

OLIN BUSINESS

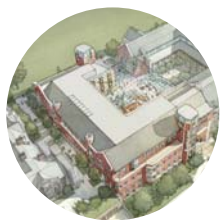
CREATE KNOWLEDGE. INSPIRE INDIVIDUALS. TRANSFORM BUSINESS.



NOT BUSINESS AS USUAL

ALUMNI CHALLENGE THE STATUS QUO

Contents



2

Building Olin for
the Next Century



10

Alumni Challenge
the Status Quo



22

Navigating the Brave New
World of Social Media



24

Startup Boom Has
Deep Roots at Olin

DEAN'S LETTER	1
NEWS	4
ALUMNI NEWS	16
BY THE NUMBERS	19
SEEN & HEARD	20
CLASS NOTES	28



Research That
Impacts Business

Olin Praxis pullout section
located on page 19.

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PHOTO BY RON KLEIN

Not Business as Usual

Being innovative, forward thinking, and proactive were part of Robert Brookings' vision for the university's new business school 95 years ago.

He was, after all, an entrepreneur who transformed the Cupples Woodenware Co. from a regional to a national concern and created the first regional depot-warehouse that revolutionized merchandise delivery along the railroads and rivers. As a successful businessman and a visionary change agent, he saw the need for a school to research and promote best business practices in the St. Louis region and beyond. Settling for business as usual was not an option for him.

I like to think Mr. Brookings would be pleased with the way his vision has evolved. Nearly a century on, Olin is one of the top business schools in the world, where faculty and students are challenged to think critically and globally to solve today's complex management issues. And our partnership with another Brookings legacy, the Brookings Institution in Washington, DC, is helping to inspire and transform the business of governance through executive education for federal employees.

Mr. Brookings would be delighted with our thriving entrepreneurship curriculum. MBA students have a new option to concentrate in entrepreneurship, and all students from across the university can pursue a minor in the discipline. We're also partnering with the Brown School to offer courses in social entrepreneurship. Students launch dozens of new companies each year

that challenge the notion of business as usual. They hone their business plans in courses such as The Hatchery or competitions such as the Olin Cup. Check out the variety of innovative Olin startups profiled on page 24.

Our alumni, too, follow in the footsteps of Mr. Brookings. Never satisfied with the status quo, they are change agents for the 21st century. From biotech to building a library in sub-Saharan Africa, these Olin graduates don't practice business as usual. Six alumni share their inspiring work beginning on page 10.

Without the original foresight and philanthropic generosity of Robert Brookings, Washington University would not be the internationally respected research institution it is today. Joanne and Chuck Knight and Carol and George Bauer carry on that tradition by leading the way with their generous gifts so that we may continue to strengthen Olin for its second century.

We are all part of this proud tradition that is Olin. We owe it to our founders as well as generations of alums and friends since our beginning to always strive for excellence and integrity in all we do and never settle for business as usual.

Mahendra Gupta

Dean and Geraldine J. & Robert L. Virgil
Professor of Accounting & Management
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BUILDING OLIN FOR THE NEXT CENTURY

Olin launched a major expansion project on May 7, 2012, with the official groundbreaking ceremony for Knight Hall and Bauer Hall. When complete in the spring of 2014, the facilities will nearly double the business school's footprint on the Danforth Campus.

The \$90 million project includes two innovative buildings, united by a soaring glass atrium totaling 175,000 square feet. Lead gifts totaling \$25 million from two of Washington University's most dedicated benefactors—\$15 million from Charles F. and Joanne Knight, and \$10 million from George and Carol Bauer through the Bauer Foundation—provided the capital foundation for building Olin's second century of top-ranked business education.

Located directly across Mudd Field from Simon Hall and adjacent to The Charles F. Knight Executive Education & Conference Center, the new ensemble of buildings will provide much-needed classroom, office, and meeting room space for the entire Olin community.

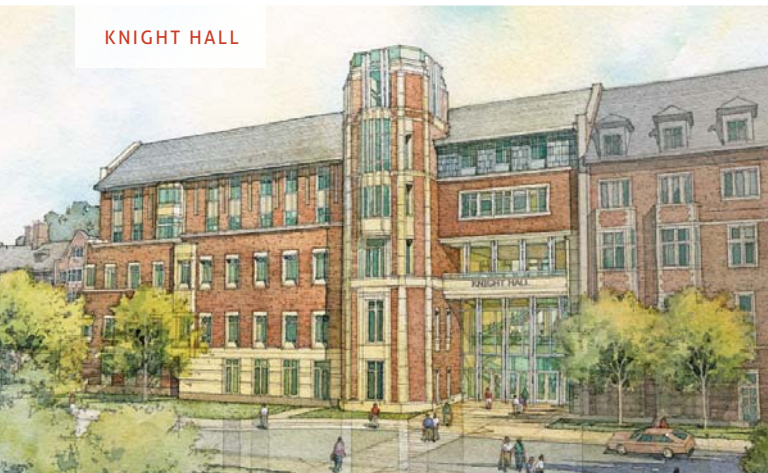
An amphitheater-styled Forum will be at the center of the five-story complex and accommodate gatherings from small and informal to all-school events. The new buildings will also include:

- 300-seat Emerson Auditorium
- 120-seat café in the Atrium
- Expanded Weston Career Center facilities for recruiters, advisors, and students
- 2,800 sq. ft. Active Learning Lab
- 75 faculty offices
- 18 group study rooms
- 11 classrooms



Registered with
certification goal of
LEED-NC v2009 GOLD

KNIGHT HALL



BAUER HALL





TAKE AN ONLINE TOUR

Take an animated video tour of the new buildings, watch live streaming webcams from the construction site, and keep track of the progress online as we build toward Olin's second century by visiting our new website buildolin.wustl.edu.

KNIGHTS AND BAUERS HONORED

The Knights and the Bauers received the Dean's Medal this year for their significant dedication and service to Olin. Dean Mahendra Gupta presented the award at the Distinguished Alumni Dinner in April.

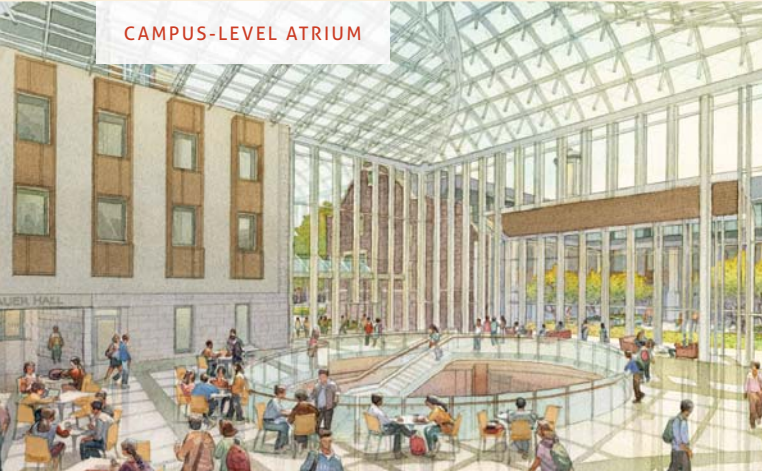
"The Dean's Medal is awarded to special friends whose dedication and service to Olin Business School have been exceptional. By providing wise advice, pursuing high objectives, as well as inspiring the enthusiasm and support of many others, these friends have made significant differences to the school. Special friends of this caliber greatly enhance the school's progress."

TOP RIGHT: Chancellor Mark Wrigton, Stephen Brauer, chairman of the Board of Trustees, and Dean Mahendra Gupta dig in with Joanne and Chuck Knight at the May Groundbreaking ceremony.

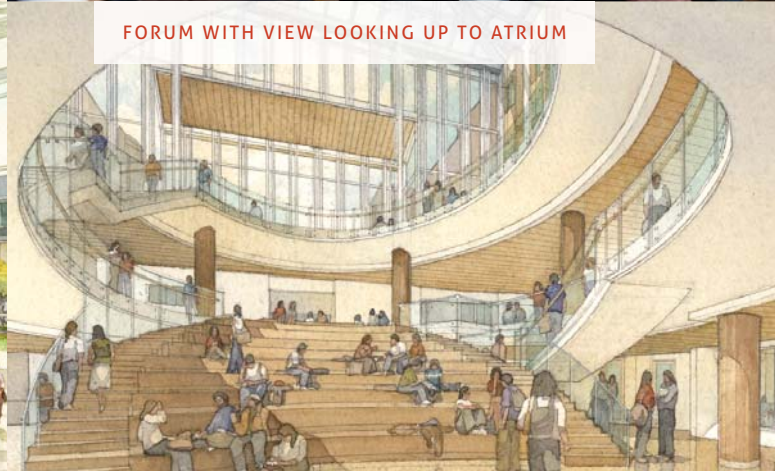
RIGHT: Carol and George Bauer admire the artist's rendering of Bauer Hall presented to them at the Groundbreaking festivities.



CAMPUS-LEVEL ATRIUM



FORUM WITH VIEW LOOKING UP TO ATRIUM



Trailblazing for Community and Charity

Six months, one week, and 2,180 miles after leaving the Appalachian trailhead in Springer Mountain, Georgia, **Michael McLaughlin, MBA '14**, arrived at trail's end: Mt. Katahdin in Maine.

"It's not about one guy hiking. It's about a community coming together to help these underprivileged kids and make sure they have a good life for themselves."

MICHAEL McLAUGHLIN

McLaughlin set out to thru-hike the Appalachian Trail and the Ozark Trail in Missouri back-to-back, as part of a personal goal to help children who, like him, have been the victims of physical and emotional abuse.

McLaughlin and classmate Brooke James discovered a common passion for community service and created Hike4Kids, an organization to raise awareness and funds to improve the plight of neglected and abused children in St. Louis and in Africa.



James, who is legally blind, worked in the Peace Corps and remains dedicated to a school for blind children she helped found in Cameroon.

Funds raised through Hike4Kids will support the school and the Family Resource Center in St. Louis. The MBA Class of 2013 has rallied around the cause by holding t-shirt sales and a charity basketball game, and many classmates pledged to donate 1% of their summer internship salaries to Hike4Kids.

hike4kids.com



ABOVE: Brooke James, MBA '13, with one of the students at the school for the blind she helped build in Mokolo, Cameroon. She says blind people are generally treated as marginalized outcasts in the community and left to roam the streets as beggars. But thanks to the school's achievements, attitudes are beginning to change.



10% Increase in Women MBAs

The number of women enrolled in Olin's MBA program jumped from 24% last year to 34% this fall, one of the highest percentages in school history.*

Members of the MBA Class of 2013 worked closely with the admissions team to boost female recruitment. Women leaders in the Class of 2013 also have reinvigorated and re-named their student organization. The new

Olin Women in Business (OWIB) board, under the leadership of **Zoe Hillenmeyer, MBA '13**, is launching several new initiatives:

- Women at the Table (WATT), an inter-generational mentoring and networking series of meetings
- Résumé and career coaching that targets women
- Speakers series featuring alumnae in leadership positions

- Cross-gender orientation program with training similar to the cross-cultural sessions conducted with international students

To learn more about OWIB events or to contact board members, visit their website: olinwustl.campusgroups.com/owib/about/

**Women made up 35.5% of the full-time 2010–2011 classes entering the top 10 MBA programs in the U.S. according to Bloomberg Businessweek.*

Student-Athletes Score

THE ORIGINAL
HARLEM
GLOBETROTTERS



A month after graduation, the world-famous Harlem Globetrotters drafted Dylan Richter, BSBA '12.

"I was definitely shocked when I heard I was drafted," Richter told Bear Sports. "Even though I interned with them during the second semester of school last year, it's not something we talked about."

Two weeks after the draft, the Globetrotters made Richter another offer: the position of digital marketing director. With a major in marketing and a minor in psychology, Richter accepted. "After finishing the season this past year, my only goal was to stay involved in basketball in some capacity," he said.

During his career with the Washington University Bears basketball team, Richter scored more than a 1,000 points. He earned the 2012 University Athletic Association (UAA) Player of the Year—only the ninth player in school history to do so.



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Adam Putterman, BSBA '13, majoring in economics and strategy and organizational behavior, enters his senior season ranked seventh in school history in singles wins (66) and ninth in overall victories (111).



Hannah Buck, BSBA '13, majoring in marketing, enters her senior season ranked first in school history in scoring average (79.16) and wins (nine). Last season, she ranked third in the region and 12th in Division III with a 77.29 scoring average.



Zane Turpin, BSBA '15, majoring in business administration, broke the 1,000 freestyle school record during his All-America swim in the 1,650 freestyle at the 2012 NCAA Championships.



Time Out from Global Studies

Undergrads on the London internship program were treated to a tour and soccer match at Manchester United's Old Trafford stadium. Avram Glazer, BSBA '82, co-chairman of the team franchise, invited the students, and the football club's COO Michael Bolingbroke (pictured) was their host. New study abroad programs

launching this year include: internship semesters in New York and Sao Paulo, Asian Capital Markets Study Tour to Hong Kong, Israel Summer Business Academy, and the return of the Luxury Goods European Tour. New programs in Singapore, Sydney, and Israel will be offered again due to their success and popularity in 2011–2012.



In the Media



The Trillion-Dollar R&D Fix

May 2012

"A new metric for R&D productivity—which I call RQ, short for research quotient—allows

you to estimate the effectiveness of your R&D investment relative to the competition and to see how changes in your R&D expenditure affect the bottom line and, most important, your company's market value."

Article by **Anne Marie Knott**, professor of strategy, was also translated and published in *HBR China* June edition.

TIME

The Real Reason Women Don't Help Other Women at Work

May 11, 2012

"When you're one of just a small handful of women in a working environment, the study shows, you're more likely to be compared with other women. One of you is the 'good one,' one of you is the 'bad one,' so to speak. And while you'd think that'd be incentive enough to create a female community in the workplace, Duguid found that few women want to be the first to take the plunge."

Read more about this research by **Michelle Duguid**, assistant professor of organizational behavior, in *Olin Praxis* pullout section on page 19.



Read the latest Olin News and find links to these *Olin in the Media* stories at olin.wustl.edu/news

Bloomberg Businessweek

Skirting the Issues: Evidence of Gender Bias in IPO Prospectus Evaluations

May 11, 2012

"The researchers concluded that there's an apparent reluctance to invest in IPOs headed by females even though nearly half of all privately held businesses are either owned or led by women."

New research by **Judi McLean Parks**, Reuben C. & Anne Carpenter Taylor Professor of Organizational Behavior, and co-authors, finds gender bias in the investment sector.



Psychology of Fraud: Why Good People Do Bad Things

May 1, 2012

"Somewhere between 20 percent and 50 percent of cars that should fail [emissions tests] are passed—are illicitly passed.... And most people don't see the harm in this," says Pierce. "That is the problem."

Lamar Pierce, associate professor of strategy, shares findings from his research about unethical behavior. See more of his research in *Olin Praxis* pullout section on page 19.



Israel's Startup Nation

Jan. 15, 2012



"A lot of people think the business world is heartless, it's only after the money. But meeting with venture capital firms here in Israel [Pitango and Gemini] showed me it's about ideas, it's about people-to-people and passion."

Missi Jacobson, MSW '12, student in Olin's Venture Consulting Course, interviewed during a class tour of Israel on IDC-Herzliya's radio program.

TORONTO STAR

Facebook Stock Price Could Drop with IPO Lock-Up

Feb. 24, 2012

"The hypothesis is that the top [Facebook] management will sell stock as soon as they can, which will be at the end of their lock-up period and with this massive selling the share price will drop. Of course, this is all a hypothesis," Poteat said."

MS Finance '12 grads **Borge Klungerbo**, **Sam Poteat** and **Jonathan Woo** wrote a prescient research paper that won first prize in the Indian Institute of Management–Ahmedabad competition.

BUSINESS NEWS DAILY

Got a Business Idea? Good, Now Get Out of the Way

June 8, 2012

"When you feel an idea is yours, you are very selective about adopting others' suggestions for change," said **Markus Baer**, an associate professor of organizational behavior at Olin Business School at Washington University. "While you may not mind others adding to your idea, when they take things away from it, you get very upset."

Olin's Thinking Honored

Critical Thinking@Olin—

a unique approach to identifying and solving problems introduced to students during orientation and used throughout the curriculum—has received the inaugural Innovator Award from the MBA Roundtable. The award was created to recognize and promote innovative curricular initiatives in MBA education and to acknowledge the institutions that are driving change in the field. Professor Jackson Nickerson, who has been instrumental in the development of Critical Thinking@Olin, has hosted two webinars on the initiative for peer institutions.



Seen in Simon Hall



New custom-made wallpaper and displays in Simon Hall welcomed back students in September with updates on the new OlinCareers website (olincareers.wustl.edu), the new Olin blog, and construction of Knight Hall and Bauer Hall. New photos of life at Olin have also been installed throughout Simon Hall.

New Faculty



LINDA BUHR
Adjunct Lecturer in Communications

PhD, Education, 1997, Saint Louis University

Linda Buhr joins Olin with both domestic and international work experience, including working with the 2000 Sydney Olympic Committee. Previously, she was an assistant professor of business administration at Fontbonne University.



JARED JENNINGS
Assistant Professor of Accounting

PhD, Accounting, 2012, University of Washington

Jared Jennings joins the accounting area of Olin after working as a teaching assistant at Foster School of Business at the University of Washington. Prior to that, he was a senior audit associate at Deloitte & Touche LLP. His research interests include litigation, regulation, and financial reporting.



THOMAS MAURER
Assistant Professor of Finance

PhD, Finance, 2012, The London School of Economics

Previously, Thomas Maurer was a graduate teaching assistant at The London School of Economics. His research interests include asset pricing, optimal portfolio choice, long run-risk, demographic change and uncertainty in finance, and learning in financial markets.



ELIZABETH PETRE
Postdoctoral Lecturer in Communications

PhD, Speech Communication, 2011, Southern Illinois University–Carbondale

Prior to joining Olin, Elizabeth Petre was on the faculty of Bloomsburg University of Pennsylvania in the Department of Communication Studies. Her courses at Olin will promote effective writing, presentation, and critical-thinking skills to assist students in their personal and professional lives.



JAMES SAWHILL
Visiting Assistant Professor of Marketing

PhD, Marketing, 2010, University of California, Berkeley

James Sawhill was previously on the faculty at Rutgers Business School in the supply chain management and marketing science department. His research interests include marketing and public policy, behavioral economics, social networking, and mobile device marketing.



NGOC-KHANH TRAN
Assistant Professor of Finance

PhD, Financial Economics, 2012, Massachusetts Institute of Technology

PhD, Physics, 2005, University of Virginia

Ngoc-Khanh Tran comes to Olin from the Sloan School of Management at the Massachusetts Institute of Technology, where he was a teaching assistant in the finance group. His research interests include asset pricing, international finance, and investments.

Toasting 10 Years in Shanghai

Two days of festivities marked the 10th anniversary of Washington University’s Executive MBA program with Fudan University in China. From left to right: Chancellor Mark Wrighton, Fudan School of Management Dean Xiongwen LU, Dean Gupta, Professor Jim Little, and Julia LI, co-director of the Washington University-Fudan EMBA program congratulated the graduates and hundreds of alumni who attended.



Women’s Leadership Forum Debuts

A new executive education program designed by and created for businesswomen who want to hone their leadership skills earned high marks from its first participants and will be offered again beginning in November.

The Women’s Leadership Forum Certificate Program features guest speakers and Washington University faculty in a lecture and discussion format that takes a deep dive into topics such as negotiation strategies, managing conflict, building alliances, and power and politics in the workplace.

For more information on executive education at Olin, go to olin.wustl.edu/executiveeducation

Can You Whistle the Wash U Alma Mater?



You’re not alone. Most students only hear the song, composed in 1908 and set to a traditional German tune, at Freshman Convocation and Commencement.

Thanks to an Olin student with a passion for electronic music, Graham Chapel’s bell tower is now chiming the university’s Alma Mater weekdays at noon.

“I didn’t even know we had an Alma Mater song, so it was definitely cool to learn and record it,” says **Michael Feinstein, BSBA ’13**, who was recruited to create an electronic version of the music.

Michael Byrne, A&S ’15, initiated the project to promote the tune.

“The chapel doesn’t have real bells,” explains Feinstein, who is majoring in healthcare management. “I initially produced a much more elaborate version, but the school wanted it to sound like a traditional carillon. So, I found a sampled bell sound that I had in my library to finish it off.”

If you can’t make it to campus to hear the Graham Chapel chimes, listen to his versions of the Alma Mater on his website: **tunedlogic.com**

*Dear Alma Mater, thy name is sweet to me
Our hearts are all for thee, fair Washington
Thy halls shall honored be throughout this great country
For all eternity, our Washington
Those days of youth which all of us spent with thee
Form a dear history, fair Washington
Could they renewed be, we’d live our days with thee
For all eternity, our Washington*



Feinstein, a native of Villanova, Pennsylvania, was a second-year intern at a mid-sized pharmacy benefits manager in Philadelphia this past summer. “Music is more of a passion than a hobby for me,” he says.

Is Innovative Government an Oxymoron?



Q&A with Darrell M. West, vice president and director of Governance Studies and founding director of the Center for Technology Innovation at the Brookings Institution.

Q: *Are there lessons in successful innovation from the business world that government bureaucrats should study?*

WEST: Business has used information technology to improve productivity and get more efficient. The public sector needs to learn what private sector solutions can work in government and move quickly to adopt those innovations. This includes improvements in communication, collaboration, and decision-making. We need to bring the government into the 21st century.

Q: *Can you provide some examples where smart applications of technology are making government more attuned to citizens and responsive to real-time situations?*

WEST: Government agencies such as the Transportation Safety Administration are using blogs and social media to learn about citizen complaints and figure out where its officers need to do a better job. This agency compares complaints at various airports to determine where there are the greatest problems and what they need to address to improve the traveler's experience.

Q: *Does the application of technology at a government level come down to individual bureaucrats' ability to lead and act as entrepreneurs?*

WEST: Administrators need to become more entrepreneurial and think about ways they can change information and organizational processes to improve service delivery. Government leaders need to work with mid-level bureaucrats to figure out where the choke-holds are on decision making and the best ways to break those logjams.



West is the author or co-author of 18 books, including *The Next Wave: Using Digital Technology to Further Social and Political Innovation*.

\$4 Million to Endow the Center for Finance & Accounting Research

WELLS FARGO

ADVISORS

A new gift of \$5,350,000 from Wells Fargo Advisors to Washington University will support initiatives that are designed to enhance and strengthen teaching and research, to apply new knowledge for positive societal change, and to create pathways for the exchange of ideas between business and academia. Olin and the Brown School of Social Work are the primary beneficiaries.

The new gift will fund three programs at Olin:

- **\$4 million** to endow the Center for Finance & Accounting Research. Renamed the **Wells Fargo Advisors Center for Finance & Accounting Research (WFA-CFAR)**, its main function is to serve as the coordinating body for all research, teaching, and hands-on business experience in the areas of finance and accounting.
- **\$300,000** to support the **Wells Fargo Entrepreneurship Internship program** for undergraduate business school students. This gift renews the program for the next three years and is in addition to more than \$650,000 the company has recently provided the university to support entrepreneurship scholarships at Olin and other programs across the university.
- **\$300,000** to fund the **United Way Board Fellows program** and to extend the program over the next three years. The United Way/Olin partnership allows MBA students to serve a rotation on a United Way member agency's board of directors.

In acknowledging the gift, Chancellor Mark S. Wrighton noted that Wells Fargo Advisors has made significant commitments to the university since 2009, shortly after the firm began operations in St. Louis. Wrighton credits Daniel J. Ludeman, president and chief executive officer of Wells Fargo Advisors, for reaching out to Washington University. Ludeman was elected to WUSTL's Board of Trustees in 2010 and serves on the board's asset management committee as well as the university finance committee.

B

Olin leads the management of **BROOKINGS EXECUTIVE EDUCATION (BEE)** in Washington, DC, which offers premier courses on critical global issues, U.S. policy-making, and leadership for government and corporate leaders. BEE courses are now available for customized on-site sessions beyond the nation's capital. Visit brookings.edu/execed for more information.

Alumni challenge the status quo

BE THE CHANGE YOU WISH TO SEE IN THE WORLD



From bumper stickers to dorm room posters, those 10 familiar words, attributed to M.K. Gandhi, may be a cliché to some. To others, they are a mantra, an inspiration, and a definition of leadership. The Olin alumni profiled on the next few pages were driven by career, personal history, and passion to be that change.

Of the six alumni you are about to meet, two are at the very beginning of their careers as change agents. The others are at various stages ranging from six to 25 years out of graduate school. They work in very different fields—from education (building the first library in an African village) to environmental sustainability (converting AT&T's worldwide fleet to alternative fuel vehicles), but they share the same goal: *creating and inspiring change for a better world.*

Are you a change agent? Share your story on Facebook or via email: olinbusiness.wustl.edu.

By Shera Dalin

CHANGE AGENTS:

Yao Amekor & John Rogers

Amekor Foundation

WORK: Yao Amekor, a native of Bakpa-Avedo, Ghana, and his former Olin classmate John Rogers, a native of Tupelo, Mississippi, founded Amekor Foundation in 2010 to improve the education system in Ghana. This year, Amekor resigned as plant accounting manager for Procter & Gamble in St. Louis to return to Ghana to build a library in his village. Growing up without running water, electricity, or a decent school, Amekor knows firsthand the struggles of his fellow Ghanians. He vowed to build the library to help educate poor rural children in Bakpa-Avedo.

"I believe it is deplorable that of the countless students who have passed through my school since its establishment in 1969, I remain the single most successful student."



PHOTO BY JAY FRAM



LEFT: Rogers (far left) and Amekor (far right) pause with fellow workers on the construction site of their library in Ghana.

Clearly, this is a disaster of great magnitude. My prayer and hard work is geared toward improving the fortunes of the school so that the lives of so many students can be transformed even better than my life," Amekor says.

Rogers was inspired by Amekor's dream. After graduating from Olin, Rogers did a stint at a nonprofit in Cambodia, then returned to St. Louis to help found Amekor's foundation. "In that one decision I bet everything I had that Yao and I could do more together than either of us could working for someone else," Rogers says.

IMPACT: Together, they have raised \$20,000 to establish the Amekor Foundation, brought in teachers to help the understaffed schools, and started building the library this summer. They are raising an additional \$40,000 over the next year to complete the library. It will be used by an estimated 2,000 children throughout the region, which Amekor believes has no other library. It will also be a free, lighted place to study in a village without electricity. "This library will be an awesome resource for the entire Avedo area. Our plan is to staff the library with tutors who'll help students in basic literacy while providing tutoring help for students after school. This library will be the engine of the transformation machine we are building at Bakpa-Avedo," Amekor says. His work has already inspired entrepreneurs in another village to raise funds for their own library.

WHAT PEOPLE SAY:

"Yao and John are amazing young people, and I believe they will change Ghana during their lifetime. As recipients of an MBA from Washington University, they are already making their mark," says Amekor's mentor Carl Trautman, SCORE counselor and Amekor board member.

"But suddenly, I realized those same passions combined with my education from Olin made the idea of starting my own business in a different continent achievable."

John Rogers

OLIN INSPIRATION:

"The greatest gift I received from Olin came from the culmination of my work in The Hatchery course taught through the Skandalaris Center for Entrepreneurial Studies," Rogers says. "I entered Olin planning to return to work in the nonprofit sector. But suddenly, I realized those same passions combined with my education from Olin made the idea of starting my own business on a different continent achievable."

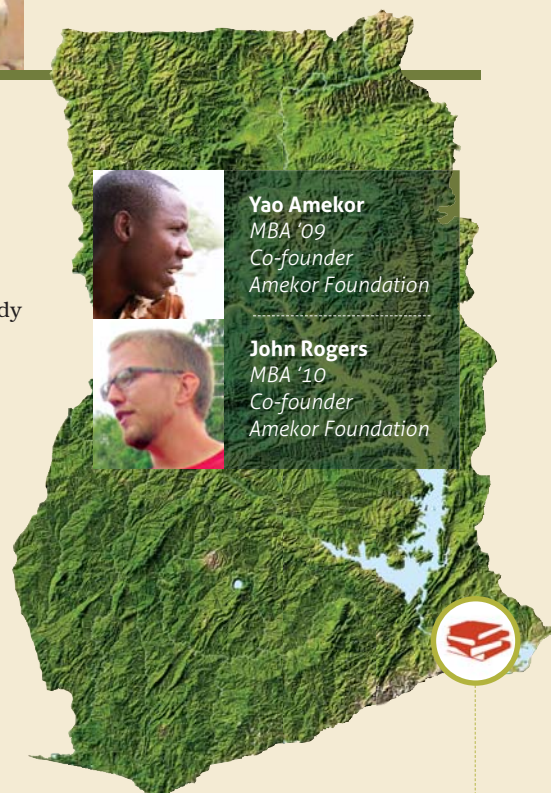
Rogers and Amekor also applied their Olin knowledge to the launch of Intongu Ltd., a haulage, importing, and construction supply business in Ghana that supports their living expenses and the foundation. Intongu has been successful, and is helping to build roads, hospitals, and other infrastructure in Ghana.



Yao Amekor
MBA '09
Co-founder
Amekor Foundation



John Rogers
MBA '10
Co-founder
Amekor Foundation



LOCATION: AVEDO
Tribal region in Ghana

"Creating knowledge, inspiring individuals, transforming business is ingrained in my mind as an Olin alumnus," Amekor says. "The nurturing I accessed at Olin has unleashed these attributes in me." ▲



CHANGE AGENT:

Katie Jacobsmeier Dugan

MBA '06
Associate Director, Global Fleet
Operations, AT&T



PHOTO BY JAY FRAM

WORK: Dugan manages AT&T's initiative to deploy 15,000 alternative fuel vehicles in its fleet by 2018. That includes about 7,000 hybrid electric vehicles and up to 8,000 compressed natural gas vehicles, or CNGs. Under her leadership for the past four years, the program is on track to meet its goal. Dugan's colossal undertaking has attracted national attention and led to a meeting with President Barack Obama to discuss her innovative program.

IMPACT: Converting a substantial portion of AT&T's 70,300-vehicle fleet, one of the largest in the nation, to cleaner-burning fuels can reduce carbon emissions by up to 25 percent for CNG vehicles alone. According to the Center for Automotive Research, the initiative will have a tremendously beneficial impact on the environment. During the first decade of AT&T's plan, it will:

- reduce greenhouse gas emissions by 211,000 metric tons
- eliminate the purchase and consumption of 49 million gallons of gasoline/diesel

If you do the math, that's equivalent to removing 38,600 vehicles from the road per year.

"Every day, I have an opportunity to make a difference."

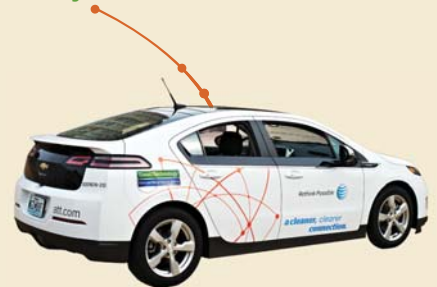
Dugan's efforts also help the company and the United States rely less on oil imports, strengthen the U.S. natural gas industry, and set the standard for others to follow. Next, Dugan has her eye on hydrogen fuel cell vehicles.

"It's easy to see that there is a wealth of opportunity to adapt from business as usual to new ways of operating that truly allow us to become part of the solution in encouraging a cleaner future," she says.

Green Technology

Natural Gas Low Emission Vehicle

Dugan has added **1,600** hybrid electric vehicles like this Chevy Volt to the AT&T fleet.



WHAT PEOPLE SAY: "Katie's focused leadership, innovation, and collaboration skills have allowed her to catapult the company's Alternative Fuel Vehicle (AFV) program from obscurity to being recognized as one of the best fleet sustainability programs in the nation. She's been so successful with elevating the company's AFV program to one of the best in the industry," says Jerome Webber, vice president of global fleet operations for AT&T.

OLIN INSPIRATION: "Social responsibility is in my blood, and Olin offered me the opportunity to develop an acumen that enhanced my business skills while providing a bridge between my past (as an AmeriCorps teacher) and future. I was truly able to connect what I was learning in the classroom to my previous experiences and guide my job search to service-oriented companies where people and communities would be central to my work," Dugan says. "I love my job. Every day, I have an opportunity to make a difference." ▲



AT&T committed \$565 million to its alternative-fuel vehicle program from 2009–2018.

What's next? Dugan has her eye on hydrogen fuel cell-powered vehicles like this Nissan Terra prototype unveiled at the 2012 Paris motor show.



CHANGE AGENT:

Ken Allman

EMBA '09

Founder and CEO

PracticeLink Ltd. and Mountainplex Properties

WORK:

While working as a physician recruiter, Allman started the nation's first online physician job board from his apartment in St. Louis in 1987. That was before most people had heard of the Internet. When the web went mainstream, Allman morphed his job board into the Match.com of the medical community. Today, 20,000 physicians and medical specialists use the PracticeLink.com site to connect with some 5,000 hospitals. And Allman continues to innovate. As an early technology adopter, he began posting videos on PracticeLink for hospitals and clinics seeking physicians as many as 10 years ago—well before the YouTube revolution.

"Since the beginning, [PracticeLink] has been easy to work with, and changes come regularly to keep up with the available technology," says Donna Loy, staffing development director, St. Joseph Medical Center in Reading, Pennsylvania.

IMPACT:

PracticeLink is the dominant player in online physician recruitment, bringing the industry into the Internet age and publishing a national 80,000-circulation magazine on the topic. But its impact in Allman's native Hinton, West Virginia, population 3,000, is perhaps more visible. The 130-year-old former railroad town welcomed PracticeLink's headquarters and the 40 jobs it created. But other businesses Allman started have truly transformed the town.

"What starts out to be a little change can make a big difference."



A vintage postcard from Allman's hometown, Hinton, West Virginia

Allman and his team have renovated 10 buildings over two and half blocks, including a gut rehab of a historic movie theater that is now a conference center during the week and a cinema on the weekend, a historic home converted into an executive suite bed-and-breakfast, a century-old hotel, a gourmet bistro/gift shop, and an AM radio station. Encouraged by the development, entrepreneurs, musicians, and artists are hanging out their shingles in downtown Hinton.

"The success of PracticeLink has enabled us to spark renewed hope that a 100-year-old railroad town can reinvent itself," Allman says. "What starts out to be a little change can make a big difference."

WHAT PEOPLE SAY:

"Hinton was beginning to deteriorate rapidly once the railroad moved out," Summers County Chamber of Commerce president Mary Haley recalls. "We lost all of our family shopping areas, and the storefronts were becoming empty. But Ken sparked a revival of downtown by renovating basically two blocks. Now we have a much more active downtown. Ken is the spark plug."

OLIN INSPIRATION:

"One of the biggest benefits of the Executive MBA program was that it really helped me understand working with and collaborating with other people," Allman says. "That whole dynamic was extremely instrumental in my life and has made a significant impact in how I am able to accomplish these things." ▲

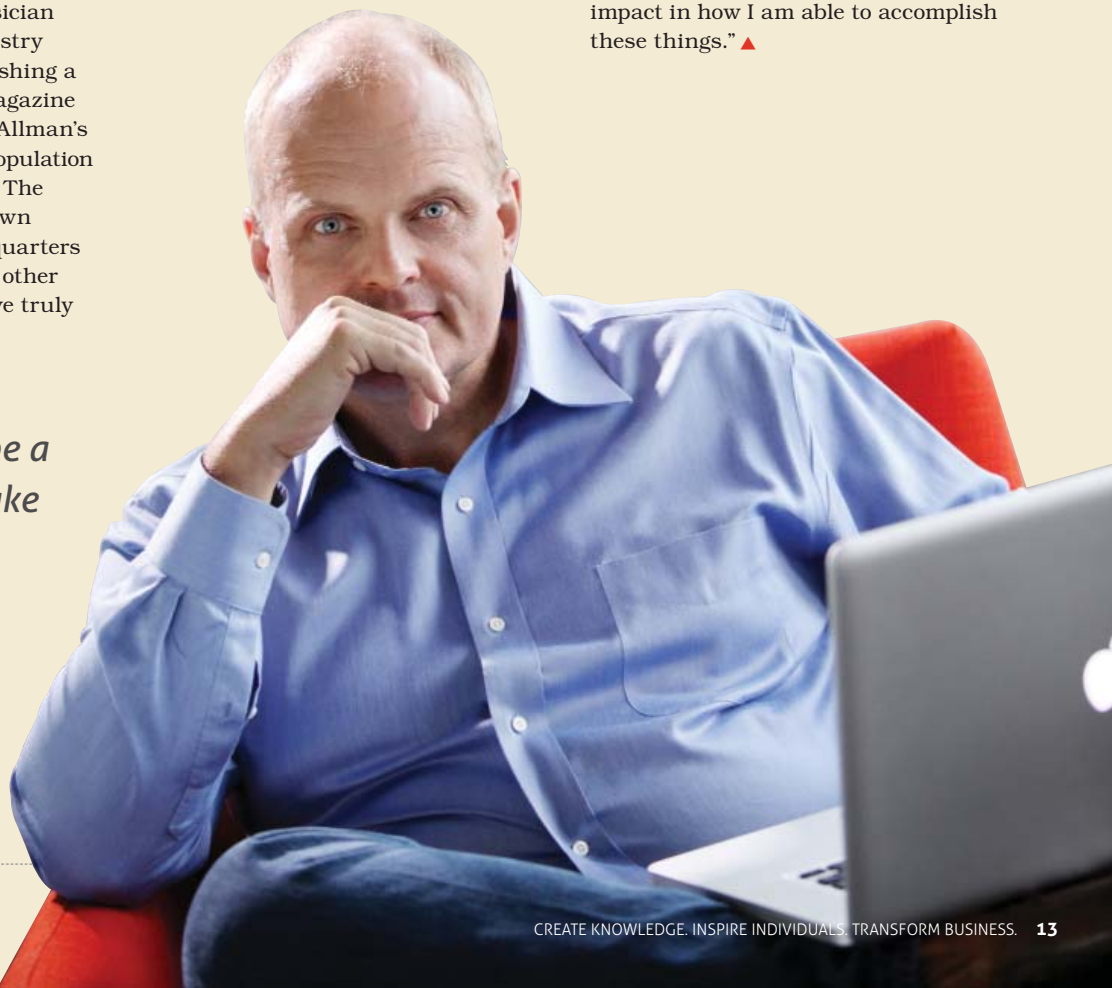


PHOTO:
2011 GEOFF STORY/TOKY
BRANDING + DESIGN

CHANGE AGENT:

Vicki Gonzalez

MBA '90
Founding Member, Managing Partner
Nidus Partners



PHOTO BY JAY FRAM

WORK:

Nidus Partners, conceptualized and co-founded by Gonzalez, searches for cutting-edge technology nationwide. It creates companies around the most promising innovations, then manages the startups to commercialize or license the technology. The for-profit is a unique model nationally because it invests up to \$200,000 in the startups from funds contributed by supporting larger companies, such as Monsanto and Bunge North America. In return, the supporting firms get detailed information about technology that could help or affect their own business.

IMPACT:

Under the leadership of Gonzalez, Nidus has created seven companies with technologies ranging from the next-generation lithium battery cathode to one that converts sulfur dioxide into natural gas. Gonzalez is a former engineer with DuPont and Monsanto who led a management buyout of her

division from Monsanto. She tapped her entrepreneurial history for special insight in forming this unique partnership of researchers, corporate funders, and fellow entrepreneur team members. In just two years, Nidus has attracted 10 entrepreneurs in residence to its center, has raised nearly \$2 million in capital and grants, and is helping to train a cadre of community college graduates to work in biotechnology.

WHAT PEOPLE SAY:

"This is a really novel approach. It's a combination of going to the corporations for funding and engaging their technology leadership and helping to vet and de-risk those technologies. It's a remarkable process. What Vicki is doing is creating a whole new corps of entrepreneurs," says Tom Melzer, former president of the Federal Reserve Bank of St. Louis and managing partner of RiverVest Venture Partners.

"It's all about what motivates a person, what the politics of an organization are, and how you get alignment."

OLIN INSPIRATION:

"What impacted me the most was the organizational development classes I took, especially with Professor [emeritus, Nicholas] Baloff. It's because everything we do at Nidus is about people, whether it's our corporate partners, entrepreneurs, my two business partners, or university relationships. It's all about what motivates a person, what the politics of an organization are, and how you get alignment," Gonzalez says. ▲



Gonzalez posed among the corn experiments in the Plant Growth Facility at the Donald Danforth Plant Science Center located next door to Nidus' office. She's currently working with a new company that proposes converting the entire corn plant—from stem to tassel—into biofuel. The Jack C. Taylor Greenhouse, pictured here, is one of 28 at the Center.

CHANGE AGENT:

Peter Aranda

MBA & MIM '87
Executive Director, CEO
The Consortium for Graduate
Study in Management

“Every morning when I get up and come to work, I’m doing something good.”

WORK: In 2003, after many years in the corporate and education worlds, Aranda was named head of the organization that launched his own business career. The Consortium, founded by Washington University Professor Sterling Schoen at the height of the civil rights movement, provides merit-based full-tuition scholarships for minority students seeking MBAs at 17 top-ranked universities. Aranda, who became a Consortium fellow in 1985 and went on to work at Andersen Consulting and to form his own entertainment consulting firm, has dramatically expanded the number of minority MBA students who receive scholarships through The Consortium. Funding comes from 90 corporate partners who also actively recruit and hire the MBA graduates. “Every morning when I get up and come to work, I’m doing something good,” he notes.

IMPACT: Aranda has doubled the number of Consortium fellows to nearly 400 annually and the organization’s support to \$25 million a year—strong accomplishments during the Great Recession. The end result is that The Consortium is helping a record number of African Americans, Hispanics, Native Americans, and women earn MBAs and diversify the ranks of American business managers. Diverse management, in turn, will help U.S. companies broaden their employee rolls to reflect minority percentages in the general population. On a personal level, Aranda hopes increased diversity and inclusion in the workplace will eventually eliminate the type of race-based insults he endured as a young man of mixed ethnic heritage.



“My fondest hope is that we reach our mission and we are no longer needed,” Aranda says.

WHAT PEOPLE SAY: “Sometimes Peter is a little before his time. Changes in attitudes among the schools and corporate partners eventually catch up. Then his ‘old ideas’ become new and exciting plans for the future. His calm, steady style and his insatiable thirst for learning and growing make him an outstanding visionary for diversity and inclusiveness in higher education and the American corporate world,” says Phil Miller,

assistant dean at the Wisconsin School of Business at the University of Wisconsin–Madison.

OLIN INSPIRATION: “Everything I learned at Olin, I use. It was a great MBA program, and the core curriculum and process orientation were incredibly helpful. The ability to network is something I still use today,” Aranda says. ▲

MEMO from Alumni Board President



Andrew J. Srenco
BS Engineering/MBA '97
President, Olin Alumni Board 2012-2013

CHANGE. Why is it important?

If we are not modifying our path, moving forward, and evolving with the times, then we are destined to be mediocre if not non-existent.

I see this in my business, Priority Plastics, a manufacturer of plastic containers. If we don't keep up with the times, then we will not be successful. Our competition will pass us by. The path is not easy, and it is not always clear. If success were easy, then there would be many more successful companies than there are today.

When I think of positive change, I think of Washington University. I graduated in 1997 from a 3-2 Engineering and MBA program. I accepted a position with Procter & Gamble and moved to Cincinnati. In 2001, I moved back to St. Louis to start a private equity firm and saw a very different Washington University. Not only did the number of buildings seem to increase exponentially, but also the student life and program offerings mirrored the physical growth. To me, this was an amazing achievement. It made me proud to be a Washington University alumnus.

Today, I am pleased to say that the growth and success of Washington University continues. The Olin Alumni Board is committed to building our school for the next century of alumni leaders. Did you know that more than 1,500 alumni and corporate friends volunteer their time each academic year at Olin? Did you know that you can give back your time and your talents to Olin regardless of your geographic location in the world? Did you know that we are breaking ground on two new facilities? (see page 2)

Washington University taught me how to navigate my way through the business and technological worlds. The university continues to inspire me with its commitment to be one of the top universities in the world. I am engaged, thrilled, and honored to be a part of our growth and success at Olin Business School.

I hope that you have an interest in connecting with or enhancing your connection with Olin. If so, please contact Steffani Lautenschlager with Olin's Alumni & Development staff at 314-935-5872 or email Lautenschlager@wustl.edu. To ensure that you receive the latest news from Olin, please update your contact information on our website: www.olin.wustl.edu/alumni.

Frick Retraces Lewis & Clark Trail

Lewis and Clark paddled their way west more than 200 years ago. This summer Olin alumnus **Bob Frick, BSCE '60, MBA '62**, pedaled the 3,000-mile trail from Astoria, Oregon, to St. Louis. Frick, 75, and friend Len Holmes, 70, cycled halfway across the U.S. to raise awareness and donations for Habitat for Humanity in the East Bay/Silicon Valley. Frick's first Cycle of Hope ride in 2008 traveled from San Diego to St. Augustine, Florida, and raised \$90,000. This year's trip is on track to double that amount. Frick retired after a 25-year career with Bank of America but remains active in developing affordable housing, teaching, and venture capital investing. He serves on the Washington University Board of Trustees, Olin National Council, and the Eliot Society.

Spry septuagenarians cycle 3,000 miles from Oregon to Missouri



PHOTO BY RON BOLTE, REFLEX MEDIA SOLUTIONS

Chancellor Mark Wrighton, left, and his wife Risa Zwerling Wrighton, far right, were on hand to congratulate Bob and Barbara Frick, Mike Rogan, Habitat for Humanity project manager, and Len Holmes at the finish line in St. Louis.

PHOTO BY JERRY NAUNHEIM



Mentor Program Connects Alumni and Students

Over coffee in the Danforth University Center (better known as the DUC), **Chuck Cook, MBA '68**, shares some school history that surprises a current student.

"Entrepreneurship was not part of our vocabulary in 1968," says Cook. "We all went to work for big companies."

The student, **Michael Gidding, MBA '13**, who is simultaneously earning an undergraduate and master's degree in chemical engineering, is also an aspiring entrepreneur. He credits his relationship with Cook through the Olin "Industry Insider" Mentor Program as one of the reasons he's won four business plan competitions this year.

"In the competitions, you get asked lots of questions. Chuck has really helped me prepare and anticipate what they would ask," Gidding says of his mentor. ([read more about Gidding's startup on page 26](#))

Cook retired from Ashland Specialty Chemical eight years ago and is now a management consultant in addition to his multiple volunteer activities at Olin and various St. Louis organizations.

Cook was instrumental in establishing the mentor program seven years ago with fellow alumnus **Burl Stamp, Jr., MBA '87**. The number of alumni and students participating doubled this past year to more than 100 pairs of mentors and mentees, according to Sean Martin, who coordinates the program for Olin's office of Alumni & Development.

"The fundamental theme of the mentoring program is that it's a risk-free sounding board for the students," explains Cook. "We're not involved in grading, we're not involved in job interviews per se, there's no downside, and it's a place to ask anything that comes to mind without risk of any consequence whatsoever."

Students and alumni are matched based on shared academic and career interests.

"Relationships take a variety of paths," Cook says based on his many years of mentoring. "It can be as simple as looking at a cover letter or to what has happened with Mike. It's turned into a business mentoring relationship."

LEFT: Chuck Cook and Michael Gidding meet frequently in the DUC to talk about Mike's startup, classes, and their busy lives.

Mentees Morph into Mentors

Lauren Colling, MHA/MBA '08, and her husband Arik Frankel, MBA '08, are enthusiastic members of the Olin mentoring program. Both credit the mentors they've had for important career guidance and for inspiring them to become mentors.

"When I was an undergrad, I had a mentor who really helped me shape my career," Colling recalls. "Now, I mentor students who are looking for that same advice. Students can ask me questions they wouldn't feel comfortable asking people at a higher level in a company. It's really rewarding."

Frankel says it's important for students and alumni mentors to communicate frequently and work at getting the most out of the relationship. "As I was going through both undergrad and grad studies I had a lot of mentors who helped me identify what I wanted to do in my career and how to get my foot in the door," Frankel recalls.

"I like to participate in the mentor program as a way of paying it forward and giving it back, similar to the way my mentors did for me."



For more information on the **Industry Insider Mentor Program**, contact Sean_Martin@wustl.edu.

Distinguished Alumni 2012

Olin Business School recognized the achievements of four alumni during the annual Distinguished Alumni Awards Ceremony held April 5 at the Ritz Carlton, St. Louis.

The Distinguished Alumni Awards honor Olin Business School alumni who have attained distinction in their careers. Those being honored share the characteristics of leadership: progressive thinking, high standards, uncompromising integrity, commitment, courage, and confidence. Their careers serve as models for all Washington University students and alumni.

Scott B. Helm

BSBA '87

Helm is a co-founder and partner at Energy Capital Partners, a New Jersey-based private equity firm focused on investing in North American energy infrastructure. The company has raised around \$7 billion in equity funds over the past seven years. Its holdings include companies in electric power generation, renewable energy, electric transmission, gas storage and pipelines, and other energy assets.

Paul A. Koch

BSBA '61, JD '64, MBA '68

Koch is co-chairman of the board at Koch Development Co.

Koch and his brother Roger Koch are the third generation in the real estate investment and development business and jointly own Koch Development Co. As principals and board members, he and Roger are responsible for the overall strategic direction of the company.

Koch has more than 50 years of entrepreneurial experience in real estate. The Koch brothers are both experienced in land development, as well as real estate investment, construction, and management. Their experience encompasses residential, office, retail, and industrial real estate, and real estate brokerage.

Roger L. Koch

BSBA '64, MBA '66

With his brother Paul, Koch is co-chairman of the board at Koch Development Co.

In addition to his work in Koch Development Co., Roger Koch was the majority owner and controlled numerous partnerships outside the family business investing in properties in Missouri, Minnesota, Michigan, and Illinois.

He is a National Association of Securities Dealers licensed broker and dealer for direct participation programs, licensed insurance broker, and licensed real estate broker. He has handled the sale, acquisition, and financing of numerous properties for Koch Development Co. and its affiliates.

Koch served as chairman of the board of Mark Twain South County Bank for 16 years and was a member of the Mark Twain St. Louis Bank board.

Merry L. Mosbacher

MBA '82

Mosbacher is principal of the insurance marketing department at Edward Jones. She leads the firm's efforts to market and distribute insurance and annuity products, which account for some \$8 billion in annual sales and 18 percent of the firm's overall trade revenue.

She began her career at Edward Jones as a student intern while working on her MBA at Olin. She joined the company's investment banking department full time in 1982 and was named a principal four years later where she was responsible for more than 60 public offerings. In 1994, she assumed responsibility for the insurance marketing department.



Average SAT score for class of 2016 freshmen **1492**

3,900 applications for fall 2012 BSBA class



50 PERCENT

more than half of the wood products in Knight Hall and Bauer Hall will come from sustainably managed forests

6.45 average years of work experience for Olin Professional MBA students

MASTER OF SCIENCE IN FINANCE PROGRAM **RANKING** IN THE U.S. BY THE FINANCIAL TIMES

#7

Olin Executive MBA worldwide ranking in teaching by Poetsandquants.com, tied with Harvard

100%

job placement for the Master of Science in Supply Chain Management Class of 2012



percentage of Executive MBA Class 40 that is female

(National average = 23% for EMBA programs)

\$95,000

median salary, MBA Class of 2012



No. 2



\$100,000

EXECUTIVE MBA CLASS 37 GIFT TO ANNUAL FUND

1,753

INTERVIEWS ARRANGED BY THE WESTON CAREER CENTER IN 2011–2012



4,000+

YouTube hits for the animated fly-through video of Knight Hall and Bauer Hall



22

local and regional nonprofits that participated in the Taylor Consulting Program

6,305 alumni donors

Olin Hosts Hundreds of Speakers

During the past academic year, the Olin community hosted 300 guest speakers and 125 corporate mentors on campus. These visitors bring real-world perspectives and experiences to students inside and outside the classroom. Pictured here are a few of the distinguished executives who were seen and heard at Olin.



▶ **John Doerr**

Doerr and his VC partners at Kleiner Perkins Caufield & Byers have backed some of the most successful ventures in the internet age from Amazon to Zynga. He shared insights and advice with students during a recent visit to Olin.



▶ **Luiz F. Edmond**

Zone president North America for Anheuser-Busch InBev, Edmond was the Commencement speaker in December 2011 at the first-ever ceremony for all three Executive MBA programs from Kansas City, St. Louis, and Shanghai.



▶ **Mary Jo Gorman, M.D.**

EMBA '96 and CEO of Advanced ICU Care, Gorman was a featured speaker in the "Lessons Learned as a Leader" series for Executive MBA students.



▶ **Cheryl Polk**

EMBA '09 and executive vice president, chief operating officer, and chief of strategy & engagement United Way St. Louis, Polk was a panelist for the Women's Leadership Forum and shared her expertise with several programs and student clubs.



▶ **Sara Wade**

EMBA '07 and senior vice president and chief human resources officer at Express Scripts, Wade delivered the May 2012 Commencement speech for the Executive MBA program.



▶ **Jerry Kent**

BSBA '78, MBA '79, Kent told the BSBA graduating class of 2012 that the three most important words in business are, "I need help." The chairman and CEO of Suddenlink Communications and CEO of Cequel III said, "It's not a sign of weakness. It shows that you're smart enough to recognize you're in a position to fail and you want to turn that moment into a success." Kent said his mentor and business partner Howard Wood, BSBA '61, taught him that lesson.



▶ **Daniel J. Ludeman**

President and CEO, Wells Fargo Advisors, Ludeman explained as keynote speaker at the Building Olin Groundbreaking Dinner in May, "I'm very bullish on the future of the St. Louis region. For all of the trauma and turmoil ... of the Great Recession and economic crisis, we have emerged stronger and better positioned than ever to grow again."



▶ **Walter Robb**

Co-CEO Whole Foods, Robb spoke at the Century Club Business Series and spent time discussing the food business and sustainability with student groups during his visit in February.



▶ **Pam Flaherty**

President and CEO of the Citi Foundation and Citi's director of corporate citizenship, Flaherty participated in a student-organized microfinance conference and discussed the movement to provide small loans to rural and third-world entrepreneurs as "a tool for financial inclusion."

Executives Share Lessons in Leadership

Students reflect on CEO values and insights

"Dave Steward's presentation left me with some important takeaways: an emphasis on long-term vision, the importance of relationships, and faith as a foundation of strength."



▶ **Dave Steward**, founder and chairman of World Wide Technology

"Eric Greitens' philosophy of leadership centers around the tireless pursuit of personal purpose through the development of character."



▶ **Erik Greitens**, CEO of The Mission Continues

"Dave Senay's leadership style is predicated on the notion of community. He spoke about the need to rely on team members to provide advice on issues. He listens to people, understands their needs, and makes a decision once he feels he has all the information."



▶ **Dave Senay**, president and CEO of Fleishman-Hillard



▶ **Andrew Taylor**, chair and CEO of Enterprise Holdings

"Andrew Taylor reminded me of the importance of staying true to my core values."



▶ **Bob Chapman**, chair and CEO of Barry-Wehmiller

"Bob Chapman inspired me to work for a company that understands its future is not only dependent on its business model but also its culture."



▶ **Jim Weddle**, MBA '77, managing partner of Edward Jones

"If choices define you, as Jim Weddle claims, we must always be cognizant of the options that lie in front of us."

"Defining Moments: Lessons in Leadership and Character from the Top" is a new course that challenges experienced CEOs and students to closely examine the essence of good leadership.

"We asked six leaders to discuss key points in their careers that shaped the trajectory of their leadership and character, and particularly those that involved their own moral compass," says Kurt Dirks, PhD, Senior Associate Dean—Programs, Bank of America Professor of Managerial Leadership, and co-teacher of the course.

"We wanted students to appreciate the role and importance of values in leadership by exposing them to standout CEOs who achieve excellence while pursuing deeply held values," says Stuart Bunderson, PhD, the George & Carol Bauer Professor of Organizational Ethics & Governance, co-teacher of the course.

As a final assignment, students were asked to reflect on how they plan to pursue their own path of leadership in ways that reflect excellence and character. Excerpts are quoted here with the students' permission.



Navigating the Brave New World of Social Media

A candid conversation about the transformation of marketing

In less than a decade, Facebook, Twitter, YouTube, and an entire new genus of Internet-based communication tools have connected billions of people around the world.

Social media has helped democratic movements topple dictators and shaken the foundations of traditional marketing. Consumers have seized the technology as a powerful voice that Madison Avenue

cannot ignore. At Olin, social media is a component of every marketing class and provides fertile new areas for research as the technology and tools for tracking it continue to evolve.

To discuss the social media revolution and its effect on traditional marketing, we brought together a researcher, a recent MBA graduate, and a consultant.



Seethu Seetharaman
McGinnis Professor of Marketing
@ Olin Business School



Amanda Zaydman
BFA '07 & MBA '12, Social Media
Consultant & Co-founder of
Illegitimate Whistle



Chris Reimer
Social Media VP
@ Falk Harrison in St. Louis

REIMER: Social media is radically changing the relationship between companies and consumers. How do you see the dynamic shifting?

ZAYDMAN: I think the challenge for companies is understanding how to engage in social media. They want to talk to consumers but they have to be ready when consumers talk back. It is a dialogue.

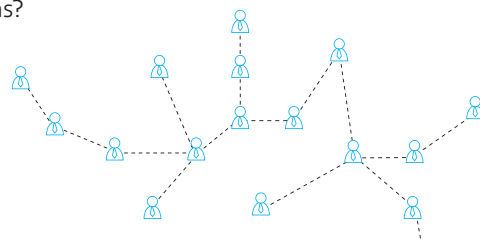
SEETHARAMAN: There are two interesting connections between consumers and brands in the social media arena. One, the consumer is managing the brand just as much as the brand manager. And the second thing is the crowd sourcing phenomenon. It is the classic example of consumers playing a central role in the strategic decision making of the organization.

REIMER: How can we measure the success of social media?

SEETHARAMAN: Using IP addresses you can track consumers from when they view a display ad to an actual click on the ad, and trace their clicks all the way down to the actual behavior you're trying to influence, such as making a purchase, answering a survey, or simply liking your website. This is an exciting area of research that many academics, including myself, are getting involved in, and it will find its way into practice.

REIMER: Are marketers taking advantage of all the consumer data that social media contains?

SEETHARAMAN: Think about Facebook. They are sitting on a gold mine of information that includes demographic, psychographics, and even behavioral metrics. That information provides the ability to target specific consumers, which in my opinion should become the mainstay of the revenue model moving forward. They eventually will figure out a way to sell that targeting ability to clients in a profitable way, and that's the exciting part of the Facebook model because we have never had a chance to understand individuals in this many dimensions.



Watch the unedited version of this conversation on Olin's YouTube magazine playlist.



Share your stories about how you're pursuing change in the world by transforming business on Facebook, LinkedIn, and Twitter.



A:

ZAYDMAN: It's definitely a growing market, but I think a lot of companies are rethinking how they hire for social media. I think the default was, okay, you need social media, we don't know what to do, let's hire a young person because they're familiar with Facebook and Twitter and YouTube and Klout, and I'm not. But I think that's changing because ultimately, social media is a tool and you can learn it. Anyone can learn it. It's ultimately a communication strategy.

A:

SEETHARAMAN: The short answer is yes ... almost. I think traditional advertising is becoming more irrelevant by the year with DVR technologies and so on. And with cognitive resources not just being limited, but being spent on so many things with the information explosion online, it's going to be much harder to speak to the marketplace with traditional ads moving forward. So, organically, that's going to happen. You need another way of entering the consumer's brain, so to speak.



A:

SEETHARAMAN: These days, I think it's becoming more relevant for pretty much any type of organization in any space. Social media will be the only game in town in the future. It's here to stay.

Q:

REIMER: Do all organizations, from startups to global corporations, need a social media strategy?

Q:

REIMER: Do you think that social media could eventually replace traditional advertising?

Q:

REIMER: What's the outlook for careers in social media?

SILICON PRAIRIE'S STARTUP BOOM HAS DEEP ROOTS AT OLIN

By Nancy Fowler

From gluten-free pizzas to wind energy devices, entrepreneurs emerging from Olin are part of a thriving startup community in St. Louis. Angel investors, VCs, and accelerator and incubator projects are offering unprecedented support to young startups. The combination of great ideas, talent, financing, and growth opportunities is elevating the status of St. Louis as an innovative center in the Midwest's "Silicon Prairie."

- ▶ Venture capital firms invested \$139 million in the St. Louis metro area in 2011, nearly double the amount in 2010, according to Thomson Reuters.
- ▶ Kauffman Foundation ranks Missouri as the 6th best state for entrepreneurial activity (70% of the action is in St. Louis).
- ▶ Kiplinger places St. Louis among top 10 U.S. cities for startups.
- ▶ Newly formed Arch Grants awarded \$750,000 to 15 startups—5 of them with ties to Olin.
- ▶ The Princeton Review ranks Washington University #5 among top 25 undergraduate entrepreneurship programs in the U.S.

ORIGINAL PHOTOGRAPHY BY RON KLEIN



CULTIVATION CAPITAL

Launched in April 2012, this new venture capital firm specializes in partnering with early-stage tech startups in Missouri. It invests \$100,000 to \$1 million in companies to help them continue rapid growth and prepare for an institutional round of financing.

Portfolio includes: aisle411; JBara software; Capital Innovators; LockerDome; Systematic Revenue (founded by Don Breckenridge Jr., BSBA '95) and Yurbuds (founded by Seth Burgett, EMBA '09)

cultivationcapital.com

Managed by a partnership of successful entrepreneurs including (from left to right) Olin's senior lecturer in entrepreneurship **Cliff Holekamp**, MBA '01; **Rick Holton Jr.**, MBA '04, co-manager of *Holton Capital Group*, a private equity firm; and **Jim McKelvey Jr.**, AB & BSCS '87, co-founder of *Square*, one of the fastest-growing technology companies in the U.S.

"We invest in young technology companies whose ideas have the potential to disrupt the way we live and work."



Sarah Spear



Jonathan Chen



Sergi Turabelidze



ARCH GRANTS

Arch Grants offers startups funding in the form of grants and supports them as they remain in or transition to downtown St. Louis. 15 companies were awarded a total of \$750,000 in the first Arch Grants Business Plan Competition in spring 2012.

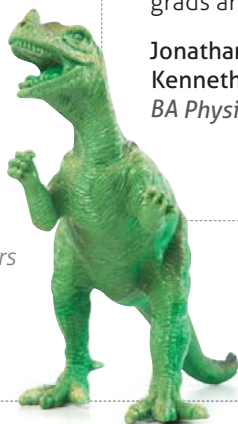
archgrants.org

Sarah Spear, *Executive Director of Arch Grants*



The photos on these pages were taken at T-REx (TEC @ Railroad Exchange Building), a new low-cost, flexible-lease space for startups located in the former Famous-Barr headquarters in downtown St. Louis.

downtowntrex.com



MED PREPS

No-cost and for-fee online practice exams, quizzes, and progress tracking for people preparing for medical board exams including MCAT, EMT, and massage therapist.

Preparing to launch Flux Education, an online study tool for elementary and high school students. Founded 2010.

Arch Grants winner 2012.

medpreps.com

Goal: Expand into non-medical exams, add mobile apps, contribute to the local startup culture, and recruit other WUSTL grads and students.

Jonathan Chen, *BSBA '08*
Kenneth Kline, *MSF '08*,
BA Physics '08 (not pictured)



IVERIA TV

Streams foreign-language TV (currently Georgian and Russian) to U.S. viewers. Founded 2011.

Arch Grants winner 2012.

iveria.tv/site

Goal: For Iveria to become the "Hulu of foreign TV": "If any ex-pat in the world wants to watch TV from back home, we want them to think of our service."

Sergi Turabelidze, *BSBA '08*

"Olin taught me how to think for myself instead of simply following the crowd."



Daniel Garcia



Michael Gidding



Jordan Zipkin



Seth Einbinder



Ellen Mell



SATURNIS

Original plan for transforming biomass into liquid transportation fuels recently fell through in due diligence. Now, with Arch Grants sponsor Peabody Energy, Saturnis is evaluating possible pollution- and CO₂-control solutions around coal. Founded 2011.

Arch Grants winner 2012.
(plus three other competitions)

Goal: Gidding wants to benefit from this setback: "Unexpected problems are a hallmark of all entrepreneurial ventures. As long as I learn from the situation, and bring it into my next endeavor, it will be a success."

Daniel Garcia, *BS Chemical Engineering '12* and Michael Gidding, *MBA '13; BS Chemical Engineering '13; MS Energy, Environmental and Chemical Engineering '13*

TABLE TALK

TableTalk is a scaled-down, tablet-based service for small-to-medium-sized restaurants that can't afford existing touchscreen methods for customers to alert waitstaff.

Founded Custom Technologies, an engineering and manufacturing tooling company in 1995; named part-time research Principal Investigator for Nidus partner AeroValve in 2012.

customtech-usa.com

A self-described "serial entrepreneur" of 20 years, Mell learned at Olin how to analyze markets, identify need, assess value propositions, and plan exit strategies.

Goal: Launch prototype of TableTalk in 2013.

Ellen Mell, *MBA '12/JD '14*

SYMBLIA

Online destination based on Craigslist concept connects students with classmates, club members, and teammates; and also offers marketplace for goods and services. Founded 2011.

symblia.com

Zipkin credits Olin with giving him "the confidence to pursue and create as opposed to theorizing and wishing."

Goal: To expand beyond its current eight campuses which include WUSTL and Pratt Institute in New York City.

Jordan Zipkin, *BSBA '13*
Seth Einbinder, *A&S '13*

BOLD ORGANICS

Successfully marketing dairy- and gluten-free frozen pizzas. Available at Dierbergs in St. Louis, Whole Foods, Vitamin Cottage, Hannaford, Food Lion, Sweetbay, Albertsons and Roundy's.

Founded 2010 with assistance from St. Louis Chef Eric Brenner. bold-organics.com

Goal: Currently available in 1,600 stores nationwide. Plans to create more dairy- and gluten-free foods.

Greenwald says when Prof. Cliff Holekamp gave him a B— on his business plan, "it forced me to do significant additional research into the industry and revise it." Holekamp is "impressed by, but not surprised by" Bold's success: "It was always an A+ idea."

Sasha Sherman, *BSBA '11*; Aaron Greenwald, *former Olin student*; Justin Kniepman, *MBA '12*



Mike Burnstein

Dave Spandorfer

David Dresner



JANJI

Named for the Malaysian word meaning "promise," Janji manufactures running apparel featuring emblems of developing countries. Profits are donated to clean water projects and food programs in those countries. Founded 2012.

runjanji.com

Goal: To partner with projects in additional countries each year.

Burnstein credits The Hatchery for their good start: "We were challenged by sophisticated mentors who pointed out holes in our plans."

Michael Burnstein, BA '12, *Urban Studies & minor in Entrepreneurship* and David Spandorfer, BA '11 *International Business*

SLEEVE A MESSAGE

Supplies custom-designed and printed cardboard sleeves for coffee cups to 100-plus clients including St. Louis' Coffee Cartel, Los Angeles' Handsome Coffee Roasters, and Bon Appétit catering. Founded 2010.

sleeveamessage.com

Goal: Developing a counter-top printer for clients to create their own customized coffee-sleeve advertising on demand at point of sale.

Dresner credits Olin's Business Career Seminar for giving him confidence to pursue an idea that had been percolating in his head since the age of 10.

David Dresner, BSBA '10

Startups Vie for \$200,000 in Annual Contests

Aspiring entrepreneurs enter Washington University's two annual business plan competitions every year with ideas, enthusiasm, and hope. The 2012 Olin Cup commercial business plan competition awarded the \$5,000 student prize to:

Ryan Rakestraw, MBA '13. He was a member of the Freiezo LLC team, a company developing high-efficiency wind energy systems.

The 2012 YouthBridge Community Foundation award of \$35,000 went to Sweet Sensation, a business that teaches North St. Louis teens about entrepreneurship and sustainability through beekeeping. Team members include **Phil Minden, PMBA '11**, **Leon Threat, MSW '97**, and **Ernecia Coles, MSW '96**.

Go to Olin News at olin.wustl.edu/news to read about all the Olin Cup and YouthBridge SEIC winners.



"Successful entrepreneurs learn to assess the weaknesses in their strategic plan."

Ellen Mell



Share your news!

To submit updates, corrections, and announcements, visit apps.olin.wustl.edu/alumni/forms/classnotes

1960s

Jef Missman, MBA '68, notes the passing of classmate Richard English, who was awarded the Outstanding Educator Award by the South Dakota Society of CPAs in 2010. English was professor emeritus of Business Administration & Accounting at Augustana College.

1970s

John Lee, BSBA '70, Omaha, NE, recently purchased the Historic Jefferson Depot circa 1880 in Jefferson, CO, part of the old Denver, South Park, and Pacific Railroad and opened The Hungry Moose Caboose eatery there. focusjohn@aol.com

William Bates, BSBA '71, Wildwood, MO, was promoted to CFO of Ophthalmic Surgical Instrument, a design, manufacturing, and international sales company. bill.bates@katalystsurgical.com

Howard Birnberg, MBA '74, Carmel, CA, received the 2011 Irwin Award from the Book Publicists of Southern California for best international marketing program for his novel *The Genius Gene* published by Book Guild Publishing.

Jonathan Settle, MBA '76, Harwood, MD, was promoted to executive partner at Gartner, Inc. jonathan.settle@gartner.com

Joseph Stahl, MBA '78, Keedysville, MD, is a guide at Antietam Battlefield.

Cynthia Ross, MBA '79, Evanston, IL, has been named executive director for the Chicago division of PROJECT C.U.R.E.

1980s

Merril Prager, BSBA '80, Northbrook, IL, serves as equity chair of the Joseph Jefferson Awards Committee, which celebrates excellence in Chicago theater.

Richard Straus, MBA '86, Hong Kong, SAR China, was promoted to managing director of family office and institutions at Citi Private Bank.

Douglas Green, BSBA '89, Chicago, IL, is the vice president of human resources at Merchandise Mart. douggreen99@yahoo.com

1990s

Amy Behle, BSBA '90, Redondo Beach, CA, is a design consultant for Home Automator, Inc. amybehle@aol.com

Michelle (Lustberg) Friedman, BSBA '90, Scarsdale, NY, is the founder and president of Advancing Women's Careers, LLC, a coaching and consulting firm that supports mid-career professional women and their companies. michelle@michellefriedman.net

Steve Kallmeyer, BSBA '90/ MBA '91, Chicago, IL, is the OEM sales account executive at Dell Inc. steve_kallmeyer@dell.com

Allen Autrey, MBA '91, Tulsa, OK, bought a Ron's Hamburgers & Chili franchise. cr901inc@gmail.com

Geoffrey E. Cherry, MBA '91, Chicago, IL, is the COO/CFO for Perspectives Charter Schools, responsible for strategic finance, providing leadership in finance, tax, accounting, payroll, HR, IT, and acquisition growth strategy. geoffreyecherry@gmail.com

Wan Azman Wan Mamat, BSBA '91, Kuala Lumpur, W. Persekutuan, Malaysia, is the CEO at AIA AFG Takaful Berhad. wan.azman@aia-afg.com.my

Julianne Heins, MBA '92, Sewickley, PA, accepted a new position with Seneca Resources as the director of procurement. heinsj@srcx.com

John Howell, MBA '92, St. Louis, was promoted to VP marketing at Enterprise Holdings, Inc. john.m.howell@ehi.com

Corey Rosemond, BSBA '92, Plano, TX, is the business development director of Plantronics. corey@alum.wustl.edu

Rob Schwitz, BSBA '92/ MBA '93, St. Louis, was recognized as #2 in sales and customer satisfaction by AT&T Mobility's vice president of the Greater Midwest Region at the first quarter Reach for the Top awards ceremony. Rob also was ranked #12 of more than 20,000 AT&T Mobility sales reps in the nation. Contact@RobSchwitz.com

Seth Diamond, BSBA '93, New Milford, NJ, is a realtor with Coldwell Banker Residential Brokerage. sethd85@optonline.net

Jim Gidcumb, EMBA '93, St. Louis, was promoted to assistant vice president, Wealth Management, Merrill Lynch, and continues his designations as Certified Financial Planner™ and chartered retirement planning counselor. He was also named 2011–12 Senior Club Champion for Golf at the Glen Echo Country Club. james_gidcumb@ml.com

Hiroshi Masayama, MBA '93, Minato-ku, Tokyo, Japan, is the executive director at Tokyo Trading Co., Ltd. ttc2@ttc-group.com

Craig Hartman, MBA '94, Wilmette, IL, is now leading the Americas Sector Practice for Cisco Business Transformation as senior executive director. Craig is responsible for developing and executing Cisco's "go to" market strategy across the manufacturing, high tech, life sciences, and energy verticals. crhartma@cisco.com

Tammy (Wild) Krebel, PMBA '94, Columbia, IL, is managing the middle market banking division specializing in nonprofits, healthcare, and family-owned for-profit businesses. Tammy.Krebel@commercebank.com

► Marc Maun, MBA '82

Marc Maun is CEO of Bank of Kansas City, a division of BOK Financial, a \$26 billion financial services company. Prior to his role with Bank of Kansas City, Maun served another BOK Financial division, Bank of Oklahoma, for 21 years.

Maun currently serves on the Nelson-Atkins Business Council, Greater Kansas City YMCA, and Kansas City Sports Commission board of directors. He is a member of the Johnson County Business Leadership Council and Economic Advisory Board for Greater Kansas City.



How many Olin alumni in the world?
Answer on page 32



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► Terry Schnuck, PMBA '80

Theatrical producer Terry Schnuck has a knack for picking winners on Broadway. The Gershwins' *Porgy and Bess* won this year's Tony for best musical revival and *Clybourne Park* won best play—both backed by Schnuck. Last year's revival of *Hair* and the 2006 debut of *Spring Awakening* also earned Tonys for the veteran producer.

"If it does not hit me emotionally in some way then I am usually not interested," explains Schnuck on what makes a play a good investment.

"The exception might be a piece that I believe has some commercial potential and there is someone connected with the piece that I especially want to work with, be it a lead producer, director, actor/star, etc. Musicals, in particular, are tricky as you may love the musical score, but if it doesn't have a good book or story the show is not going to be a success."

Schnuck says being the lead producer on a play or musical is like starting up a new business. "You have to have a product to sell, you have to raise the capital to pay for the production, you have to assemble a team to help you

market and sell the product, you have to understand financials, you have to be good at investor relations, you have to have a plan, and you have to be able to collaborate and work with a team, among other things." And he credits his Olin education with playing an influential role in each production.



Elaine Leo, BSBA '94/MHA '96, Harrogate, TN, graduated from medical school in 2012 and will pursue a residency in neurology after completing medical mission work with Africa Inland Missions in Uganda. Memphisjeepgirl@yahoo.com

Rita (Thurmon) Moore, MBA '94, Montgomery, IL, is a global parts supply manager for Navistar, responsible for parts purchasing for Navistar's global business unit. Ritamooresmba@gmail.com

Jason Delimitros, BSBA '95, Fort Lauderdale, FL, is chief operating officer of Centene Corporation, a Florida-based subsidiary contracted to provide healthcare services to Floridians. JTDeli@yahoo.com

Surendralal (Lal) Karsanbhai, MBA '95, St. Louis, is going on 17 years with Emerson and returning to St. Louis. lal.karsanbhai@emerson.com

Kristin (Smith) Ladewig, MIM '95/MBA '95, St. Louis, earned Project Management Professional (PMP) certification.

Keith Meyers, BSBA '95, Atlanta, GA, is the managing director of Raymond James & Associates. Morgan Keegan was acquired by Raymond James; his group is now part of the Raymond James Financial Services Investment Banking Group. keith.meyers@raymondjames.com

Richard Blankenship, MBA '96, St. Louis, is VP strategy & metrics at Wells Fargo Advisors.

Conrad Steinmann, MBA '96, New York, NY, joined Capital One's Commercial Banking business in the treasury management product group as VP product management. conrad_steinmann@yahoo.com

Jeff Doyle, BSEN '94/MBA '98, Danville, CA, is a director of supplier development at E&J Gallo Winery.

Eric Wolter, AB '89/ MBA '98, St. Louis, is VP of new business development and innovation. ewolte01@yahoo.com

Jay Wolz, EMBA '98, Cape Girardeau, MO, is director of alumni relations for Southeast Missouri State University, responsible for alumni engagement and alumni chapter development as well as the University's telefund campaign. jwolz@semo.edu

Cheryl Auster, BSBA '99, San Antonio, TX, was awarded the 2012 American Legal Institute and American Bar Association Award for Scholarship & Leadership. She recently graduated with her MBA/JD from St. Mary's University with honors. cherylauster@gmail.com

David Collier-Tenison, PMBA '99, Little Rock, AR, supports the real estate applications for AT&T as application support manager for Accenture. dct@swbell.net

2000s

Pete Farrell, MBA '00, St. Paul, MN, is VP of account reconciliation at U.S. Bank. He received the Circle of Service Excellence Award, given

to 20 employees throughout the company, for client focus, satisfaction, and enhancement of relationships.

Jeffrey Lash, BSBA '00, St. Louis, was promoted to VP of product portfolio management for the Clinical Decision Support business unit of Elsevier, a leading provider of scientific, technical, and medical information. jeff@jefflash.com

Erica (Waxman) Mazon, BSBA '00, Franklin Lakes, NJ, is a buyer of men's accessories and home for Polo Ralph Lauren Factory Stores.

Prashant Patri, MBA '00, Roseland, NJ, was promoted to senior manager in the Treasury Consulting practice of Deloitte's Finance Transformation offering in September 2011. He currently co-leads the firm's treasury services for M&A and divestiture transactions, actively working with clients on treasury strategies, technologies, processes, policies, and financial risk management issues. prpatri@deloitte.com

Find the Olin connection to these Broadway hits in Class Notes.



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▶ **Barbara Pacheco,**
BSBA '81, MBA '82

"It's an exciting time to be a central banker," Barb Pacheco told *American Banker* in a recent article about her role at the Federal Reserve Bank of Kansas City, where she is a senior vice president and head of the Financial Services Division. Pacheco's specialty for the past decade has been the payments industry, from ATMs and debit cards to today's quickly evolving mobile services such as PayPal, Dwolla, and Chirpify.



Pacheco is an active volunteer with the INROADS organization, serving on the board of directors of INROADS Midwest Region, its Kansas City advisory board, and its national board of directors. INROADS' mission is to develop and place talented underserved youth in business and industry, and prepare them for corporate and community leadership. Pacheco continues to serve on the Board of Examiners for the Excellence in Missouri Foundation, the sponsor for the Missouri Quality Award.

Jason Ryan, MBA '00/MA '02, Claremont, CA, recently accepted a position as an associate professor of marketing at California State University–San Bernardino. jryan@csusb.edu

Alexander Pavlov, MBA '01, Moscow, Russia, is VP of planning, performance, and control for TNK-BP.

Taro Tateiwa, MBA '01, Harrison, NY, is the director of Mitsui Foods Inc. working in strategic planning and investments for Mitsui Americas' foods industry.

Terry Cordum, EMBA '02, Van Buren, AR, purchased the Wolf Ridge Golf Course in Poteau, OK, a championship 18-hole Nike Pro Tour course. tcordum@yahoo.com

Denise (Gagnon) Faulhaber, BSBA '02, Dubai, United Arab Emirates, is the director of Middle Eastern affairs for The Boeing Company.

Yueh-Lin Lee, BSBA '02, Taipei, Taiwan, provides short-term office rental for entrepreneur starters. hubbywife1977@gmail.com

Suman Menda, BSBA '02, Dubai, United Arab Emirates, was promoted to manager of business development for InterHealth Canada, a global healthcare management firm that specializes in the development and management of healthcare facilities and projects. menda@gmail.com

Jack Dwyer, PMBA '03, Ballwin, MO, earned the Chartered Financial Analyst (CFA) designation in 2010 and was president of the Notre Dame Club of St. Louis during 2010, which was selected as the Outstanding Notre Dame Alumni Club of the year. jepdwyer@yahoo.com

Eric Hovey, BSBA '03, Studio City, CA, was recently promoted to senior vice president of Payden & Rygel.

Jason Kley, MBA '03, St. Louis Park, MN, has accepted a position as senior planner with Carlson Capital Management. He received the Minneapolis Regional Chamber of Commerce's Emerging Leader of the Year Award in 2010. jbkley@alum.wustl.edu

Michael Tucker, EMBA '03, St. Louis, was promoted to VP engagement at Cejka Executive Search.

Richard Wood, MBA '03, Sao Paulo, Brazil, is the commercial director ECSA at Hanhin Shipping. richardwood@alum.wustl.edu

Walker Deibel, MBA '04, St. Louis, is the majority owner and VP of Corley Printing Company.

David Perlman, BSBA '04, New York, NY, and his longtime girlfriend, Tamara Eaton, successfully climbed Mt. Kilimanjaro in February 2011.

Jessica Davis, BSBA '05, New York, NY, joined Family Management Corporation as a VP in April after spending the past several years at Barclays Wealth. FMC is a registered investment advisor serving high-net-worth families and nonprofit organizations.

Erin Harkless, BSBA '05, Washington, DC, received her MBA from Harvard Business School in May and has relocated to Washington, DC, to join Cambridge Associates, where she will be providing investment advice to endowments, foundations, and private clients. erin.harkless@gmail.com

Thomas (Taewoo) Kim, MBA '05, Muscatine, IA, attained CPIM certification in March. kimt@allsteeloffice.com

Ron Sigal, MBA '05/MEM '05, Haifa, Israel, is a software engineer for Microfocus.

Prakhar Vaish, MBA '05, Hoboken, NJ, recently created a collaborative Wikipedia-style website, www.parentingsaga.com, where authors are invited to share tips and articles on topics related to childcare, health systems, policies, kid merchandise, and healthy parenting.

Harsh Agarwal, BSBA '06, Atherton, CA, recently received an MBA from the Stanford Graduate School of Business and will be returning to TPG Capital in San Francisco. h.agarwal@gmail.com

Evan Anderson, BSBA '06, Forest Hills, NY, was promoted to president of Allway Tools, Inc.

Jose Chacon, BSBA '06, Zapopan, Jalisco, Mexico, launched a new boutique web development and digital marketing agency in Mexico, working with clients in the U.S. and abroad. chacon@intagono.com



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Sophia Li, BSBA '06, Fort Lee, NJ, graduated in June with a dual master's degree, earning an MBA from the Kellogg School of Management and a MEM from the McCormick School of Engineering at Northwestern University.

Luis Ramirez, EMBA '06, has joined MC Assembly in Palm Bay, FL, as its chief operating officer.

Jeremy Williamson, PMBA '06, Newburgh, IN, is the in-house attorney for Energy Systems Group, with responsibility for contractual issues, employment matters, policies, and federal/state legal compliance.

Jeffrey Kennedy, BSBA '07, St. Louis, is the lead mathematics teacher at Busch Middle School of Character. kennedyj@wustl.edu

Kevin Kiley, PMBA '07, Fort Worth, TX, joined Texas Health Resources in the Dallas-Fort Worth metroplex, managing public relations for eight of the system's hospitals before being internally recruited to lead career and management development for the full healthcare system.

Nivedita Kulkarni, BSBA '07, New York, NY, was on Season 1 of *Royal Pains* and is currently the Bank of America spokesmodel. She performs regularly at the Upright Citizens Brigade Theatre in New York. nkulkarni1@gmail.com

Kelly (Grady) Lee, BSBA '07, St. Louis, is a project manager for Express Scripts.


Tim Missey, PMBA '07, St. Louis, has accepted the role of special assistant to the president at Mallinckrodt Pharmaceuticals.

Evan Sharp, BSBA '07, Evanston, IL, received his MBA from the Kellogg School of Management in June 2012. evancsharp@gmail.com

Ryan Hamlin, PMBA '08, Hafslund, Norway, has been promoted to manager of financial planning & analysis and transferred to Emerson Process Management-Roxar.

Kenny Kline, MSF '08/ BSPhy '08, St. Louis, founded Med Preps, LLC, to deliver high-quality test prep materials through web and mobile platforms. Med Preps was awarded the Arch Grant in May 2012. He was named the Arch Grants Winner in the St. Louis Business Plan Competition. kline.kenn@gmail.com

Mark Lardie, EMBA '08, Charlotte, NC, was promoted to president and CEO of Rack Room Shoes. marklardie@yahoo.com



Research That Impacts Business

Read the latest research from Olin professors in the *Olin Praxis* pullout section located on page 19.

Josh Scherder, MBA '08, St. Louis, was featured in the St. Louis Business Journal's "30 Under 30." Joshscherder@gmail.com

Michael Schnert, EMBA-Shanghai '08, Gilbert, AZ, is the VP of global operations for Rogers Corporation, responsible for executive-level leadership of four factories that manufacture high-tech materials used in wireless communications, automotive, defense, and consumer technology.

Sharon Wang, BSBA '08, San Diego, CA, graduated from the University of San Diego School of Law, May 2012.

John Goodwin, PMBA '09, Cincinnati, OH, is currently on a rotational assignment as vice president, technology account management, where he will oversee the operational, service, and business needs for Bank of America Merchant Services. jpgoodwin81@gmail.com

► Yuriy Yuzifovich, MBA '00

Yuriy Yuzifovich came to Olin as a "Moscow Fellow," a federal program that enables young Russians to obtain a U.S. education, but requires them to return to Russia for several years after graduation. Before he left St. Louis in 2000, Yuzifovich co-founded a custom software development company, Mercury Development, with another Wash U student and developed several applications aimed at portfolio strategies and forecasting fixed-income instruments at NISA Investment Advisors. Yuzifovich was determined to maintain his U.S. connections and come back, often.

These days, Yuzifovich and co-founder Josh Greenman, A&S '96, have offices in Russia, Miami, Atlanta, and Cleveland. Their client roster includes Dow, HP, SAP, Symantec, and HSBC, among others. They create custom



apps and software solutions for multiple platforms with a team of more than 100 employees.

This summer, Yuzifovich brought his son to St. Louis to attend computer camp at Washington University. Yuzifovich is looking forward to connecting with other alumni in the tech field via the new IT subgroup for Olin alumni on LinkedIn.

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To submit updates, corrections, and announcements, visit apps.olin.wustl.edu/alumni/forms/classnotes



Make a virtual visit to campus via videos featuring students, faculty, and alumni on the *Olin Business School* YouTube channel.



▶ Jeff Platt, BSBA '06

"Everyone loves being free from earth's gravity," says Jeff Platt, CEO of Sky Zone, an indoor trampoline park franchiser. "Kids can feel like a superhero when they come to Sky Zone, and parents love the fitness aspect related to jumping on trampolines. It is an activity that the whole family can do together." Platt's startup has grown to 20 franchises currently operating nationwide with another 56 in the works.

Platt says his Introduction to Entrepreneurship class at Olin was the best thing he could have done, but adds there is nothing like real-world experience. His advice for aspiring entrepreneurs? "Find a mentor. Always bounce ideas off of them. It will be your greatest resource."

skyzonesports.com

Josh Lanzet, BSBA '09, Chicago, IL, received a promotion and moved from campaign manager to account executive, doubleclick platforms at Google.

Todd Mowry, BSBA '09, Baton Rouge, LA, was awarded the ICMA Board of Regents Gold Medal for the highest exam score globally of the approximately 3,500 individuals who took the two-part CMA exam during the May–June 2011 testing period. *tmowry@wustl.edu*

Tom Rohlfling, EMBA '09, Chesterfield, MO, is the large enterprise manager of Symantec. *tom_rohlfling@symantec.com*

Halsey Ward, BSBA '09, Little Rock, AR, is the marketing and promotions manager for New Zealand Breakers LTD.

2010s

Varun Singla, MBA '10, St. Louis, is the manager, supply chain & logistics for Savage River. *singlav@wustl.edu*

David Weintraub, AB '06/MBA '10/JD '10, Baltimore, MD, is an associate attorney at Miles & Stockbridge P.C.

Barbara (Neuenhahn) Brinkman, BFA '80/EMBA '11, St. Louis, is the director of client relations at Armstrong Teasdale, working with practice group leaders and client managers on providing excellent client service by always exceeding the client's expectations through teamwork. *barbara.a.brinkman@gmail.com*

TJ Hoeflerlin, EMBA '11, St. Louis, is director of financial operations over Rosemount Analytical with the Emerson Process Management group. *tj.hoeflerlin@emerson.com*

Jonathan Kaufman, MBA '11, San Francisco, CA, is the CEO of Perfect College Fit, an online tool that helps high school students find colleges.

Terry Roberts, EMBA '11, Columbia, MO, is the promotions manager for MidwayUSA, handling the day-to-day execution of marketing promotions strategy, promotions work system, and work processes. He launched a startup in Columbia, MO, known as PICTURE, LLC, a mobile-based app that enables people at any size event to crowdsource photos, and automatically print and mail to specified recipients. *trobsiphone@gmail.com*

Jeff Sherwin, BSBA '11, Verona, WI, is a project manager for Epic.

Paulam Vakil, PMBA '11, San Diego, CA, is the senior advisor at KPMG LLP, assisting clients in managing their information technology risks by assessing the internal controls around their IT environment's interests. *paulamsvakil@gmail.com*

Xiqi Zheng, MBA '11, St. Louis, is a business manager at Solutia. *xiqizheng@gmail.com*

Whit Chapman, BSBA '12, Weston, MA, is a public relations intern for Lois Paul & Partners.



▶ Kent Scholars Class of 2012

Joshua Chang, Kirsten Miller, Caitlin Lutsch, Jonathan Howard, and Daniel Grimm were the first Kent Scholars to graduate in May 2012. Each received a four-year scholarship thanks to a generous commitment from Jerry and Judy Kent.

The Kent Scholar program is awarding scholarships based on merit and financial need to five freshmen every year from 2008 to 2015. Jerry Kent, BSBA '78, MBA '79, was the class of 2012's Commencement speaker.

Answer: 19,000 Olin alumni in the world

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Alumni in Print

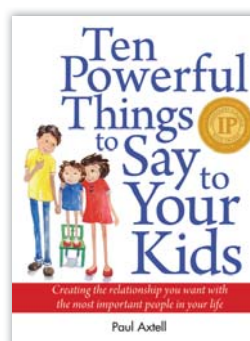


*Corporate Culture:
The Ultimate
Strategic Asset*
Eric Flamholtz

► Eric Flamholtz, MBA '66

Corporate Culture: The Ultimate Strategic Asset (Stanford University Press, 2011) is the latest research from Flamholtz and his wife/collaborator Yvonne Randle. Flamholtz is a professor emeritus at UCLA's Anderson School of Management, where his 1986 book, *Growing Pains*, has become a classic and must-read for aspiring entrepreneurs.

Read a review of *Corporate Culture* at anderson.ucla.edu/x39210.xml



*Ten Powerful Things
to Say to Your Kids*
Paul Axtell

► Paul Axtell, MBA '81

Ten Powerful Things to Say to Your Kids, by Paul Axtell, won the Gold Medal for parenting books in the 16th Annual Independent Publisher Book Awards. Axtell provides consulting and personal effectiveness training to a wide variety of clients, from Fortune 100 companies and universities to nonprofit organizations and government agencies. In addition to interacting with kids, he loves to play golf, create bonsai trees, fly fish, and read mysteries. Axtell and his wife Cindy live in Minneapolis. Together they have five children and thirteen grandchildren.

tenpowerfulthingstosay.com



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Births & Adoptions

Jonathan Settle, MBA '76,
Harwood, MD, a grandson,
Tristan, born to daughter
Kathleen and son-in-law
Tim. [jonathan.settle@
gartner.com](mailto:jonathan.settle@gartner.com)

**Jane Angus Dulle, MBA
'94**, Chesterfield, MO,
a daughter, Ava.

**Nicole LeClair Wartchow,
BSBA '97**, London, UK,
a son, Robert.

**Mitchell Whiteman,
BSBA '98**, Lutherville,
MD, a daughter, Mallory.

Jay Stamatis, MBA '99,
Thousand Oaks, CA,
a son, Nicholas.
stamatis@amgen.com

Seth Freiden, BSBA '00,
Leawood, KS, a daughter,
Kara.

Jeffrey Lash, BSBA '00,
St. Louis, a daughter,
Brynn. jeff@jefflash.com

Paul Mariani, MBA '00,
Chicago, IL, a son,
Christian. [pmariani@
variant-capital.com](mailto:pmariani@variant-capital.com)

Prashant Patri, MBA '00,
Roseland, NJ,
a daughter, Trisha.
prpatri@deloitte.com

**Christy Wells, AB '92/
PMBA '00**, St Louis,
a son, Isaac.
ucitychristy@gmail.com

**Elizabeth Rapp Dionne,
BSBA '01/MSBA '01**,
Madison, WI,
a daughter, Emily.

Daniel Pi, BSBA '01,
Amazonas, Brazil,
a son, Joao. [daniel_
pi2001@yahoo.com](mailto:daniel_pi2001@yahoo.com)

**Rachel Greengrass,
BSBA '03**, Miami, FL,
a son, Ezekiel.

Jason Kley, MBA '03,
St. Louis Park, MN,
a son, Braeden James.
jbkley@alum.wustl.edu

**David Aguirre,
PMBA '04**, Springfield,
MO, a son, Cruz. [dave@
mostlymemories.com](mailto:dave@mostlymemories.com)

**Sarah Jacobs Hill,
BSBA '04**, Stratford, CT,
a daughter, Tanner.

**Douglas Bodde,
MBA '05**, Rochester, MN,
a son, Luke.

**Hasaan Khawar,
MBA '05**, Lahore, Punjab,
Pakistan, a son, Aarez.
khawarh@wustl.edu

**Ron Sigal, MBA '05/
MEM '05**, Haifa, Israel,
a daughter.

**Julie Bay Burns, MBA
'07**, Chicago, IL, a
daughter, Kinsey.

**Michael Mahoney, EMBA
'07**, Chesterfield, MO,
a daughter, Leland Grace.

Tim Missey, PMBA '07,
St. Louis, a daughter,
Teresa.

**Rodney Singleton,
MBA '07**, New York, NY,
a son, Marcellus.

Ryan van Wyk, PMBA '08,
Chicago, IL, a daughter,
Claire.

Joe Hodes, PMBA '09,
St. Louis, a son,
Gregory Raymond.
joehodes@yahoo.com

Mike Pflantz, PMBA '09,
St. Louis, a daughter,
Delia.

Varun Singla, MBA '10,
St. Louis, a son, Atharv.
singlav@wustl.edu

**Terry Roberts,
EMBA '11**, Columbia,
MO, a son, Keegan Scott.
trobtsiphone@gmail.com

Marriages & Engagements

Douglas Green, BSBA '89,
Chicago, IL, to Tatiana
Vieira, July 17, 2012.
douggreen99@yahoo.com

Tracy Wong Bowen,
BSBA '97, Denver, CO,
May 28, 2010.

Dan Demba, BSBA '97,
New York, NY, to Beth
Elyse Raskin Demba,
September 17, 2011.
dsdember@gmail.com

Erica Waxman Mazon,
BSBA '00, Franklin
Lakes, NJ, to Matthew
Mazon, April 30, 2011.

Crystal Bickoff
Anderson, BSBA '06,
Tallahassee, FL, to
Alexander J. Anderson,
April 15, 2012.

Sarah Hultquist Conrad,
BSBA '06, Prairie
Village, KS, to William
Conrad, July 14, 2012.
sarahconrad714@gmail.com

Katherine Sibbernson,
EMBA '07, St. Louis,
to Brian Dimit.
katherine.sibbernson@nestle.purina.com

Kenny Kline, MSF '08/
BSPHy '08, St. Louis,
to Kimia Ferdowsi,
May 30, 2010.
kline.kenn@gmail.com

Paul Seal, MBA '08,
St. Louis, to Heidi
Chambers, September 16,
2011.

John Goodwin, PMBA '09,
Cincinnati, OH, to Emily
Hessler, April 14, 2012.
jpgoodwin81@gmail.com

Ryan Gallagher, MBA '12,
New York, NY, to Julie
Bergin, September 22,
2012.



From the Business School News Archives...

"A reception in honor of Mr. and Mrs. John E. Simon was held at Washington University to announce the naming of John E. Simon Hall, currently under construction as the new business school. Pictured from left to right: W.L. Hadley Griffin, chairman of the university's Board of Trustees and chairman of the board of Brown Group, Inc.; John E. Simon; Chancellor William Danforth; and Charles F. Knight, university trustee, chairman of the Business School Task Force and chairman and chief executive officer of Emerson Electric Co."

—April 5, 1984

In Memoriam

1930s

Harold A. Brinner,
BSBA '38, St. Louis

Irwin W. Mohr,
BSBA '38, St. Louis

Beatrice (Kramer)
Brody, BSBA '39,
Washington, DC

Robert W. Reinhardt,
BSBA '39,
Traverse City, MI

1940s

Evelyn B. (Hufford)
Conrad, BSBA '40,
Raleigh, NC

Charles K. Stough,
BSBA '41, St. Louis

Robert J. Gamm,
BSBA '42, St. Louis

Robert C. Moehle
BSBA '42/JD '48,
Germantown, TN

John W. Uptegrove,
BSBA '42, St. Louis

Monroe K. Abrams,
BSBA '43, St. Louis

Arthur L. Bieser,
BSBA '43, Houston, TX

Joseph P. Funk,
BSBA '43, Atlanta, GA

Harold R. Stuteville,
BSBA '43, Wadsworth, OH

Grant C. Woodard,
BSBA '45, Houston, TX

Michael W. Cramer,
BSBA '47, St. Louis

George J. Hendry,
BSBA '47, St. Louis

Donna L. (Elliott)
Higginbotham, BSBA '47,
Centennial, CO

Clark S. Smith,
BSBA '47, Issaquah, WA

Shirley M. (Wedlock)
Bardenheier, BSBA '48,
St. Louis

Warren G. Evertz,
BSBA '48, Washington, DC

Theodore J. Klefisch,
BSBA '48, St. Louis

Gene F. Kratschmer,
BSBA '48, Godfrey, IL

Richard B. Long, Sr.,
BSBA '48, Hamilton, OH

Eugene W. Moore,
BSBA '48, St. Charles, MO

Yetta (Egel) Raiffie,
BSBA '48, St. Louis

Ralph W. Wehrenberg,
BSBA '48, Red Bud, IL

Eugene J. Borgmeyer,
BSBA '49, Sarasota, FL

Vita A. (Licata) Guccione,
BSBA '49, St. Louis

Simon D. Krasner,
BSBA '49, Oak Park, MI

Herbert S. Orenstein,
BSBA '49, Skokie, IL

George L. Springman,
BSBA '49, St. Louis

Mary L. (Dorr) Taylor,
MBA '49, Virginia, IL

Norman W. Ullrich,
BSBA '49, Escondido, CA

1950s

John T. Banister,
BSBA '50, Moraga, CA

Aaron J. Fadem,
BSBA '50, St. Louis

Jerome Feldman,
BSBA '50, St. Louis

Louis Fields, BSBA '50,
Sarasota, FL

Lee E. Klimt, BSBA '50,
St. Charles, MO

In Memoriam (continued)

<p>Lester A. Kobler, BSBA '50, St. Louis</p> <p>Alicia W. (Kircher) Lydon, BSBA '50, Lake Forest, IL</p> <p>Carl P. Prior, Jr., BSBA '50, Chanhassen, MN</p> <p>Byron K. Schader, BSBA '50, Elkinsparr, PA</p> <p>Walter S. Slovensky, BSBA '50, Steelville, MO</p> <p>William A. Zukoski, BSBA '50, Tubac, AZ</p> <p>Samuel E. Pershall, Jr., BSBA '51, St. Louis</p> <p>Harold H. Smith, BSBA '51, Ballwin, MO</p> <p>Warren B. Wiethaupt, BSBA '51, Fenton, MO</p> <p>Karl E. Deibel, BSBA '52, San Marcos, CA</p> <p>Harold B. Fishman, BSBA '52, St. Louis</p> <p>Wanda L. (Koertel) Hilgeman, BSBA '52, Ballwin, MO</p> <p>Lois A. (Kloepper) Folk, BSBA '53/MA '65, St. Louis</p>	<p>Herbert D. Kotkin, BSBA '54, Boynton Beach, FL</p> <p>Millard Oksner, BSBA '54, Denver, CO</p> <p>Norton A. Feld, BSBA '55, Dallas, TX</p> <p>J. L. Moody, MBA '55, Montgomery City, MO</p> <p>Paul A. Nelson, BSBA '55, Frisco, TX</p> <p>Bertrand J. Rubenstein, BSBA '55, St. Louis</p> <p>Keith D. Shaw, BSBA '55, St. Louis</p> <p>Barbara S. (German) Linder, BSBA '56, St. Louis</p> <p>James P. Thorburg, BSBA '56, St. Louis</p> <p>Richard Fagin, BSBA '57, Cincinnati, OH</p> <p>Thomas H. King, BSBA '57, Auburn, CA</p> <p>Philip J. Scissors, BSBA '57, St. Louis</p> <p>Kenneth A. Hoppe, MBA '58, St. Louis</p>	<p>Raymond D. McLean, BSBA '59, Festus, MO</p> <p>1960s</p> <p>Robert F. Foster, BSBA '60, St. Louis</p> <p>Julie (Griffin) Hoetker, BSBA '62, Camargo, IL</p> <p>William F. Lynch, Jr., BSBA '62/MBA '64, Hightstown, NJ</p> <p>Marvin Polinsky, BSBA '64, St. Louis</p> <p>Richard W. Furst, MBA '66/PhD '68, Lexington, KY</p> <p>Richard Dennis English, MBA '68, Sioux Falls, SD</p> <p>Herbert J. Mortland, MBA '68, St. Louis</p> <p>Gary R. Volz, BSBA '69, Phoenix, AZ</p> <p>1970s</p> <p>Lowell D. Bourne II, MBA '71/PhD '76, Terre Haute, IN</p> <p>Albert Clay Mollman, AB '57/MBA '71, St. Louis</p>	<p>Robert Stanton Ellis, MBA '73, Lees Summit, MO</p> <p>Harold Gulbrand Belsheim II, MBA '74/JD '77, O'Fallon, IL</p> <p>Edward Kostal, MBA '74, Naperville, IL</p> <p>1980s</p> <p>Marsha (Bell) Puro, MBA '80/PhD '83, St. Louis</p> <p>Sandra A. Moore, AB '72/ MBA '81, St. Louis</p> <p>Tammy Lynn Mruzik, BSBA '85/PMBA '01, Pacific, MO</p> <p>Bryan Charles Warren, MBA '87/JD '87, San Diego, CA</p> <p>Eric Jay Lindhorst, BSBA '88/JD '92, St. Louis</p> <p>Michael Sanford Sabbe, MBA '89, St. Louis</p> <p>1990s</p> <p>Craig Allen Doiron, PMBA '94, St. Louis</p> <p>John Douglas Mann, MBA '96, St. Louis</p>	<p>2000s</p> <p>J. Patrick Bradley, JD '91/PMBA '02, Arlington, VA</p> <p>Mark D. Ribich, MBA '03, Grimes, IA</p> <p>Matthew Ryan Neal, BSBA '05, St. Louis</p> <p>Friends of Olin</p> <p>Melvin C. Bahle, St. Louis</p> <p>Christine Hatina, St. Louis</p> <p>Patty L. Jacobus, St. Louis</p> <p>Doris Jeanne Zorensky, St. Louis</p>
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Melvin C. Bahle

January 31, 1919–
February 26, 2012

When the late Melvin Bahle and his wife Sue were growing up in Nebraska, little did they know that one day they would join a very special group of philanthropists who are dedicated to helping strengthen and improve Washington University and many other organizations in St. Louis. They were married in 1942 and built a life together that was full of adventure, friendships, hard work, and service to their community.



Bahle joined the Coast Guard, became a cadet in the U.S. Coast Guard Academy, and joined the Amphibious Corps, where he rose to the rank of lieutenant commander. His travel adventures began in the South Pacific aboard a Landing Strip Tank, delivering troops and materials to the Pacific Islands.

In 1946, Mel and Sue were reunited in St. Louis. Bahle began a 37-year career at Ralston Purina, where his long association with the Danforth family began. He served as assistant to every one of Ralston's board chairs until his retirement.

An astute financial advisor, Bahle shared his talents with numerous organizations,

including the Danforth Foundation, Lutheran Family and Children Services, and the American Youth Foundation.

Mel and Sue became bona fide members of the Washington University family, with an enduring interest in the university's progress. They were among the first sponsors of the Scholars in Business scholarship program at Olin. Their steadfast support and their deep desire to help students achieve an education at Washington University provide a legacy to this community and an impact on generations to come.

Melvin C. Bahle is survived by his wife Sue Bahle and a niece, Melanie Hepperly.



LEADING *Together*

The Campaign for Washington University

On October 6, Chancellor Mark Wrighton announced a multi-year effort to secure a minimum investment of \$2.2 billion for Washington University. Each school has identified areas where we can build on the strong momentum of recent years, maintain our levels of excellence, and continue to make significant contributions to society.

OLIN CAMPAIGN GOALS

Olin's focus is on attracting talented and deserving students, attracting and retaining outstanding faculty, supporting and improving our programs, and offering an outstanding environment for learning.

Business education has never been more valued—and vital—than now. Our regional and national economies depend on creative individuals and innovative companies that can compete globally, respond quickly to challenges and opportunities, and reinvent themselves to remain dominant in the ever-changing world of the marketplace. A strong business sector creates opportunities, raises living standards, and serves as the primary engine for economic growth, fueling local, national, and international economies.

We produce a steady stream of groundbreaking ideas and people who know how to use them. Our students understand that leadership goes beyond the bottom line. They graduate as ethical leaders, bold innovators, and critical thinkers, and they innovate to improve living standards here and afar.

To achieve our goals—and to strengthen the education we offer—we are launching our \$210 million campaign. We proudly join with a larger effort, **Leading Together, The Campaign for Washington University**, to make the world a better place.

To speak directly to a member of the Alumni & Development staff about how you can participate in this effort, please contact Nancy Barter at 314-935-9053.





Mark Your Calendar

Upcoming OLIN BUSINESS SCHOOL EVENTS

Scholars In Business Dinner
November 1, 2012

**Distinguished Business Alumni
Awards Dinner**
April 4, 2013

Thurtene Carnival
April 19–21, 2013

**Undergraduate Diploma &
Awards Ceremony**
May 17, 2013

**Graduate Diploma &
Awards Ceremony**
May 17, 2013

Celebrate at Commencement
May 16–18, 2013

Upcoming EXECUTIVE EDUCATION EVENTS

**Negotiation & Conflict Management
Seminar (St. Louis)**
November 14, 2012

**Leading Through Influence
Seminar (St. Louis)**
December 12–13, 2012

**The Trillion-Dollar R&D Fix
Seminar (St. Louis)**
March 7, 2013

olin.wustl.edu/execed



BUILDING OLIN

Guests at the Groundbreaking ceremony view a model of Knight Hall and Bauer Hall. Construction is underway and scheduled to be complete by spring 2014.

See story on page 2.