director of UBS. donovanpm@gmail.com

Andrew Dunklau, BSBA '05, Dubai, United Arab Emirates, recently transferred to Dubai and was promoted to associate at A.T. Kearney. dunklaua@wustl.edu

Eugenio Ferrante, MBA/MIM '05, Toronto, is a consultant for Bain & Co. eugenio_ferrante@hotmail.com

Lee Garber, BSBA '05, Philadelphia, is an analyst for Versa Capital Management.

Jason Holschen, MBA '05, Crystal Lake, IL, is director of strategic planning and business development for Knaack LLC, a division of Emerson.

Michael Kaul, MSBA '05, Minneapolis, is a financial analyst for General Mills.

Peter Kelleher, PMBA '05, Dublin, Ireland, moved to Dublin to take a position as information technology manager with Pfizer Business Technology. Having grown up in Ireland, he is glad to be near his family. peter_kelleher@hotmail.com

Natalie Lischer, MBA '05, Pleasant Hill, IA, is manager, corporate finance and investment banking, for Renewable Energy Group.

Matthew Pfile, MBA '05, San Francisco, is a strategic negotiator for Google.

Amanda Rauschkolb, BSBA '05, Chicago, is a senior business analyst for Culligan. arauschkolb@gmail.com

Guoguang Shen, MBA '05, Dayton, NJ, is working for Trane.

Michael Sides, EMBA '05, St. Charles, MO, has accepted the position of general partner at Edward Jones. He has been with the firm for 11 years. sidesm@sbcglobal.net

Daolin Xu, EMBA-Shanghai '05, Suzhou, China, is general manager for Doga (Nantong) Auto Parts. xdl8070@hotmail.com

Stephen Zimmerman, MBA '05, St. Louis, is a senior financial analyst at Anheuser-Busch and moved to a new house. stevezimmerman13@hotmail.com

David Ader, BSBA '06, San Francisco, does online strategy and mergers and acquisitions for Microsoft. davidjader@gmail.com

Sarah Baker, BSBA '06, Arlington, VA, works for the Corporate Executive Board.

Robert Cox III, MBA '06, St. Louis, is a member of Peabody Energy's management associate program. He is on the procurement team after working in the operations planning department for two years.

Kevin Crimmins, BSBA '06, St. Louis, works in the Office of Undergraduate Admissions at Washington University. kcrimmins@wustl.edu

Kristin Doll, PMBA '06, Hermosa Beach, CA, is senior marketing manager for the *Los Angeles Times*. ked761@yahoo.com

Ryan Heath, PMBA '06, Waukesha, WI, is a member of the experienced commercial leadership program at General Electric. ryan.heath@ge.com

Jesse Hunter, EMBA '06, St. Louis, was promoted to executive vice president of corporate development responsible for business development opportunities, including mergers and acquisitions, at Centene.

Samuel Jacobs, BSBA '06, Chicago, is an associate with AlixPartners LLP.

Kelley Johnson, EMBA '06, is creating a new market category called Mobile Internet Devices for Intel.

Craig Leabig, PMBA '06, St. Louis, is a director at Citi. He welcomes his second child in September.

Stan Lu, MBA '06, Taipei City, Taiwan, is a private wealth manager in the global wealth management department at Merrill Lynch-Hong Kong. stan_lu@ml.com

Joseph Muich, PMBA '06, St. Peters, MO, is a manager in the newly created sourcing management office at Edward Jones. jmuich@wustl.edu

Brett Pantazi, MBA '06, St. Louis, is an investment banking associate at National City Capital Markets.

Sergey Shchemelev, BSBA '06, Chicago, is an analyst for Deloitte Consulting LLP.

Chang Suk (Chris) Song, MBA '06, Seoul, South Korea, works for SK Energy.

Alessandra Vismara, EMBA-Shanghai '06, Milan, Italy, is general manager in the master batch field at Magenta Master Fiber. alessandra.vismara@tin.it

Sean Walter, AB '98/MBA '06, Atlantic City, NJ, was promoted to manager of business analytics at Trump Entertainment Resorts.

Rohit Wariyar, MIM '05/PMBA '06, Shanghai, China, is manager-Asia for Flexsys, a division of Solutia. He has relocated to Shanghai for three years and is covering Asia and India.

Jeremy Williamson, PMBA '06, St. Louis, attends evening law school at Saint Louis University and works for Boeing.

Donald Wunsch III, EMBA '06, Rolla, MO, a professor at the Missouri University of Science and Technology, was elected a fellow of the International Neural Network Society (INNS) and senior fellow, the leader of the INNS fellows. He has been active in the society for two decades. In recent years, he played a significant role in reshaping its annual meeting, increasing membership and reorganizing its leadership structure. He also made research contributions in several areas of the field, particularly in optical neural networks, approximate dynamic programming, accelerating computationally complex optimization problems, time-series prediction and clustering.

Binping (Hunter) Zou, MBA '06, Shenzhen, China, is managing director at CSI Leasing (Shenzhen). hunter.zou@csileasing.com

Moshe Barach, BSME/MBA '07, Chicago, is a senior consultant for Navigant Consulting.

Chad Barnard, MBA '07, Clive, IA, is corporate development manager for Meredith Corp. chade-barnard@yahoo.com

John Bucksath, EMBA '07, Columbia, MO, is general manager at ABC Laboratories. jdbucksath@yahoo.com

Judy Burns, EMBA '07, St. Louis, was honored in March with one of the inaugural First Lady Awards for Business and Innovation from Missouri's first lady, Melanie Blunt.

Ting Chen, MBA '07, Alhambra, CA, is a primary-care sales representative for pharmaceutical company Boehringer Ingelheim. mstinachen@yahoo.com

Riley Haemer, BSBA '07, Houston, works for Brown Shoe.

Andrew Hellner, MBA '07, Barcelona, Spain, is director of marketing for Local Billing.

Ryan Keefe, MBA '07, New York, is an investment banking associate at Deutsche Bank.

Jeffrey Kennedy, BSBA '07, Mountain Lakes, NJ, is pursuing his master's degree in elementary education. He would like to become a middle school math or science teacher. kennedyj@wustl.edu

Shiv Kumar, BSBA '07, San Francisco, began work at Google on Nov. 26, 2007. His responsibilities include online advertising (AdWords) account management and optimization for higher-speed technology business-to-business and information technology companies. shivkumar@google.com

Philip Lewis, BSBA '07, Atlanta, works for Fulcrum Ventures.

Robert Morrison, PMBA '07, St. Louis, is senior scientist-group lead for Pfizer Global Research & Development. morrison-wustl@gmail.com

Ben Pasquier, BSBA/MSF '07, Renton, WA, works for McKinsey & Co.

Poonnasa Phongpatanakijchote, MBA '07, St. Louis, is senior auditor-trading for Ameren.

Evan Sharp, BSBA '07, New York, is a financial analyst for Goldman Sachs. He is enjoying life and has begun training for his Chartered Financial Analyst designation. evanssharp@gmail.com

Vihar Sheth, PMBA '07, St. Louis, is vice president of US Bancorp Community Development.

Casey Shirk, MBA '07, Barnhart, MO, works in sales/estimating for Top Care. casey_shirk@hotmail.com

Margaret Watson, BSBA '07, San Diego, works in sales and marketing with Cato Research, a contract research organization.

Matthew Brickhaus, MBA '08, Belleville, IL, is U.S. transportation commander for the U.S. Navy at Scott Air Force Base.

Ryan Day, BSBA '08, Austin, TX, is a financial analyst at General Mills in Minneapolis.

Camille Edelen, BSBA '08, New York, accepted a position as a buyer for Bloomingdale's. camille.edelen@gmail.com

Charlene Huang, MBA '08, Taipei City, Taiwan, works for Taishin Financial Holdings. huangc@wustl.edu

Shigeyuki Inaguma, MBA '08, Kanagawa, Japan, works at Johnson & Johnson.

Jonathan Klein, BSBA '08, Chicago, is a consulting analyst at Mercer.

Ian Lopez, BSBA '08, Aurora, IL, is a category development analyst for Colgate-Palmolive. ian.m.lopez@gmail.com

David Sanders, MBA '08, McKinney, TX, accepted the position of senior financial analyst at Frito-Lay's headquarters in Plano, TX.

Nitin Sharma, MBA '08, St. Louis, moved to Dallas, TX. creatit79@yahoo.com

Lizhi Tan, BSBA '08, Singapore, is a business analyst for McKinsey & Co.

Simone Yao, BSBA '08, New York, is looking for a full-time position in the entertainment industry. simoneyao@gmail.com

Births and Adoptions

John Withee, BSBA '87, and Michelle, Greenwich, CT, a son, James. attyjww@yahoo.com

John Tanenbaum, JD/MBA '90, and Amy, Harrison, NY, a daughter, Rebecca Eve.

Kirstin (Baum) Sumner, BSBA '91/JD '00, and Scott, Chicago, a son, Graham Hubert. kay-bee@msn.com

Jennifer (Gladstone) Peljovich, BSBA '92, and Alan, Baltimore, a daughter, Flynn.

Russ Chrusciel, BSBA '93, and Karna, Geneva, IL, a daughter, Lucy Noel.

Andrea (Blumberg) Andréasson, MBA '94, and Per, Malmö, Sweden, a daughter, Filippa Maja Ellinor. andrea.blumberg@se.ibm.com

Karen (Palmer) Bland, MBA '94, and Jeffrey, St. Louis, a daughter,

Georgia Gert. karen_palmer_bland@hotmail.com

David Border, BSBA/AB '94, and Sherri, Palatine, IL, a son, Jeffrey Raymond. dborder1@allstate.com

Cathy (Sletmoe) White, BSBA '94, and **Chris White, BSCS/BSEE/MBA '95**, Lago Vista, TX, twins, James and Mary Cathryn.

Eric Schaefer, BSBA '95, and Nora, Scottsdale, AZ, a daughter, Alexa Rose. eric@screaz.com

Marc Packman, BSBA '98, and **Natalie (Richards) Packman, BSBA '98**, Short Hills, NJ, a daughter, Abigail Hannah. marcpackman03@yahoo.com

Laura Garofalo, BSBA '99, and Joseph El-Etr, AB '98, Chicago, a daughter, Alexandra.

Karen (Jaffee) Kalan, BSBA '99, and Jeremy, Encino, CA, a daughter, Marissa Danielle.

James Stamatis, MBA '99, and Jean, Thousand Oaks, CA, a son, John (Jack) Healy.

Jennifer (Graeser) Bierling, MBA/MIM '00, and Eric, Fenton, MO, a son, Alexander Christian.

Susan Sontz-Sable, MBA '00, and Jesse, New York, a son, Aaron Benjamin. sl_suntz@aol.com

Jason Stone, PMBA '00, and Kelli, Glendale, MO, a son, Parker Joseph. stone_jason@sbcglobal.net

John Busbice, MBA '01, and Caroline, Richmond, VA, a daughter, Bridget Bondurant. busbicej@yahoo.com

Ramon Santiago, MBA '01, and **Maria Manuel-Santiago, MBA '01**, Edgewater, NJ, a son, Lorenzo Tomas. ramonkatcho@yahoo.com

Aileen Supena Throne, MBA '01, and Jason, Oakland, CA, a son, John (Jack) Paul. aileen.s.throne@gmail.com

Stephanie (Spannaus) Hebron, BSBA/MSBA '02, and Al, St. Louis, a son, Andrew Joseph.

Jaafar Laghmadi, MIM '01/MBA '02, and Bouchra, Laval, Quebec, a son, Camil Adam. jlaghma-di1@yahoo.com

Nobuyuki Mori, MBA '02, Tokyo, a daughter. nobymori@noby.104.net

Kim Fishman, PMBA '03, and Jonathan, Denver, a daughter, Sarah Chaya.

Todd Kaye, JD/MBA '03, and Sarah, St. Louis, a daughter, Charlotte Anne.

Martha (Pustilnik) Luchsinger, MBA '03, and **Jim Luchsinger, MBA '03**, Berwyn, PA, have a 1-year-old daughter, Anna Marie.

David Brown, MIM '03/MBA '04, St. Louis, a son, Calum Thomas.

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

Chuan-Ming Yang, MBA/MIM '06, and Angel, Columbus, IN, a son, Derek. james@syncedge.com

Marriages and Engagements

Jeanette Garber, BSBA '89, to Alan Zemsky, Chicago, April 6, 2008.

Andrea (Blumberg) Andreasson, MBA '94, to Per Andréasson, Malmö, Sweden, Sept. 25, 2007.

Patrick McNab, MBA '96, to Soraya, London, 2006.

Tim Whittle, BSBA '96, to Beth Slaughter, May 26, 2007. twhittle@wustl.edu

Nicole (LeClair) Wartchow, BSBA '97, to Robert Wartchow, London, June 22, 2007. n.wartchow@gmail.com

Kerry (Soffar) Kaplan, BSBA '97, to Scott Kaplan, March 10, 2007.

Karen Soberg, BSBA '98, is recently engaged. ksoberg@gmail.com.

Mitchell Whiteman, BSBA '98, to wed Whitney Berger.

Susan Sontz-Sable, MBA '00, to Jesse Sable, August 2007. slsontz@aol.com

Timothy Spiker, BSEE '95/PMBA '01, to Sarah Wackerlin, Atlanta, May 17, 2008. timsipiker@spikeleadership.com

Bill Waelke, BSBA '01, to Karen DeMots, Chicago, July 2007.

Erin Doty, BSBA '02, to wed Ross Toohey, St. Louis, October 2008.

Anil Gupta, BSBA '02, to Lisa Rogo, AB '02, New York, August 9, 2008.

Susan (Hanlon) Hemminghaus, PMBA '03, to Dan Hemminghaus, St. Louis, July 2, 2007.

Teresa (Wildman) Wilke, MBA '03, to Eric Wilke, Cape Girardeau, MO, March 17, 2008.

Michael Buescher, MBA '04, to Shanon Hayes, St. Louis, May 12, 2007. mikebuescher@charter.net

Katherine Fogertey, BSBA '04, to wed Warren Gluck, AB '05, New York, December 2008.

Sarah (Jacobs) Hill, BSBA '04, to Shanon Hill, Shelton, CT, Dec. 31, 2007. SarahJacobs@wustl.edu

Akhilesh Gupta, MBA '06, Minneapolis, MN 2007. guptakhil@gmail.com

Kate LaBoube, PMBA '06, St. Louis, April 19, 2008. katela96@yahoo.com

Nikki LaBruyere, MBA '07, to **Jose-Paulo Lota Mamuric, MBA '07**, Cincinnati, OH, August 18, 2007.

Lauren (Pohl) Russ, PMBA '07, to Michael Russ, St. Louis, May 24, 2008.

Alumni Making a Difference



Bob Frick, BSCE '60/MBA '62, knows the importance of affordable homes. He and his wife, Barbara, owned and managed about 1,000 low- to moderate-income units.

So, when Frick received an invitation to bike 500 miles for the East Bay, Calif. Habitat for Humanity organization, he responded with a bigger plan — raising funds and awareness by cycling 3,300 miles across the country.

Frick, a 71-year-old prostate cancer survivor who had a double hip replacement, hopes to raise \$71,000 — (\$1,000 for every year of his life).

Frick retired from his position as vice chairman of Bank of America's board of directors in 1988. He serves on the boards of institutions such as Charles Schwab Bank and Lucas Cos.

1920s

Philip E. Askey, BSBA '28, Salem, MO

1930s

Myrtle L. Pope Ellis, BSBA '30, Sacramento

Berenice (Kloske) Wegman, BSBA '32, Baton Rouge, LA

Robert J. Adler, BSBA '32/MBA '33, St. Louis

Gordon E. Graber, BSBA '33, Columbus, OH

Emanuel Jackoway, BSBA '33, St. Louis

Allen V. Seligstein, BSBA '35, Waunakee, WI

Alvin Goldfarb, BSBA '37/PhD '99, St. Louis

James B. Redman, BSBA '37, Olney, IL

Barbara (Jovanovich) Delunas, BSBA '38, Northport, AL

George W. Rahing, BSBA '38, Chittenden, VT

Donald D. Janes, BSBA '39, Hot Springs National, AR

Oscar Klevens, BSBA '39, St. Louis

1940s

Richard I. Cavanagh, BSBA '40, Pittsburgh

Rev. Robert W. Gordon, BSBA '40, Arlington Heights, IL

Harry C. Jung, BSBA '40, St. Louis

Tedford P. Lewis, BSBA '40/MAEd '46, St. Louis

Gerald F. Bailey, BSBA '41, Herrin, IL

I. Jack Hunstein, BSBA '41/MA '46, St. Louis

Kathryn (Ruester) McDowell, BSBA '41, St. Louis

Robert J. McDowell, BSBA '41, St. Louis

Donald K. McEachern Jr., BSBA '41, Sarasota, FL

Robert C. Ausbeck, BSBA '43, Highlands, NC

Norman S. Epstein, BSBA '43, Dallas

Robert W. Mecker, BSBA/MA '43, St. Louis

John F. Reiner, Jr., BSBA '43, Jupiter, FL

George Louis Kehm, BSBA '46, St. Louis

Paul H. Young, Jr., BSBA '46, St. Louis

Kenneth H. Brune, BSBA '47, St. Louis

Ruth (Sartorius) Cady, BSBA '47, Seattle

John E. Murphy, BSBA '47, Kerrville, TX

Walter E. Peters, MBA '47, Phoenix

Stanley P. Schlesinger, BSBA '47, St. Louis

Irvin Aronoff, BSBA '48, St. Louis

Charles C. Felchner, BSBA '48, Staunton, IL

Richard E. Goyer, Jr., BSBA '48, St. Louis

Gordon C. Hamilton, BSBA '48, St. Louis

Vernon R. Hoffman, BSBA '48, St. Louis

Ralph J. Layton, Sr., BSBA '48/MBA '50, St. Louis

Robert L. Lloyd, AB '40/BSBA '48, San Antonio

Harvey J. Oberman, BSBA '48, St. Louis

Russell C. Lehr, BSBA '49, St. Louis

Theodore R.P. Martin, BSBA '49, St. Louis

James C. Moloney, JD '48/BSBA '49/LLM '73, Barnhart, MO

Walter G. O'Guin, BSBA '49, St. Louis

Stanley M. Rosen, BSBA '49, Bingham Farms, MI

Morris S. Rosenthal, BSBA '49, St. Louis

Sidney A. Savan, BSBA '49, St. Louis

Lawrence A. Wallis, BSBA '49, St. Louis

Robert S. Wolff, BSBA '49, St. Louis

1950s

Kenneth A. Baker, BSBA '50, St. Louis

Robert L. Dunavant, BSBA '50, St. Louis

John L. Hayward, BSBA '50/JD '53, St. Louis

William G. Hyland, BSBA '50/JSD '87, Vienna, VA

David Klearman, BSBA '50, St. Louis

S. Lee Kling, BSBA '50, St. Louis

William L. Ottenad, BSBA '50, St. Louis

Michael Howard Riley, BSBA '50, St. Louis

Dr. Robert Henry Craft, BSBA '51, Kansas City, MO

Burton A. Librach, BSBA/JD '51, St. Louis

J. Bruce Waldt, BSBA '51, St. Louis

John Dengler, BSBA '52, St. Charles, MO

Jeremy G. Kurtz, BSBA '52, Fairmont, MN

Robert L. Baker, BSBA '53, Sabetha, KS

Lester A. Crancer, Jr., BSBA '53, St. Louis

Albert J. Kern, BSBA '53, Portland, OR

Mary (Foster) Weneker, BSBA '53, Worthington, OH

Myles K. Mandell, BSBA '54, Centerville, OH

Constantine G. Pulos, BSBA '54, St. Louis

Paul R. Potthoff, BSBA '55, Naples, FL

Julia (Boultinghouse) Backerman, BSBA '57, St. Louis

Robert L. Dunn, BSBA '58, Belleville, IL

David E. Ober, BSBA '59, Fort Worth, TX

Jeanne Withrow Quaid, BSBA '59, Metairie, LA

Lawrence J. Siegel, BSBA '59, St. Louis

1960s

Orville C. Young, MBA '60, Murfreesboro, TN

Lawrence S.L. Ching, BSBA '60/ MBA '61, Honolulu

Maido Kari, AB/MBA '61, Gaithersburg, MD

Donald Raymond Reeves, BSBA '61/MBA '67, Birmingham, AL

Ronald L. Rothman, BSBA '63/JD '66, St. Louis

Lennart N. Thunstrom, MBA '63, Osage Beach, MO

Joel J. Barr, MBA '67, Atlanta

Frank G. Pinckert, BSBA '67, St. Louis

Frank M. Cleary, BS '57/MBA '68, Beverly Hills, MI

Steve Fossett, MBA '68/DSc '06, Chicago

Robert C. O'Neill, MBA '68, Fredericksburg, VA

1970s

James O. Leathers, MBA '70, Blytheville, AR

Dr. Vasant Shah, MBA '70, Mumbai, India

Loren Leroy Lohman, MBA '76, St. Louis

Jay Michael Ring, BSBA '76, St. Louis

Robert Lester Mueller, MBA '78, Lewisburg, PA

Kenneth Mark Filcoff, BSEE '77/MBA '79, Castle Rock, CO

Mark Sherman O'Brien, AB '77/ MBA '80, St. Louis

1990s

Maj. Stuart Adam Wolfer, BSBA '93, Emmett, ID

Tatnall William Warner, PMBA '94/MIM '96, St. Louis

Jan Arthur Holzmann, EMBA '96, Lake St. Louis, MO

2000s

Monica (Harris) Espelien, EMBA '01, Pevely, MO

Kerry D. Heilman, MBA '05, Troy, IL

Derek Butler, EMBA-Shanghai '07, St. Louis

Steve Fossett

MBA '68, DSc '06, 1944 - 2007

A memorial service for adventurer, aviator, sailor and businessman Steve Fossett, MBA '68, DSc '06, was held in May at Graham Chapel on Washington University's Danforth Campus. On Sept. 3, 2007, Fossett's light plane vanished while he was flying over the Nevada desert, and he has since been declared legally dead. He was 63.

Fossett held world records in five sports but was best known as the first person to circumnavigate the world solo in a balloon. Washington University served as mission control for his historic 2002 flight. Fossett traveled 20,602 miles, at speeds up to 204 mph and heights reaching 34,700 feet.

He was fascinated by endurance sports. Fossett swam the English Channel, competed in Alaska's famed Iditarod Trail Sled Dog Race,



drove in the 24 Hours of Le Mans sports car race and finished the Ironman Triathlon® in Hawaii.

Fossett earned a bachelor's degree in economics from Stanford University, as well as an MBA from Olin Business School.

His ties to Washington University were strong. He was a member of the

University's Board of Trustees and Olin's National Council. Fossett was recognized with an Olin Distinguished Alumni Award in 1995 and an honorary Doctor of Science degree in 2006.

In 1997, he and his wife, Peggy, established the Fossett Distinguished Professorship of Marketing at Olin. In 2006, he also funded an undergraduate research fellowship program for

Arts & Sciences' Department of Earth and Planetary Sciences and was a major supporter of the Fossett Laboratory for Virtual Planetary Exploration.

"Steve Fossett was an amazing individual," says Chancellor Mark Wrighton. "Although he was considered one of the world's most accomplished adventurers, his focus was not strictly on breaking records. In addition to having a distinguished business career, he had a genuine interest in not only challenging himself — pushing the limits — but also encouraging others to do the same to make the world a better place."

Fossett's high energy and love of excitement extended to his career. A member of the New York Stock Exchange for 26 years, he founded and managed Lakota Trading and was president of Larkspur Securities.

He is survived by his wife (the former Peggy Viehland) and a brother and sister.

Make Time for Self-Transformation

You know the phrase “There are no problems, only solutions.” It can be true if you add self-transformation to your to-do list.

In the middle of a hectic workday, your co-worker asks you to sit in on a meeting for one of her projects. You could view the meeting as an interruption — you’re swamped, after all. Or, according to Karen Heise, you could consider it an occasion for self-transformation, a chance to hear about company innovations and strategies, be introduced to colleagues outside your department, and gain knowledge that enhances your professional tool set.

Heise, interim director of Olin’s Weston Career Center, defines self-transformation as positioning yourself to take advantage of opportunities. She says staying in control of your career is always important, as we all need to feel in control of our destiny.

“It’s easy to be a feather in the wind when there’s an updraft from a soaring economy,” Heise says. “However, letting the market determine your career course — unintentional transformation — rarely is an effective approach.”

Heise believes most people value self-transformation but don’t make or have the time to make it a priority. As a result, when they do stop to recalibrate, they don’t know where to start, what’s available or how to ask for opportunities.

She suggests making this resolution: “Every quarter, I’m going to do something that enriches my life and career.” Possibilities range from the safe and easy, like “reading sections of *The Wall Street Journal* you used to skip over,” to the uncomfortable and challenging, like volunteering for an assignment outside



“It’s easy to be a feather in the wind when there’s an updraft from a soaring economy. However, letting the market determine your career course — unintentional transformation — rarely is an effective approach.”

Karen Heise

Interim Director of Olin’s Weston Career Center

your area of expertise. Schedule time to review your progress at the end of the quarter, Heise says. Her suggested action plan includes the following:

1 Be intentional about your network.

Make new contacts, but don’t neglect current ones. “It takes longer to warm up cold connections,” Heise says.

2 Stay in touch with fellow Olin Business School alumni (the *Class Notes* in this magazine are a good place to start) and Olin faculty who have insight into research relevant to your field.

3 Keep current with trends in your industry, as well as important business issues like leadership, innovation and change management.

4 Create visibility for yourself within your organization.

Using her own career as an example, Heise lists admissions officers, Executive MBA students and marketing experts as valuable contacts who “make me better at my job by helping me understand the organization better.” She says the self-transformation journey changes at different stages of your career. Early on, you may be able to adopt a smorgasbord approach, exploring many areas and options for advancement.

By midcareer, you tend to specialize and seek more targeted opportunities. If you’re a seasoned employee, Heise warns, “It’s risky to have only one skill set that’s valued by your company. You need other abilities to fall back on should things change in your department, organization or industry.”

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

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- *Community and collaboration* — We are straightforward, welcoming, supportive people. Our interactions are the source of new insights, trust and a deep sense of belonging.
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