

OLIN BUSINESS

CREATE KNOWLEDGE. INSPIRE INDIVIDUALS. TRANSFORM BUSINESS.



CULTIVATING people who make an **IMPACT**

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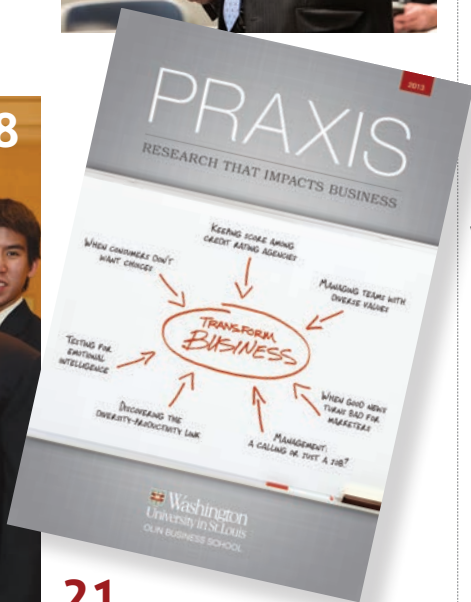
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Praxis: Research that Impacts Business

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FALL 2013

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Cultivating Impact

From my office window in Simon Hall, I have a spectacular view of the Danforth Campus and a front-row seat for the daily progress on the construction of Olin's new Knight Hall and Bauer Hall. The buildings have risen from a deep hole in the ground to take their place among the revered and rose-colored granite halls of Washington University.

More than 800 workers have toiled on this project since we broke ground in May 2012. Skilled craftsmen have laid the foundation, fitted steel, and installed pipes, cables, and glass to transform the architects' plans from paper to bricks and mortar. These innovative new buildings will provide flexible spaces for our entire community—alumni, students, faculty, corporate friends, and family—to congregate, collaborate, communicate, and celebrate.

Please mark your calendar for the dedication ceremony and a symposium in honor of Knight Hall and Bauer Hall, May 2–3, 2014.

The burgeoning startup scene in St. Louis has been attracting national media attention, and Olin is involved on many levels. From students who are launching their own businesses to our new CElect course, where students work on consulting projects with entrepreneurs, there are multiple opportunities for collaboration. Faculty

and alumni are playing many roles in area startups, too, from founding to advising and investing. Together, we are cultivating fertile resources that, in the view of many, including Jack Dorsey, cofounder of Twitter and Square, could lead to a business renaissance in St. Louis with global impact.

Olin has been cultivating leaders who impact business for nearly a century. But the print version of *OlinBusiness* can highlight only a few of our accomplished alumni, faculty, and students in each issue. There is more.

I invite you to stay connected to your Olin network all year long by reading our new blog at olinblog.wustl.edu, where you'll find news about events on campus, alumni, gatherings far and wide, new faculty research, and candid reports from students who are studying abroad, starting a business, or chronicling an internship. We also have a lively presence on Twitter, Facebook, and LinkedIn.

No matter where your career takes you, Olin is only a click away. I look forward to seeing you online or in person in the coming year.

A handwritten signature of Mahendra Gupta in black ink.

Mahendra Gupta

Dean and Geraldine J. and Robert L. Virgil
Professor of Accounting and Management
dean@olin.wustl.edu



EXPANSION PROJECT

NEARS COMPLETION

Olin's new 175,000-square-foot facility, including Knight Hall and Bauer Hall, is scheduled to be complete and ready for occupancy in the first quarter of 2014. The new buildings, providing much-needed additional classroom, office, and community spaces, will nearly double the business school's footprint on the Danforth Campus.

The \$90 million project is centered on a three-story glass Atrium, pictured here. Natural light will flow from the Atrium through all five stories of the building, including the Forum, an amphitheater space for lectures and events.

A dedication ceremony and symposium are planned for May 2-3, 2014.



To see more photos and videos of the construction progress, visit BuildOlin.wustl.edu

Photo by Frank Freeman

Olin Opens Doors to Veterans

By David Sheets



Charlie Felker shed his fatigues three days before starting his studies at Olin.

The Army captain who served four

tours in Afghanistan received a warm welcome before tackling full-time MBA studies. But later in his first year, he encountered two former West Point classmates also attending Washington University, and he realized something about that welcome was missing.

"I should've known they were here," Felker said. "And they were walking around with an Olin classmate of mine who they knew, too."

So, Felker, MBA '13, committed himself to improving outreach for other veterans at Olin through the Olin Veterans Association (OVA), a student group that helps ease veterans' transitions back to civilian life.

The association's efforts have grown to include outreach for veterans' families.

"A veteran who shows up at Wash U already knows what it's like to work hard. But they're interested in knowing what it's going to be like for their families," said Felker, a former OVA president. "And it's hard for nonveterans to answer those questions."

The current OVA president, Ryan Maher, MBA '14, a former Marine Corps captain who also served in Afghanistan, explained that the group takes multiple approaches to outreach. Among them:

- Employer site visits and "power lunches," where veteran alumni host students at their workplaces, highlight job opportunities, and educate students on their companies and industries.
- A veteran mentor program that matches students with alumni who can offer professional as well as academic guidance and support.
- Promotion of Olin Business School's full partnership in the Yellow Ribbon Program. Along with the Department of Veterans Affairs, Olin will jointly cover all tuition costs for veteran candidates who are admitted to Olin and eligible for the Yellow Ribbon Program.

The group also offers pre-MBA internships with St. Louis-area companies that provide veterans with exposure to the business world before starting classes.

Vic Richey, EMBA '95, a veteran and chairman, CEO, and president of ESCO Technologies in St. Louis, is one of the employer hosts.

"The sense of common purpose and mutual support is exceptionally strong in the military. Trying to find that in their new life can be difficult," Richey said. "Anything I can do to aid in that transition, I will do."

Jack Senneff, MBA '08, a veteran and director at Thompson Street Capital Partners who also visits with students, echoes that sentiment. "A veteran who has earned an Olin MBA is uniquely positioned to create value for a business."

But Felker believes extending OVA's outreach to include veterans' families was a crowning achievement.

Felker also served at Fort Benning, GA, and Fort Bragg, NC. He says veterans' families can have a tough time adjusting to cities after living in a close-knit military community.

"So, we adopt families, sponsor families, and they come to St. Louis and have a family they can partner with, go to baseball games with, have barbecues with, share notes on good schools," Felker said. "So before they even move to St. Louis, they have a family to connect with and show them the ropes."



Charlie Felker welcomes veterans and their families at a reception at Dean Gupta's home in August.

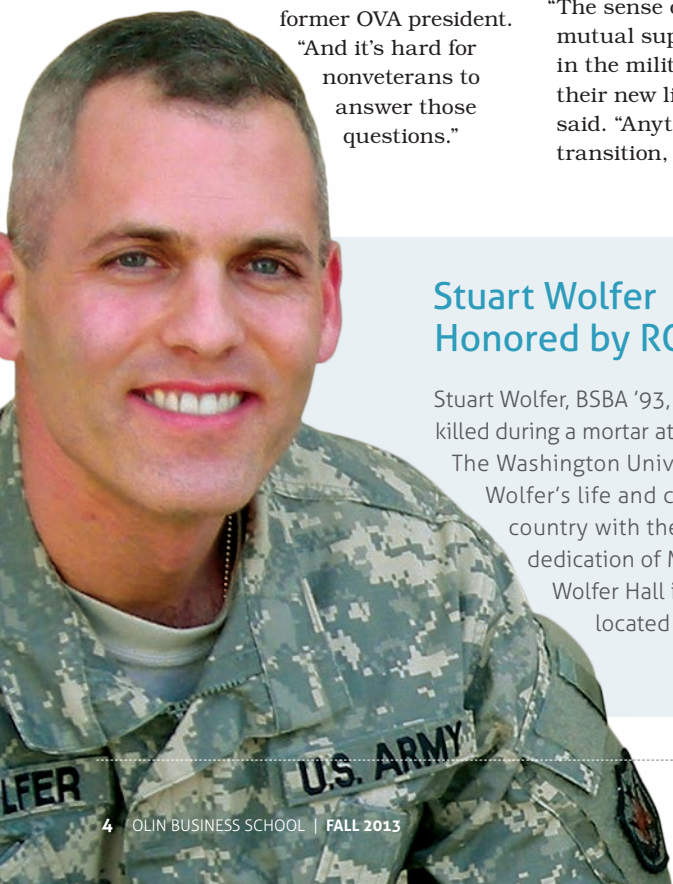
Stuart Wolfer Honored by ROTC

Stuart Wolfer, BSBA '93, was an Army reservist killed during a mortar attack in Iraq in 2008.

The Washington University ROTC celebrated Wolfer's life and commitment to his country with the unveiling and dedication of Major Stuart Adam Wolfer Hall in April. The Hall is located in the North

Campus Complex, where the ROTC holds classes and training.

While a student at Washington University, Wolfer was active in student government, ROTC, and Hillel, and he remained engaged as an alumnus. Some 100 ROTC cadets approached Lt. Col. Jim Craig asking if they could honor Wolfer's life of service. Many attended the memorial event, including ROTC cadets, Olin Business School classmates, and members of Hillel and the Olin Veterans Association.



Get the Inside Scoop

Want to know what's really going on at Olin?

Visit our new virtual watercooler. The Olin Blog (olinblog.wustl.edu) is an online gathering place where students, professors, staff, and alumni share their latest news and Olin experiences.

From an MBA student's firsthand account of having lunch with Warren Buffett to the chronicles of an undergrad's startup, or exclusive interviews with campus visitors like Jack Dorsey, cofounder of Twitter and Square, the Blog shares the daily pulse of the business school in authentic, first-person stories, photos, and videos.

Stop by the Olin Blog soon and leave a comment. We'd love to hear from you!

You can also follow Olin on other social media or via our app. See inside front cover for details.

The most popular stories on the Olin Blog since its launch in December 2012:

- 1 Knight Center chef cooks up kudos
- 2 Shake it up with the chancellor
- 3 Fasten your seatbelts
(bird's-eye video of new buildings)



EMBA Celebrates Milestone

By Jill Pfeiffer

"Life-changing is how I'd describe my Executive MBA experience," says John Danahy, a member of the charter class in the EMBA program, launched in 1983. "The opportunity to learn from world-class professors and peers made a fundamental difference in my career."

Thirty years ago, Danahy and his 32 EMBA classmates were up-and-coming managers, eager to advance their careers. Danahy ran information technology systems development for May Department Stores Co. His career eventually led to the C-suite, where he was named chairman and chief operating officer of The Famous-Barr Co. and, later, chairman and COO of May Merchandising Co. and May Department Stores International. He retired in 2006.

To date, 2,407 alumni—from a broad spectrum of industries and organizations—have benefited from the Executive MBA curriculum, rooted in leadership development, applied research, and immediate skills application.



In 1981, a university task force recommended a plan to make the business school among the best in the nation, and executive education was a cornerstone of the plan.

"All of us who were part of the inaugural class felt a little special because we were there at the founding," adds Danahy, who is past president of the Executive MBA Alumni Association, a member of Olin's National Council, a member of the Alumni Association's Executive Committee, and former chair of the Executive MBA Education Committee. "Our legacy is that we blazed the trail and retained a great sense of solidarity as a class. We like to say we're 'first class.'"

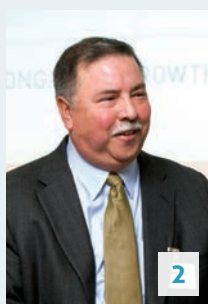
Seen & Heard at Olin

Olin welcomes dozens of corporate friends and visitors to campus every semester. These generous executives share their business knowledge, management expertise, values, and career challenges with our community. From intimate classroom conversations to large-scale presentations, members of the business community provide a vital connection for students and faculty to the pulse of commerce and finance.





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1. **Diane Sullivan**, President & CEO, Brown Shoe Co., at Leaders in Business Summit
2. **George Paz**, Chairman & CEO, Express Scripts, at Leaders in Business Summit
3. **Jack Dorsey**, cofounder & CEO of Square, Inc., & cofounder of Twitter, featured Olin speaker
4. **Suzanne Sitherwood**, President & CEO, The Laclede Group, Inc., at Leaders in Business Summit
5. **Wade Miquelon**, MBA '89, CFO, Walgreen Co., alumni mentor
6. **Gregory Wasson**, President & CEO, Walgreen Co., at Century Club
7. **Tracy Elsperman Hart**, President, Tarlton Corporation, at Leaders in Business Summit
8. **Ward Klein**, CEO, Energizer, at Century Club
9. **President Bill Clinton** at the Clinton Global Initiative University held at Washington University April 5-7
10. **Rakesh Sachdev**, President & CEO, Sigma-Aldrich Corporation, at Century Club
11. **Athanasios Orphanides**, MIT, former member ECB governing council & former governor, Central Bank of Cyprus, guest in Federal Reserve Bank of St. Louis president James Bullard's course "U.S. Macroeconomic Policy after the 2008 Crisis"
12. **Linda Babcock**, economics professor, Carnegie Mellon University, CRES Distinguished Speaker
13. **Dean Mahendra Gupta with Barbara Thomas**, Senior VP & CFO, HBO Sports, graduate programs graduation speaker & Washington University trustee
14. **John Stroup**, President & CEO, Belden, Executive MBA graduation speaker
15. **Lisa Lewin**, BSBA '96, President, Teacher Education, Pearson, BSBA graduation speaker
16. **Catherine French**, PMBA '93, Director of Franchise Management, CitiMortgage, Professional MBA graduation speaker

DEFINING MOMENTS COURSE GUEST SPEAKERS:

17. **David Peacock**, EMBA '00, Chairman, St. Louis Sports Commission & former president, Anheuser-Busch
18. **Bob Chapman**, Chairman & CEO, Barry-Wehmiller
19. **Maxine Clark**, founder & former CEO, Build-A-Bear Workshop
20. **David Steward**, founder & Chairman, World Wide Technology, Inc.
21. **Eric Greitens**, CEO, The Greitens Group
22. **John Mozeliak**, Senior VP & General Manager, St. Louis Cardinals
23. **Ahmad Chatila**, President & CEO, MEMC

Profiles in CONFIDENCE

By David Sheets

From America's farmland to the high-tech horizons of cloud computing, Olin alumni impact every sector of society and business on a daily basis. Each issue, we profile alumni who reflect the diversity of talent, innovation, and leadership that we cultivate in our students and admire in our alumni around the world.

Despite the different paths these alumni have chosen, they point to their Olin experience as an important influence on their careers. A common thread that connects the alumni in these pages is a sense of confidence they gained in their business studies that fortifies and informs their work and lives.

Abu Abraham and **Gabriel Santa Cruz** cap an Olin Cup-winning year by going back to the drawing board.

How do you cultivate the prestige that comes from dual honors like the Olin Cup and an Arch Grants award?

If you're Abu Abraham and Gabriel Santa Cruz, you wipe the slate and start over—from scratch.

Until recently, Abraham and Santa Cruz were among a team of entrepreneurs at the heart of MMBiosensing, a biotechnology platform that commercializes new science in heart attack detection. The startup garnered \$50,000 in seed money with an Olin Cup win this year and another \$50,000 from the Arch Grants Global Startup Competition, which rewards early-stage ventures.

Soon afterward, creative differences arose that sent its members off in different directions. But their courses and professors at Olin taught them that a virtue lies behind every obstacle.

"There are a lot of pitfalls that can befall a young company," Santa Cruz said. "That's just the nature of business."

"And one of the things you certainly learn at Olin is not to let adversity hold you back," Abraham said.

HIGH-IMPACT CONCEPT

On the rebound, Abraham, a native of India, and Santa Cruz, a native of Argentina, decided to pair up again, this time over an idea percolating in Abraham's mind and brought to the forefront by a spate of reports about pro athletes suffering long-term effects from sports-related concussions.

Abraham's primary field was mechanical engineering, specifically composite materials and polymers. He envisioned mixing those ingredients in a way that better prevented concussions in high-impact sports.

The idea also intrigued Santa Cruz.

"I've got twin three-year-old boys, and wanted a future for my children and other children to play sports without having these destructive concussions," he said.

Their latest startup, Zymplr, a word adapted from the term "simpler," advances proprietary technology that Abraham devised to curtail not just linear movement from head-on hits, but also the rotational movement that damages the midbrain and regions atop the spinal column.

It's a fertile subject for technical development and innovation. The Centers for Disease Control estimate that nearly four million sports-related concussions occur annually in the United States. In professional football alone, a player suffers an average of 1,500 hits to the head in a single season.

OLIN GAVE THEM COURAGE

Abraham and Santa Cruz, along with cofounder Abraham Pannikottu, believe their technology is sound enough that in three years, Zymplr can capture about one percent of a \$375 million market for football helmets in the United States.

They credit Olin for preparing them to handle a sudden career turnaround, but they were motivated as well.

"Gabe was incredibly passionate about his entrepreneurship efforts," said Ken Harrington, managing director for the Skandalakis Center for Entrepreneurial Studies. "It's great to see how quickly he is moving forward."

Zymplr may do the same. Abraham says Olin put it on the right track.

"I had the opportunity to go into the entrepreneurship course," known as The Hatchery, "which is completely optional . . . that was pretty exciting. You got the opportunity to fine-tune your business idea within that course and then take it outside into the industry," he said. "That's why MMBiosensing got off to such a great start. I hope we can duplicate the same thing here."

A full-page photograph of two men standing on a green football field with white yard lines. The man on the left is a man of color with a beard and sunglasses, wearing a light blue button-down shirt and dark trousers, holding a silver football helmet. The man on the right is a white man with sunglasses, wearing a light blue button-down shirt and dark trousers, also holding a silver football helmet. They are both smiling at the camera. The background shows a blurred football field and some trees in the distance.

STARTING OVER

ABU ABRAHAM, EMBA '12 & GABRIEL SANTA CRUZ, PMBA '12,
Cofounders, Zymplr

Photo by Karen Elshout

OPEN MINDED

Fareeha Amber Ansari *proves you can be a risk-averse entrepreneur and still not fear making mistakes.*

Fareeha Amber Ansari considers herself a risk-averse person.

That might surprise people who get to know her.

Besides her outgoing, energetic personality, Ansari clearly possesses a high tolerance for risk when it comes to her career. She once worked in oil fields as an engineer—the only woman among two dozen men.

She also started her own business while enrolled as a full-time MBA student at Olin.

But “entrepreneurs are not crazily adventurous people,” she insists. “They are as wary of risk as anyone else.”

Still, starting an education and a new business, respectively, are difficult enough. Doing both at once sounds, to most people, fraught with risk—especially when your class project is also your career.

FINDING A NEW PATH

Ansari, a native of Pakistan and now a resident of Liberal, KS, landed in the southwestern corner of the Sunflower State while still an engineer and met her physician husband there. His practice was rooted, and engineering jobs were scarce. She moved into healthcare management and later decided to pursue a business education. She found Olin and steeled herself for 11-hour drives to and from St. Louis.

After her first semester—“very much a time of great discovery for me because I was still trying to figure out what to do,” she said—she enrolled in an entrepreneurial course and “that was like a lightbulb going on. I was like, ‘OK, now I know what I want to do.’”

Having worked in small-town healthcare, Ansari knew there was an unmet need in the area. The market for diagnostic imaging was underserved. Some patients who needed magnetic resonance imaging exams (MRIs) couldn’t handle the confined space in the enclosed tunnel-like machines, the only option available locally. An “open” MRI device, on the other hand, makes it easier for small children, older patients, and people with claustrophobia to be examined.

But the nearest open MRI was 60 miles from Liberal. Physicians battled out-of-town scheduling issues while patients struggled with the commute.

Ansari started to research opening her own MRI facility while at Olin. Then came the business plan development, market research, and facilities construction—all while she was commuting between Liberal and St. Louis.

“There were days when I felt elated, and there were days when I wondered if I was going in the right direction and whether it would pay off,” she said. “But that’s where the calculation of risk comes in, because at every step, you have to weigh your pros and cons and strategize what you’re doing . . . and that is where the critical thinking lessons at Olin really mattered.”

So does having the proper mind-set.

THE RIGHT STUFF

“Amber was a laser-focused entrepreneurship student from the first time I met her,” said Professor Clifford Holekamp, senior lecturer in entrepreneurship and director of the MBA Entrepreneurship Platform at Olin. “Her motivation and drive were inspiring, particularly considering the difficulty of starting a medical facility in a different state while simultaneously earning her full-time MBA.”

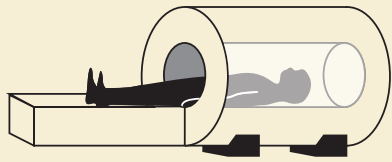
She finished her MBA in May, and her business is prospering. And of all the lessons she learned at Olin, this one resonates:

“Don’t be afraid to make mistakes. That’s what all of my professors taught me,” she said. “You may be making the mistakes from which you learn the most. . . . There is no foolproof way to success; you have to be able to take the risks. It’s the only way you can find out which path can lead you to success.”

CLOSED MRI VS OPEN MRI

“Closed” MRIs are tunnel-like devices, whereas an “open” MRI makes it easier to examine small children, older patients, and people with claustrophobia.

CLOSED MRI



OPEN MRI



A portrait of Fareeha Amber Ansari, a woman with dark hair, smiling and wearing a magenta top and a necklace with a large pendant. The background is a blurred outdoor setting with a white wall and some architectural elements.

OPEN MINDED

FAREEHA AMBER ANSARI, MBA '13, CEO, Co-owner, Cofounder, Open MRI Liberal Diagnostic

Photo by Mindy Upham



NEW DIRECTION

DAVID LEVINE, *BSBA & AB '01*, Director, Strategy & Investing, Artivist

Photo by Jennifer Weisbord

NEW DIRECTION

David Levine credits his motivation for starting a new business to his experience at Olin.

Financial investing is a broad, complex subject that confuses as much as it illuminates.

David Levine says he understands why and aims to change that.

The Houston native believes the path past confusion is paved with information, and there's plenty of it online. But not everyone can find it or knows what to do once it's in hand.

Enter Artivist, a New York-based financial services enterprise backed by venture capital and run by a half-dozen people devoted to charting strategies that incorporate what Levine calls "alternative investing." Levine directs the fledgling company's overall strategy.

"I think that most people don't have access to alternative investing because it is a very secretive, closed industry," Levine said. "By alternatives, I mean hedge funds, venture capital, and credit equity, among others. What we're doing is a completely new way of creating access to an industry that many people just don't have access to."

ALTERNATIVE INVESTING

Artivist—an amalgamation of the terms "art" and "investing"—spawned early this year from another company formed last year. A change of heart and goals among the original company's principals led to a change in overall direction. Levine is among the leaders charting this new direction.

If all goes as planned, Artivist will grow to almost a dozen employees by year's end.

"We present a selection of funds with clear analysis through our website, primarily," Levine explained. "What we aim to do is educate instead of entice, and so we're really focused on explaining through clear, engaging content about the world of alternatives so that people can understand and choose for themselves."

It's a nuanced approach, but one Levine says he may not have attempted without studying at Olin. He immersed himself in business management, finance, and philosophy as an undergraduate. That broad education, plus connections he cultivated at Olin, landed him at Lehman Bros., first as an intern, then full time as an analyst dealing with mergers and acquisitions and investing.

Employment at a private equity firm and a hedge fund, as well as a law degree from Harvard, came later. But Levine says Olin left a lasting impression that fuels his entrepreneurial spirit.

"To work as an entrepreneur and to try to build something that doesn't exist and to really push things forward in a creative way does require creative thinking, abstract thinking . . . Without Olin, there's no way I'd be able to do this," he said. "Even now, I think that the background I had academically is tied to my credibility."

OLIN-FORGED VISIONARY

Of course, having the right personality helps, too.

"David is a great visionary," said Andrew Klaber, a former colleague of Levine's at Paulson & Co. in New York. "He's also incredibly generous with his time, generous from a charitable perspective in terms of supporting nonprofit organizations. He epitomizes the 'learn, earn, and return' model, instead of 'learn, earn, and then return.' He's extraordinary at doing all three at the same time."



New York-based Artivist specializes in alternative investments and financial strategies. Its name derives from the terms "art" and "investing."



ARTIVEST



UNQUENCHABLE SPIRIT

EMILY PITTS, *EMBA '11*, Partner, Edward Jones

Photo by Ron Klein

UNQUENCHABLE SPIRIT

Emily Pitts *blazed a trail for diversity at Edward Jones, then brought that same energy to her study at Olin.*

Look up Emily Pitts' name online and you see the word "first" a lot. Along with it are several mentions of "diversity."

That's because Pitts, a general partner with Edward Jones Investments in St. Louis, was the first African American woman to receive that title, in 2004, largely due to her crusade there to raise diversity awareness and bring more minorities into the financial services workforce.

The crusade has earned her awards, praise, and plenty of respect throughout the region. John Beuerlein, MBA '71, a general partner at Edward Jones since 1976, recently told the *St. Louis Business Journal* that Pitts "has an unquenchable spirit about inclusion."

Still, Pitts thought she could do more, learn more, be more—but only if she returned to school, so she enrolled in the Executive MBA program at Olin.

"I was always so busy in my career, I kept pushing back the idea of going back to school," she said. "But then I realized there's no perfect time to do that . . . Nobody asked me to do it; I just decided to do it to better myself."

KNOWLEDGE GAPS

Pitts studied business administration and marketing at Clark College in Atlanta, then bounced from a pharmaceutical firm to a series of brokerages before landing at Edward Jones. Yet, despite her education, talent, skills, and steady rise at Edward Jones, Pitts saw plenty of places to sharpen her skills in the areas of finance, strategy, and management.

"For example, I was never fantastic at accounting," she said. "But now I feel better equipped to have an intelligent conversation about accounting."

As for choosing Olin, it was no contest, she said. Many colleagues at Edward Jones who attended Olin and were enthusiastic ambassadors for the school set the standard Pitts wanted for herself.

But working on her Executive MBA while continuing her duties at Edward Jones tested Pitts more than any final exam. She finished the program on time with her class in 2011.

"Classes were every other weekend. Still, I had a lot of very late nights all through the week," she said. "And I had an understanding husband to help me through them."

OLIN'S GREATEST LESSON

Though intent merely on filling gaps in her knowledge, Pitts acquired a broader education than she expected.

"(Olin) did so many things for me—it increased my confidence in myself, in the work that I do, and in the way I interact at work," she said. "What I learned at Olin, really, was all of the possibilities . . . how so many organizations have utilized innovation and creativity and different thinking styles to be more productive and to make a difference in their communities."

Pitts led the creation of Edward Jones's Cross-Cultural Development Program, which helps raise diversity awareness among financial advisors, and the Women and Minority Leadership Forums, which focus on recruitment and retention of diverse talent.

Edward Jones[®]
MAKING SENSE OF INVESTING

Edward Jones was founded as a small chain of single-broker investment offices in 1922. The St. Louis-based firm is now one of the largest brokerages in North America, with more than 11,000 locations across the United States and Canada.

LEADING EDGE

An Olin education while at Monsanto put **Carl Casale** on track to bigger things with CHS Inc.

Life moves fast for Carl Casale, president and chief executive officer of CHS Inc., a multibillion-dollar Minnesota-based Fortune 100 company with interests in food processing and wholesale, farm supply, and financial services, among many others.

Besides that, Casale and his wife run a commercial blueberry farm in his home state of Oregon, and the busy season is just winding down. When he's not in St. Paul, he trades his suit and tie for a pair of comfortable jeans and heads to the berry fields to get his hands dirty.

"I go out every two weeks when they're harvesting," he said. "Kim is there every week watching things, of course, but it's my chance to get back out in the fields, which I really enjoy."

EXECUTIVE DECISION

Casale grew up on an Oregon vegetable farm, studied agricultural economics at Oregon State, then signed on with Monsanto in Washington state to sell herbicides. From there, he worked his way up to chief financial officer, though finance was not his chief interest or skill. Monsanto offered to help him out.

Through its Executive MBA program, "Olin had a partnership with Monsanto. The leadership at the time thought I should take advantage of that, and I jumped at the chance," Casale said. "Whenever you have an opportunity to expand your skill base, what you probably don't appreciate at the time is the ability to also expand your perspective."

The Executive MBA commitment took up many of Casale's Fridays and Saturdays, several hours of study group work each week, plus two hours of book study a night, on top of long days at Monsanto. The program, which he finished in 1992, presented one of the biggest challenges he ever faced, he said.

OLIN'S IMPACT

Yet Casale gained more from his Olin studies than he expected.

"The knowledge I gained at Olin . . . not only allowed me to be an effective CFO, it gave me an appreciation and understanding of how to do it better," Casale said.

That, in turn, boosted his management profile and made him the optimum choice to head CHS, known as Cenex Harvest States until changing its legal name in 2003.

"(Casale) has a really impressive and broad scope of business experience," then-chairman Michael Toelle told the *Star-Tribune* in Minneapolis upon Casale's hiring in 2010. Plus, he has "rural values and a commitment to agriculture."

But Casale credits Olin for making him a better manager.

"The broader growth through my study group was every bit as valuable to my degree as the hard skills I learned in the classroom, and probably had a greater influence on me over time," said Casale, who has the distinction of being the first chief executive CHS hired from outside the cooperative.

"You know, you can learn skills by reading a book, but you can't gain perspective by doing that, right? You have to interact with others in order to gain that," he continued. "In my view, what really differentiated Olin when I went through are the relationships I built with my study group members. Everyone pitched in leading discussions, which really helped balance a heavy class load."

Casale also owns a commercial blueberry farm in his home state of Oregon and visits there often to work in the fields.



A professional portrait of Carl Casale, a middle-aged man with grey hair, wearing a light blue dress shirt and a patterned tie. He is smiling slightly and looking towards the camera. His hands are resting on a desk in front of him, with some papers visible. The background is a plain, light-colored wall.

LEADING EDGE

CARL CASALE , *EMBA '92*, President, CEO, CHS Inc.

Photo by David Lundquist

DATA VISIONARY

David Brown keeps his St. Louis-based Datotel out in front of the cloud computing market.

David Brown was working in the cloud before most people knew what that meant.

In 2004, fresh out of Olin Business School, Brown was figuring out what to do with his newly minted MBA when an idea struck him: remote enterprise data storage.

He had seen too many businesses struggling to store and secure their own data on site at great cost. So the Scotland native devised a way to help them.

Nearly a decade later, Datotel, the cloud computing and colocation company he founded with four people, does almost \$10 million in business annually, with a total staff of 42 and three storage centers, one each in Chicago, Denver, and at the headquarters in St. Louis.

A CATCHY NAME

Datotel was a blessing for small- and mid-size firms seeking a third-party data caretaker who could also ensure dependable data access.

“David’s approach to problem solving and client relationships is as an entrepreneur on a peer-to-peer basis, sharing ideas, strategies, and tactics to help me improve my business,” said Jim Guller, president of Cooperative Home Care and All-Staff Nursing, a home-based care service that has worked with Datotel since 2011.

But Brown’s company gained an unexpected boost in business when in 2006 the catchy term “cloud computing” evolved to describe the concept of distributed computing over a network.

“When you start seeing that term pop up all the time in magazine articles, you know [the idea] is out there in the public realm,” Brown said. “So, that’s been helpful . . . It has really taken away some of the barriers, at least from an education awareness standpoint, that makes it a lot easier to approach CFOs and CEOs of the world and explain the value of our position.”

That Brown, 36, is even in this position stuns him a little. Before attending Olin, he worked for Oracle as an information technology consultant and expected to land somewhere as a chief information officer.

“When I first started my career, I thought I knew what I wanted to do. But I didn’t have a good understanding for business,” he said. “I knew mainly the technology side and how to apply it to business.”

MOTIVATED BY OLIN

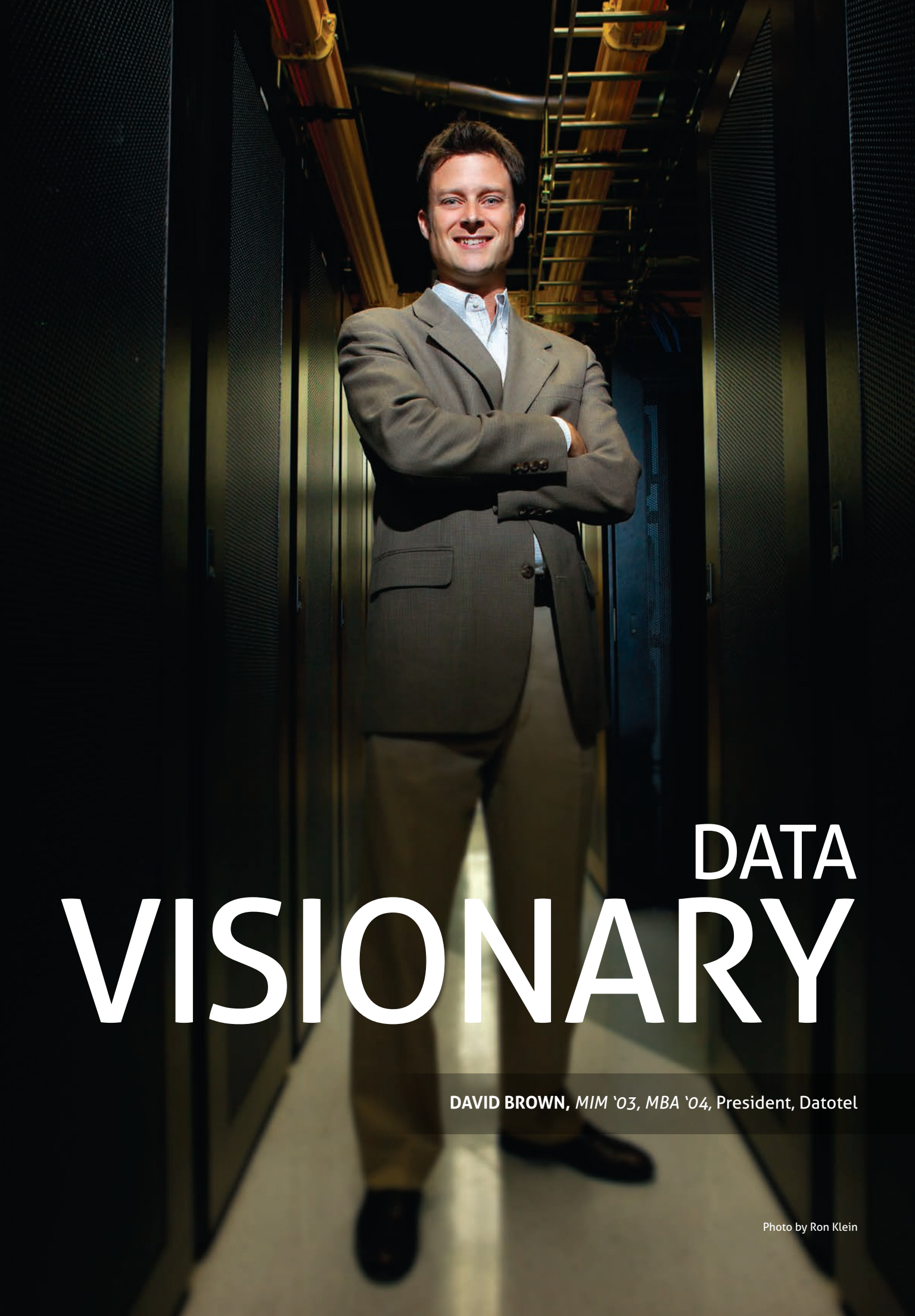
Brown met and married a woman from St. Louis whose family included several Washington University graduates, who recommended that he check out Olin. He spoke to some of the professors and “everything seemed to click,” he said.

Brown credits Olin for helping him trust and nourish his own creativity.

“Of course, I learned a lot of tactical things there, but I think just the close way you work with other students gives you great insight into what other people are thinking,” he said. “It was very different from my undergraduate experience in engineering, which was a fairly solitary experience. And then coming from that to a business school where you’re working with other professionals, everyone is like-minded and focused, was really an amazing experience.”



Cloud storage is a term that describes the housing of data on multiple virtual servers operated by third parties such as Datotel. This allows remote access to information and file sharing wherever Internet access exists.



DATA VISIONARY

DAVID BROWN, *MIM '03, MBA '04*, President, Datotel

Photo by Ron Klein

Introducing Olin's New Faculty



Bernardo Silveira
*Assistant Professor
of Economics*

PhD, Economics, 2013, New York University

Prior to joining Olin, Bernardo da Silveira was a research assistant at New York University. His research interests include industrial organization, political economy, and public economics.



Jennifer Dlugosz
*Assistant Professor
of Finance*

PhD, Business Economics, 2009, Harvard University

Prior to joining Olin, Jennifer Dlugosz was an assistant professor of finance at Virginia Tech's Pamplin College of Business. Her research interests include securitization, credit ratings, and syndicated lending.



John Horn
*Senior Lecturer
in Economics*

PhD, Economics, 1998, Harvard University

Prior to joining Olin, John Horn was on the faculty at the University of Maryland's Robert H. Smith School of Business. His research interests include applied game theory (e.g., wargaming) and behavioral economics (e.g., debiasing strategic decisions).



Zawadi Lemayian
*Assistant Professor
of Accounting*

PhD, Accounting, 2013, Massachusetts Institute of Technology

Prior to joining Olin, Zawadi Lemayian was a teaching assistant at the Massachusetts Institute of Technology's Sloan School of Management. Her research interests include financial accounting (debt, banking, disclosure) and taxation.



Yulia Nevskaya
*Assistant Professor
of Marketing*

PhD, Marketing, 2013, University of Rochester

Prior to joining Olin, Yulia Nevskaya was a lab instructor for managerial economics at the University of Rochester's William E. Simon Graduate School of Business. Her research interests include online content and digital marketing, dynamic structural choice models, habit and addiction formation, and consumer variety-seeking.



Giorgia Piacentino
*Assistant Professor
of Finance*

PhD, Finance, 2013, London School of Economics

Prior to joining Olin, Giorgia Piacentino was a class teacher and course support manager at the London School of Economics. Her research interests include institutional investors, corporate finance, corporate governance, and credit agencies.



Raphael Thomadsen
*Associate Professor
of Marketing*

PhD, Economics, 2001, Stanford University

Prior to joining Olin, Raphael Thomadsen was an assistant professor at the University of California–Los Angeles's Anderson School of Management. His research interests include pricing, pricing strategies, geographic competition, and applied game theory.

“We are delighted to welcome these seven newest members to our faculty. Collectively, they bring a set of skills, expertise, and intellectual curiosity to our school that will provide excellent contributions to both our research and teaching missions.”

—Todd T. Milbourn,
Senior Associate Dean–Faculty and Research and Hubert C. and Dorothy R. Moog Professor of Finance

Faculty Bookshelf

Recommended Reading



Give and Take: A Revolutionary Approach to Success

By Adam Grant
Published by
Viking Adult

"Adam explains how givers, matchers, and takers follow different pathways, and presents a compelling account of how givers—surprisingly!—achieve remarkable success."

Ray Sparrowe, Associate Professor of Organizational Behavior

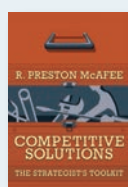


Happy Money: The Science of Smarter Spending

By Elizabeth Dunn
and Michael Norton
Published by
Simon & Schuster

"The book not only teaches us how we can better spend our money to increase our own happiness, but it is also good for marketers who want to know how they can increase the satisfaction and happiness of their customers. On top of that, it's based on the latest scientific research on happiness, and an enjoyable read."

Joe Goodman, Associate Professor of Marketing



Competitive Solutions

By R. Preston
McAfee
Published
by Princeton
University Press

"Competitive Solutions applies serious economic and game-theoretic reasoning to a wide variety of business applications. The author is a first-rate economist with wide-ranging experience in business. Formerly at CalTech, he now works for Google."

Glenn MacDonald, John M. Olin Distinguished Professor of Economics and Strategy



Engines of Innovation

By Holden Thorp
and Buck Goldstein
Published by The
University of North
Carolina Press

"Written by our new provost—a great book, of course, and a window into the university's future perspectives on entrepreneurship."

Cliff Holekamp, Senior Lecturer in Entrepreneurship and Director of the Entrepreneurship Platform

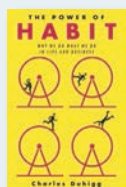


Capitalism from Below

By Victor Nee
and Sonja Oppen
Published by
Harvard University
Press

"This book implicitly compares the success of China's economy to that of Eastern Europe post-communism. In a great story, with rigorous research, it makes the argument that China's success stems from entrepreneurs trying to work around institutional impediments."

Anne Marie Knott, Professor of Strategy



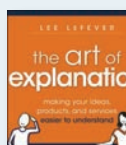
The Power of Habit

By Charles Duhigg
Published by
Random House

"It details how individuals and organizations

can consistently excel in life and business."

Adina Sterling, Assistant Professor of Strategy



The Art of Explanation

By Lee LeFever
Published by
Wiley

"It explains the art of explanation."

Ron King, Director of the Center for Experiential Learning, Senior Associate Dean—Special Projects, and Myron Northrop Professor of Accounting



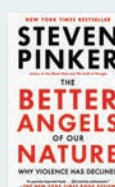
Lean In

By Sheryl Sandberg
Published by Knopf

"Both men and women who are interested in their organization's

performance will find Lean In a useful and informative book."

Michelle Duguid, Assistant Professor of Organizational Behavior



The Better Angels of Our Nature: Why Violence Has Declined

By Steven Pinker
Published by
Penguin Books

"Takes a whole bunch of messy information and makes sense of it—arguments are cogent and articulated well—and perhaps a bit of the 'feel good' or 'hope at the end of the tunnel' factor in that he is suggesting violence is declining."

Judi McLean Parks, Reuben C. and Anne Carpenter Taylor Professor of Organizational Behavior



Bitter Brew

By William
Knoedelseder
Published by
HarperBusiness

"An essential book to read for

anyone interested in understanding the evolution of business, the rise of the global corporation, and the history of St. Louis."

Bill Bottom, Joyce and Howard Wood Distinguished Professor of Organizational Behavior

Just Published...



Innovation and Growth: What Do We Know?

Anjan Thakor,
Director of
Doctoral Programs
and John E. Simon

Professor of Finance

World Scientific Publishing

The book's eight chapters provide a unique "synthesis of academic research on innovation with a variety of cross-functional and very practical managerial perspectives on innovation," according to editor Anjan Thakor. In addition to reviews of academic research on innovation in organizational behavior, operations, marketing, economics, and finance, the volume contains chapters for managers with useful perspectives on innovation that can be applied in the workplace. Eight Olin faculty members contributed to the book.



Tackling Wicked Government Problems: A Practical Guide for Developing Enterprise Leadership

Jackson Nickerson, Frahm Family Professor of Organization and Strategy; Brookings Nonresident Senior Scholar in Government Studies; and Associate Dean and Director of the Brookings Executive Education

Brookings Institution Press

This book is coedited by Jackson Nickerson and Ronald Sanders, vice president at Booz Allen Hamilton. Sanders served 37 years in government service to the U.S. Intelligence Community, the Office of Personnel Management, the Internal Revenue Service, and the Department of Defense.

Their book draws on the experience of some of the federal government's most successful executives and leadership development experts, who offer proven strategies for successfully taking on the great challenges that confront our nation.



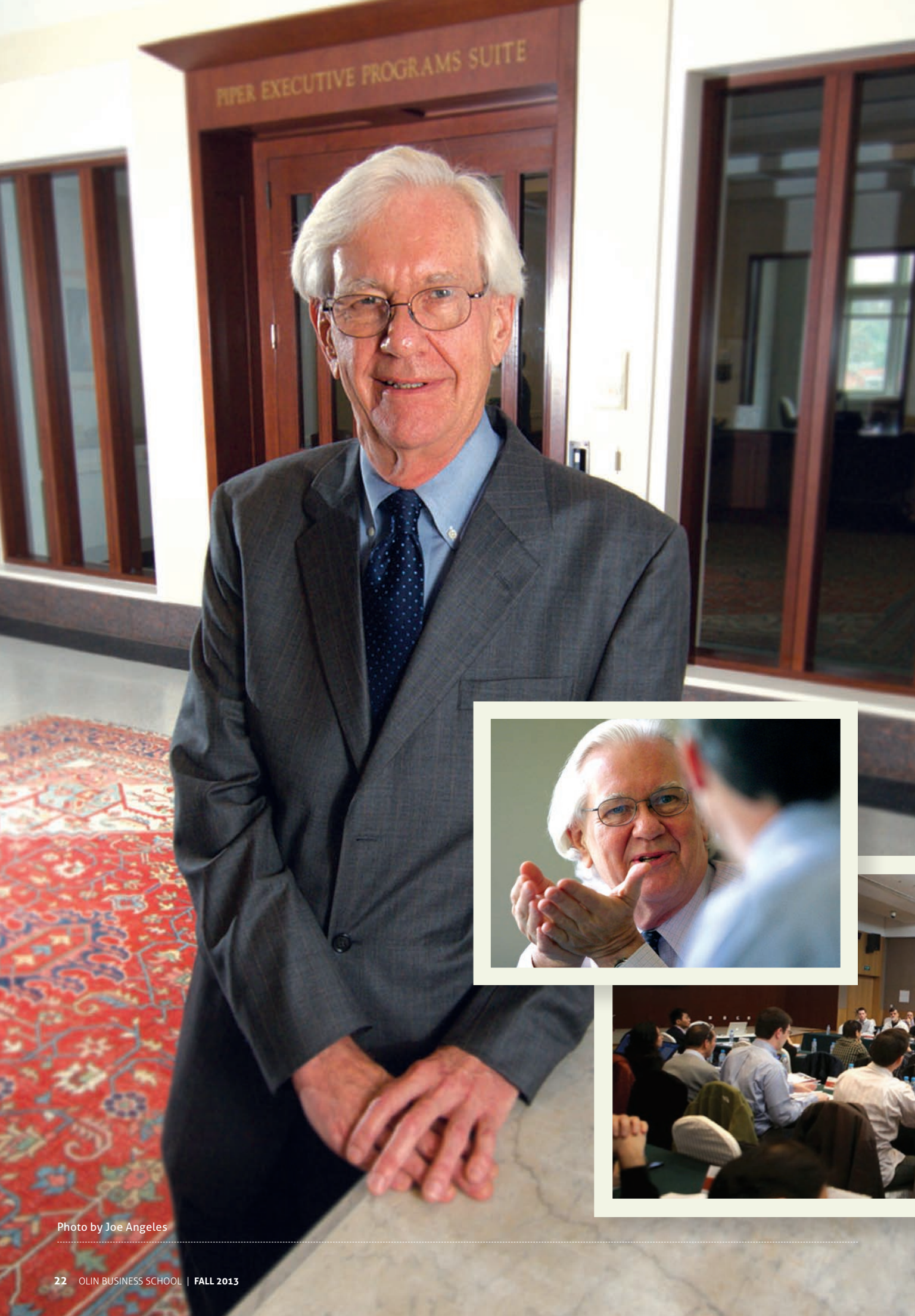


Photo by Joe Angeles



Bullish on America

By David Sheets

Retiring professor James Little is confident about the U.S. role in the global marketplace.

In four decades at Washington University, Professor James Little analyzed the ups and downs of numerous economies, and watched four nations—Brazil, Russia, India, and China—rise to prominence in the global marketplace.

But as he steps away from his position as the Donald J. Danforth, Jr. Distinguished Professor of Business at Olin and into retirement, Little says these nations may not be able to maintain the same

contribution to global growth, whereas the United States is poised to once again become a power behind that growth.

"Part of the reason, of course, is the sheer size of the U.S. economy," he said. "But the main reason is the United States' economic fundamentals.

"The most positive message is that I do not think the U.S. economy is in decline, but rather that it is poised for solid growth over the next decade."

Little voiced his confidence during a farewell speech before a reception in his honor in June at the Knight Center. About 150 people, among them former students and colleagues, were on hand, and they gave the longtime economics professor their warm regards and toasted his long career.

Little started teaching at Washington University in 1971 in the economics department. He moved to the business school under Dean Bob Virgil and later served as associate dean of academic affairs. He has served as academic



To read the full transcript of Professor Little's speech or watch a video of his retirement presentation,

go to olinblog.wustl.edu and search for "Jim Little."

director of Olin's Executive MBA Program and director of the school's European programs.

Although he is relinquishing his full professorship, Little will continue serving as EMBA director in a partnership with Fudan University in Shanghai, China. The new role keeps him in a position to observe the evolving Chinese economy, which looks strong enough on its surface to rival America's.

That strength, he says, emanates in part from an emerging marketplace spurred by advancing technology, increased capital flows, and increased trade across international borders due to globalization. ➔



10 Year
Anniversary

Fudan University EMBA Education
Washington University – Fudan University EMBA
复旦大学 EMBA 教育 复旦大学 – 华盛顿大学 EMBA 项目 10 周年



"By 2020, something approaching 60 percent of global output will come from developing and emerging-market countries," Little said. "China's share of output will surpass that of the U.S. in 2017 or so to become the world's largest economy."

With that shift in output comes power to influence the design of the global economic architecture, which for decades was shaped by the United States.

"It's worth remembering that . . . the rules governing trade, international capital flows, and currencies and development finance . . . were largely developed right after World War II. The U.S., by far the largest economy in the world at the time, did not dictate the rules, but certainly the U.S. had most of the votes," Little said. "The system that was put into place was both enlightened and generous, and was

designed to promote free trade and capital flows, market access for foreign enterprises, and provide financial aid and assistance to the poorer countries of the world."

Emerging markets

Now that openness may be challenged, and Little cites the appointment this spring of Brazil's Robert Azevedo as director-general of the World Trade Organization as partial proof. Brazil is considered the most restrictive major economy in the Americas, according to International Monetary Fund data, and Azevedo has staunchly defended Brazil's economic policies.

China and India endorsed Azevedo's appointment. The United States rallied behind Mexican economist Herminio Blanco Mendoza, a free-trade advocate.


"It may well be that I'm a pessimist . . . but while it might be fair to give emerging economies more influence in our international economic institutions, I fear that this will weaken some of the very rules that made it possible for them to grow rapidly in the first place," Little said.

Besides China and India, the other leading emerging markets are Russia, Brazil, and to a lesser extent, South Africa and Indonesia. All of them, Little says, are transformative, relying ever more on market forces than government controls to drive their economies. They are embracing new technology, investing in capital improvements, and they have large populations of young people who are hungry for jobs.

Intelligent investing

What threatens to disrupt their progress—China's in particular—and the reason Little waxes bullish on America's future are the difficulties these nations face in doing what the United States has already accomplished: the rapid transformation of education to meet the need for knowledgeable workers, and the redirection of investment spending away from fixed assets toward investment in innovation.

"The importance of education and innovation to growth comes as no surprise; the two largest sources of growth between the 1930s and



“While the perception of many is that China has become capitalist, that is not the truth. A market economy is not necessarily a capitalist economy.”



1980s in the U.S. were education and advances in knowledge,” Little explained. “So, the issue for China going forward is whether it can make the transition from growth based on investment in fixed assets to growth based on education and innovation. I am not convinced it will be able to do so.”

He is skeptical because China not only lacks investment incentive due to continued reliance on large state-owned companies to fuel its domestic economic engine, but also lacks the willingness to discontinue that economic model.

“While the perception of many is that China has become capitalist, that is not the truth,” Little said. “A market economy is not necessarily a capitalist economy.”

The U.S. economy, meanwhile, continues to lead in innovation and offer an education that has great value, he insisted.

“While our K-through-12 education system may have slipped in the world rankings, our higher education system is the best in the world—so much so that we attract the brightest

young people from all over the world to study here,” Little said. “And with immigration reform, which seems very likely to come, many more of those very talented people will be able to remain in the United States and contribute over their working lifetimes.”



Scholarship Honors Little

Olin has established the Jim Little Tribute Scholarship

to honor Professor Little’s legacy of educating students. An Olin student will be awarded this scholarship next fall. To make a gift in support of this scholarship, please contact nancy_barter@wustl.edu.



COLLABORATION

The key to global business

From St. Louis to Singapore, Olin continues to form new partnerships with companies, universities, and institutions to broaden opportunities for collaboration. "Learning how to collaborate with classmates on research projects, case competitions, and student club activities is an essential part of the Olin experience," says Dean Mahendra Gupta. "Our partnerships with academic institutions and corporations provide students with additional opportunities to collaborate with professionals and gain real-world experience so they are prepared for today's complex global workplace."

Two-thirds of Washington University undergrads pursue multiple majors and minors; and graduate students seek dual degrees to combine their cross-disciplinary interests. Clues to some of our most recent collaborations are on these pages. If you need help solving the puzzle, the answers are on page 38 of this magazine.

- ACROSS
1.

Washington University's _____ School of Social Work offers MSW Social Entrepreneurship specialization with Olin
4.

Southeast Asian island city-state
6.

Federal Reserve Bank of St. Louis president
9.

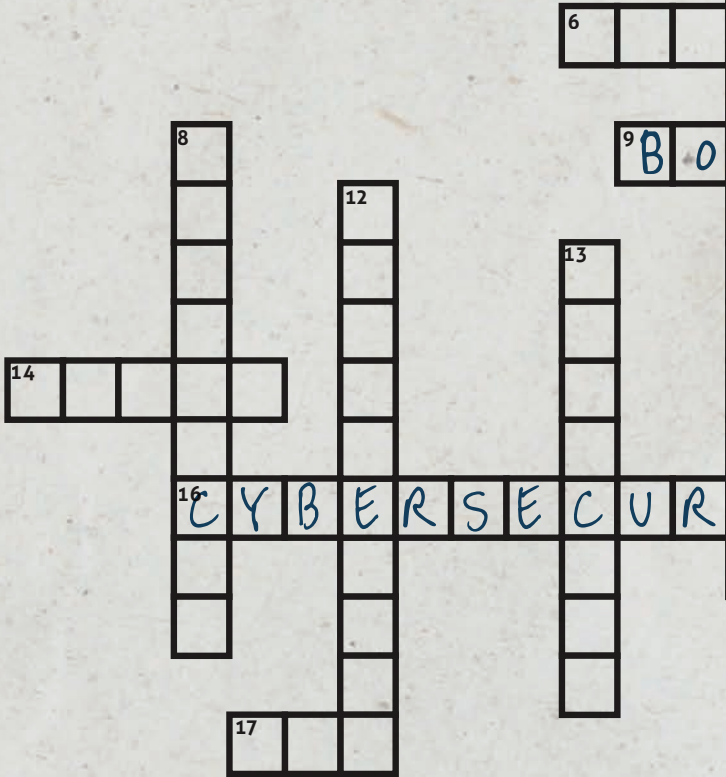
Program that allows MBAs to serve on United Way agency boards
14.

Dean of Olin Business School
15.

Website that covers entrepreneurship in St. Louis sponsored by Washington University
16.

New master's degree offered in conjunction with the School of Engineering & Applied Science
17.

Nickname for Brookings Executive Education managed by Olin



4 ACROSS

This summer, Olin welcomed to campus the inaugural class of the new Global Master of Finance Dual Degree Program in collaboration with Singapore Management University. The cohort will travel between St. Louis and Singapore to earn degrees from both universities.



6 ACROSS

St. Louis Federal Reserve president and CEO Jim Bullard; Chris Waller, senior vice president and director of research at the St. Louis Fed; and Stuart Greenbaum, former Olin dean and Bank of America Professor Emeritus of Managerial Leadership, collaborated on a new course this spring "U.S. Macroeconomic Policy after the 2008 Crisis." The class included prominent guest speakers from the world of finance.



16 ACROSS

Washington University's School of Engineering & Applied Science is partnering with Olin to launch a master's degree in cyber security management this fall to provide area professionals and full-time students with the skills needed to prepare for and stop cyber attacks in the workplace. It will be part of the Professional Education Program administered by the Sever Institute.



1 DOWN

Clifford Holekamp, senior lecturer in entrepreneurship, created the Danube Venture Consulting course five years ago. Students spend 10 days in Budapest consulting with startups. This year, one team's research was instrumental in the Danube Fund making a new portfolio acquisition. Another team provided key market research for a software company preparing to enter a new market in the United States.



DOWN

1. Capital of Hungary
2. Washington, D.C., think tank and Olin partner
3. Washington University's business school
5. Master's degree offered through BEE
7. New Center for Experiential Learning course
8. Latin for course with hands-on, practical experience
10. Washington University's 14th chancellor
11. Middle Eastern state, est. 1948
12. Olin and Singapore Management University double master's degree
13. Intensive introduction to government and policy in Washington, D.C.



7 DOWN

This new CEL Entrepreneur Consulting Team (CElect) course embeds students with startup companies at T-REx, an incubator for new ventures located in downtown St. Louis. The course is a collaboration between the schools of business, engineering, and law.



10 DOWN

"Whether collaborating on a local or a global scale, the ability to work across disciplinary and cultural lines leads to innovative learning and is essential to finding solutions in today's global economy. These kinds of collaborative courses, programs, and practicums have the potential to change the way our students think about both education and their future careers. The future belongs to those who know how to collaborate effectively."
— Chancellor Mark S. Wrighton

isba

11 DOWN

In collaboration with the Interdisciplinary Center (IDC) in Herzliya, Israel, and Onward Israel, Olin is launching the Israel Summer Business Academy (ISBA). The six-week academy will take place in Tel Aviv and combines classroom and experiential learning opportunities. Students will work on consulting projects for nonprofit startups, engage with entrepreneurs, and tour organizations such as Google Israel and the Tel Aviv Stock Exchange.



13 DOWN

"Business and Government: Understanding and Influencing the Regulatory Environment" is a new undergraduate course that includes a weeklong boot camp immersion in Washington, D.C., at the Brookings Institution with government leaders and experts.

Fueling Olin's Momentum



Olin is on strong footing. Our students are brighter than ever; the faculty and administration are world class. We have been recognized by

various rankings as one of the top business schools in the United States. What's more, we have momentum. The completion of Knight Hall and Bauer Hall in the spring of 2014 will double Olin's footprint on campus and position us for transformative growth for the next generation.

What role do we, the 19,000-strong alumni, play in the success of our school? I believe each of us plays a vital role—whether you live in St. Louis or Shanghai and whether you are established in business or a newly minted graduate, you have the ability to make a difference. Your engagement

brings a return on your investment, not just for Olin or its students, but also for you.

This year, the Olin Alumni Board will celebrate its 50th anniversary, and I have the honor of serving as president. I am a 1991 graduate of the MBA program and a partner with Lockton, the world's largest privately held insurance broker. My Olin education prepared me for my first career in finance and strategic planning at Anheuser-Busch and for my current role assisting companies to mitigate risk as well as navigate the complexities of their employee benefits programs.

"My goal for this year is to capitalize on the momentum we have at Olin to further energize our alumni."

We are Olin's best ambassadors. We can guide prospective students, mentor existing ones, and employ our

graduates. At the same time, we can enhance our skills through continuing education. We can further our careers through engaging with events in our communities, social media, and by visiting campus and helping the school. Finally, we can provide critical funding for Olin through Leading Together: The Campaign for Washington University.

Please join me this year in participating in the success of Olin Business School. The website www.olin.wustl.edu/alumni is a great place to get started, and then contact Steffani Lautenschlager in Olin's Alumni & Development Office for additional information at 314-935-7398. Let's make this year the year to maximize our engagement and celebrate our successes.

Kirk Wrobley

MBA '91,
Olin Alumni Board President 2013-14

Kent Scholarship Challenge

For Jerry and Judy Kent, investing in students means investing in success. That's the reason they established the Kent Scholars Program in 2009, which awards five annual scholarships based on merit and financial need. It's also the reason they've created a new \$2 million scholarship challenge to encourage others to help Olin students. For all new or increased scholarship gifts from alumni and friends, the Kents will provide additional scholarship support to Olin.

The fact that nearly 50 percent of all Olin undergraduate and graduate students need financial assistance resonates with the Kents. "Judy and I both come from modest backgrounds, and neither of our families had sufficient funds to finance our education," says Jerry Kent, BSBA '78, MBA '79. "Judy worked her way

through college, and I couldn't have attended Washington University without financial assistance."

After graduating from Olin, Jerry Kent went on to cofound Charter Communications, and today he is cofounder, president, and CEO of the telecommunications firm Cequel III, LLC. He believes that scholarships help to ensure that no deserving student misses the opportunity for a top-tier education at Washington University and says, "We must increase resources for scholarships if we're to continue to attract the brightest students in the country and in the world."



Judy and Jerry Kent (front row) at the 2012 Scholars in Business dinner with Kent Scholars and BSBA '12 graduates (from left to right) Daniel Grimm, Kirsten Miller, Caitlin Lutsch, Joshua Chang, and Jonathan Howard.

For more information about the Judy and Jerry Kent Scholarship Challenge, contact Nancy Barter at nancy_barter@wustl.edu or 314-935-9053.

2013 Distinguished Alumni



Roger L. Weston
Dean's Medal Recipient

Paulino Do Rego Barros Jr.

John Dains

Mary Jo Gorman

Steven G. Segal

Roger L. Weston

MBA '67, Chairman, GreatBanc, Inc.

Entrepreneur, investor, art collector, and philanthropist are just a few of the facets of Roger Weston's long and successful career since graduating from Washington University. In 1986, he founded GreatBanc, Inc., a multibank holding company that was acquired by Citizens Financial Group Inc. in 2007. Weston's involvement in the business school has contributed to Olin's growth and reputation. He played a key role in the creation of The Hatchery entrepreneurship course and the founding of the Olin Cup business plan competition. With his support, the Weston Career



Center was established in the 1980s and will expand in the new facilities in 2014.

Paulino Do Rego Barros Jr.

EMBA '91, President, Equifax International

Paulino, a native of Sao Paulo, Brazil, leads the international business unit of Equifax, a global leader in consumer, commercial, and workforce information solutions. He has strategic oversight for the company's business operations in Latin America, Europe, and Canada.

John Dains

BSBA '68, CEO Emeritus, Helm Financial Corporation

A Washington University trustee, John Dains is CEO emeritus of San Francisco-based Helm

Financial Corporation, North America's largest privately held railcar and locomotive leasing company.

Mary Jo Gorman, MD

EMBA '96, Founder and Chief Executive Officer, Advanced ICU Care

Mary Jo Gorman is a nationally recognized leader in hospital and intensive care medicine. In 2005, she founded her third company, Advanced ICU Care, now the nation's largest tele-ICU program provider. The company works to standardize and deliver to hospitals high-quality intensive care previously available only in larger, regional hospital systems.

Steven G. Segal

BSBA '82, Cofounder and Special Limited Partner, J.W. Childs Associates L.P.

Steve Segal cofounded the Boston-based private equity firm J.W. Childs Associates in 1995. The company has invested \$3 billion in more than 40 companies. In recent years, Segal has divided his time between the firm and Boston University's School of Management, where he teaches a graduate course in private equity and leveraged buyouts, and oversees a student organization that actively manages a portion of the university's endowment.

Photos by Jerry Naumheim

CLASS NOTES

Share your news!

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

1950s

Thomas Hess, BSBA '50, Crystal City, MO, retired recently from the real estate business. thess4772@sbcglobal.net

Frank Fuerst, BSBA '55, Warrenton, VA, received a President's Volunteer Service Award for his work with Vint Hill Conservancy and Vint Hill Manor Homeowners Association. He served as president of both organizations. Frank is the author of the prize-winning book *Alzheimer's Care with Dignity*. fafuerst@earthlink.net

1960s

Joseph Rosenthal, BSBA '61, Sarasota, FL, retired in 1999. He volunteers at a county hospital and raises money for physically and mentally disabled children in public school. jlrclck@yahoo.com

Warren Morgens, BSBA '62/JD '64, La Jolla, CA, moved to the West after his 2004 retirement from private law practice. He specialized in banking, securities and general corporate law. moguesuk@gmail.com

Tom O'Neal, BSBA '62, Columbia, MO, just completed 10 years of development work for the University of Missouri. He helped raise \$82 million for MU's College of Business and now calls on all MU alumni in Missouri and seven other states. He and his wife of 46 years, Gretchen, BFA '64, have four grown children and three grandchildren.

1980s

Douglas Miller, BSBA '80, Lutherville, MD, received the Augustus Owlsley Stanley Award from the Bear Foundation in April 2013 in recognition of his innovative and progressive approach to tenant retention and satisfaction. He was also recognized by the Rorer Foundation for his 714 Program, a new tenant retention program.

Merril Prager, BSBA '80, Northbrook, IL, is equity chair of the Joseph Jefferson Awards Committee, which celebrates excellence in Chicago theater. For more information, visit www.jeffawards.org.

Cheryl (Treffert) Lachalmelle, BSBA '81, Lake St. Louis, MO, retired in 2006 and loves living in an over-55 community. cllachalmelle@charter.net

Carolyn (Cramer) Sanford, MBA '82, Los Angeles, CA, is assistant director of development for the Life Sciences Department at UCLA. She writes, "After 20 years of raising our children, I am looking forward to this next phase of my life. Would love to hear from classmates." sanfordcarolyn@gmail.com

Kevin Johnson, BSBA '84, Broken Arrow, OK, received the 2012 research award from the Society for American Baseball Research for the Negro Leagues Database. He appears in the Bob Costas special *Behind the Seams: The Ballpark Factor*, which airs periodically on the MLB Network. In addition to his day job at Sabre Inc. in Tulsa, OK, Kevin is cofounder and vice president of the baseball website Seamheads.com and feature writer for the *Outsider Baseball Bulletin*. kevin.johnson@sabre.com

► Diane Packman, BSBA '83

Honors her father

Aaron J. Fadem, BSBA '50, was a familiar figure on the Washington University campus for more than half a century. He arrived in 1946 to earn a business degree and major in advertising. But it was also the beginning of a lifelong love affair with the school, its faculty, staff, students, and alumni.

"Aaron was an incredible supporter of the University," recalled David Blasingame, Executive Vice Chancellor for Alumni and Development Programs, who knew Fadem for more than 40 years. "He came to every event we had. He was a lifelong member of the Eliot Society; he encouraged other alumni to join, and was a great leader in organizing class reunions."

Blasingame reminisced about Fadem in May at the dedication of a stone bench donated by Diane Packman, Fadem's daughter. The bench is located just to the east of Simon Hall, near an entrance to the Danforth University Center where Prince Hall, the former home of the business school, once stood.

"It's very fitting we have a stone bench in this location," Blasingame told friends and family who gathered for the dedication. "It is in a place that Aaron loved so dearly, near his business school and in the heart of the campus associated with the Danforth family."

Fadem had a long and successful career at Commercial Letter in St. Louis for more than 55 years. He was also a founding



Diane Packman and her daughter Amanda are seated on the bench donated in memory of their father and grandfather near the Danforth University Center.

member of the Direct Marketing Association and served as its president. Aaron Fadem passed away November 24, 2011, at the age of 85.

— MELODY WALKER



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Michael Weinstein, AB '81/ MBA '84, White Plains, NY, finished 183rd out of 331 finishers in the Dirty Kanza 200, a 200-mile, one-day "ultimate gravel grinder" bicycle race.

Jon Klapper, BSBA '85, Wilton Manors, FL, is general counsel at Rocksolid Granit, USA, a national franchisor of granite transformations.

Rick Butler, BSEE '80/PMBA '86, Milpitas, CA, is leading Cisco's Sales Compensation Center of Excellence.

Gregory Strauss, BSBA '86/ MBA '88, St. Louis, is chairman of the 25th reunion of the Olin MBA Class of 1988. He is looking forward to seeing everyone at the reunion in October.

Terry McDonald, PMBA '87, Columbia, MO, recently retired from the Federal Deposit Insurance Corporation.

Carol Rogers, EMBA '87, Chesterfield, MO, was named to *Barron's* list of the 2012 Top 50 Women Independent Wealth Managers in the United States and also ranked No.12 among the top wealth managers in Missouri. clrogers@rogersinvest.com

Mark "Abba" Abbattista, BSBA '88, Golden, CO, was a contestant on the CBS television show *The Amazing Race*. He maintains an entertainment law firm specializing in music clientele in Beverly Hills. kingabba@aol.com

James Hammerschmidt, BSBA '88, Rockville, MD, was recently elected copresident of the law firm of Paley Rothman, Bethesda, MD, where he cochairs the employment law group. He and his wife, Jill, have three children, Sophia, Emma, and Zachary.

Todd Sklamberg, MBA '88, Las Vegas, NV, was promoted from COO to CEO of Sunrise Hospital & Medical Center and Sunrise Children's Hospital. todd.sklamberg@hcahealthcare.com

1990s

John DuCharme, MBA '90, St. Louis, was recently promoted to division VP, Southern California automotive operations, at Maritz. He is leading the St. Louis and Los Angeles teams to deliver integrated marketing solutions to major automotive clients on the West Coast. john.ducharme@maritz.com

Koichi Kawabata, MBA '90, Setagaya-ku, Tokyo, Japan, attended his daughter's graduation at the University of British Columbia in Vancouver, Canada, in May. koichi.kawabata@ubs.com

David Spark, BSBA '90, San Bruno, CA, is the founder of Spark Media Solutions. He writes, "Check out our fun 90-second highlight reel on www.sparkmediasolutions.com." david@sparkmediasolutions.com

Jeffrey Tomaneng, BSBA '92, Framingham, MA, is a financial planner at Lincoln Investment Planning. jeffrey_tomaneng@yahoo.com

Seth Diamond, BSBA '93, New Milford, NJ, is a realtor® associate with Keller Williams Village Square Realty in Ridgewood, NJ. seth.diamond@kw.com

Kirsten (Kibota) Dietrich, BSBA '93, Eureka, MO, was promoted to director, global rewards, for Energizer Holdings, Inc. kirstenk.dietrich@energizer.com



Pictured left to right: Bernadine Shaw, Anne Elliott, and Kim Shaw Elliott

Family Affair

When **Anne Elliott** entered the Professional MBA program this fall, she became the third generation of women in her family to attend Washington University. She follows in the footsteps of her mother, **Kim Shaw Elliott, JD '79, LLM '85, EMBA '96**, and grandmother **Bernadine Shaw, Nursing '50**. The trio visited campus to tour Graham Chapel and the Knight Center, where the family will host Anne's wedding next June.

Hiroshi Masayama, MBA '93, Minato-ku, Tokyo, Japan, was promoted to president of TTC Foods Co. ttc2@ttc-group.com

Nancy Goldstein, MBA '94, Chicago, IL, is founder and chief strategist of Compass(x) Strategy, which recently celebrated its fourth anniversary. nancy@compassxstrategy.com

Kazuhiro Hasegawa, MBA '94, Tokyo, Japan, will be a visiting scholar at The Johns Hopkins University this fall. hirothegolfnut@hotmail.com

Douglas Lang, MBA '95, St. Louis, was promoted to VP, technology manager, at Wells Fargo Advisors in November 2012. dplang@yahoo.com

Julie Glaszczak, BSBA '96, Kansas City, MO, is a senior accreditation manager at the National Association of Insurance Commissioners. jglaszczak@yahoo.com



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► Kevin Johnson, BSBA '84

Baseball is business for researcher

In this high-resolution, high-definition age, Kevin Johnson prefers to dwell amid grainy photos and dusty memories.

Johnson, an avid baseball fan, scours the sport's past for facts, figures, and faces that shaped America's pastime to assist the Phoenix-based Society for American Baseball Research (SABR). He also works on Seamheads.com, a specialty website devoted to the legends and lore of baseball.

Few people outside sports have been able to mix their work and passion so well. Last year, Johnson, 51, won SABR's National Baseball Research Award for his efforts in compiling a database of Negro Leagues stars and stories stored at Seamheads.

"I already spent much of my free time either reading about baseball or doing baseball research, so it seemed like a smart move to try to combine my business skills with my hobby," the St. Louis native said about applying his Olin education to baseball analysis.

When he's not wielding a SABR or adding stitches to Seamheads, Johnson, now living in Broken Arrow, OK, contributes feature pieces to *Outsider Baseball Bulletin*, an e-magazine affiliated with Seamheads. He also appeared in the TV special *Behind the Seams: The Ballpark Factor* on MLB Network in April.

Through it all, Johnson prizes crucial skills cultivated at Olin.



Vintage Negro Leagues photo of the world champion St. Louis Stars from the Seamheads archives.

"Number one would be how to successfully collaborate with others," he said, "closely followed by how to coordinate and manage large projects, matching the differing and varied talents of other researchers" to optimum effect.

— DAVID SHEETS

Jen (Rodi) Hoglin, MBA '96,

Park City, UT, joined the Cardiac Surgery Systems business unit of Edwards Lifesciences. She leads the marketing and professional education departments.
jenhoglin@yahoo.com

Mark Jeffrey, MBA '96,

St. Louis, heads the marketing and market development departments at Solutia, Inc. He writes, "One son, Chris, is getting a PhD in chemistry (more accurately, computational chemistry, whatever that is). Our other son, Scott, is at Davidson College in North Carolina and next year will study at the London School of Economics. My wife, Jennie, is heavily involved in real estate work, and we added a second Vizsla puppy to the household a while back."
rmarkjeffrey@gmail.com

George Van Antwerp, MBA '96/

MArch '96, Waxhaw, NC, is getting settled with his family in Charlotte, NC, after 20 years in St. Louis.

Elizabeth (Thien) Reich, AB

'89/EMBA '97, Grover, MO, is a VP, IT asset management, at MasterCard, where she leads a global team responsible for software compliance, logistics, inventory management, supplier relationship management, and order fulfillment.
liz_reich@mastercard.com

Amanda (Kramer) Borden, BSBA '98/AB '98, Washington, DC, works at KIPP DC.

Julie (Hood) Leverenz, EMBA

'98, Bowling Green, MO, is VP-strategy and planning at Hannibal Regional Healthcare.
julie.leverenz@hrhonline.org

Stephanie Linn, BSBA '98,

St. Louis, relocated to St. Louis with her husband, Seth Krantz, and their two-year-old son in July 2013. She continues to work as a senior manager for Deloitte Tax LLP. Her husband is completing a two-year fellowship in cardiothoracic surgery.
s_linn@alum.wustl.edu

Karen Jashinsky, BSBA '99,

Santa Monica, CA, is the founder of O2 MAX Fitness, which is launching the MAXBox, a fitness product for college students that includes personalized workouts, access to fitness coaches, online nutrition info, and snacks.
karen@o2maxfitness.com

Katsuyuki Yamashita, MBA

'99, Minoh, Osaka, Japan, published *Accounting for Stock Options* in March 2013.
kayamash@res.otemon.ac.jp

2000s

Sean Fitzgerald, BSME '97/

MBA '00, Chicago, IL, joined EverFi with responsibility for leading and building the Midwest operation. EverFi is a leading education technology company focused on teaching, assessing, and certifying students in critical skills.
seanf Fitzgerald6@gmail.com

Jeff Lash, BSBA '00,

St. Louis, joined SiriusDecisions in September 2012 as a research director in product management service. SiriusDecisions helps business-to-business companies worldwide improve sales and marketing effectiveness. Jeff resides in Webster Groves, MO, with his wife, Leslie Hinyard, AB '01/MSW '04, and daughters, Esme and Brynn. jeff@jefflash.com



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

Michael Perlmutter, BSCS '00/ MBA '00, Maryland Heights, MO, recently joined World Wide Technology as an IT manager with the business intelligence and data warehouse teams. mike.perlmutter@gmail.com

Richard Stimac, PMBA '00, St. Louis, is an inside sales manager at Abstrakt Marketing Group. camits1@aol.com

Willayna (Roberts) Banner, BSBA '01, Harrisburg, NC, was promoted to senior VP at Bank of America.

Jeremy Berghtholdt, BSBA '01, San Francisco, CA, is a certified administrator with Salesforce. com.jeremy321@yahoo.com

Donald Lange, EMBA '01, Marthasville, MO, has a new position with the holding company of the Nooter family of companies.

Adam Schwartz, BSBA '01/ MSBA '02, Coral Gables, FL, is a director at Fir Tree Partners.

Justin Silver, BSBA '01, New York, NY, recently joined Aetna's emerging businesses group. justinsilver79@gmail.com

Jeffrey Giles, MBA '02, St. Louis, was appointed director of corporate development at Barry-Wehmiller Group in May 2013. jeff.giles@barry-wehmiller.com

Stephanie (Spannaus) Hebron, BSBA '02/MSBA '02, Naperville, IL, relocated to the Chicago area. She is a partner at Cardinal Investment Advisors, an institutional investment consulting firm. shebron@cica-llc.com

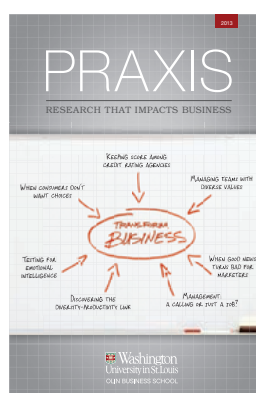
Alan Yueh-Lin Lee, BSBA '02, Taipei, Taiwan, is a sales manager at Doplin Business Center Ltd. hubbywife1977@gmail.com

Asadur Tchekmedyian, MBA '03, Montevideo, Uruguay, is CEO/director at Punktal. asadurtema@gmail.com

Katherine Fogertey, BSBA '04, New York, NY, is a VP at Goldman Sachs & Co. katherine.fogertey@gmail.com

Shaun Koiner, BSBA '04, Brooklyn, NY, was recently named senior VP, product innovation, at Sporting News Media, a new joint venture of Sporting News and PERFORM Group (UK). skoiner@wustl.edu

Jordan Polak, MBA '04, Phoenixville, PA, is celebrating his first anniversary at BlueJar Strategy, a marketing strategy consultancy firm. jordan@bluejarstrategy.com



Read the latest research from Olin professors in the *Praxis* pullout section located on page 21.

Federico Spagnoli, MBA '04, Coral Gables, FL, has moved with his family to Florida after six years in Asia. He continues working for AIG with a focus in the Latin America and Caribbean region. He writes, "Looking forward to connecting with the Olin community in Florida." federico.spagnoli@aig.com

Josh Zwickl, BSBA '04/AB '04, Chicago, IL, is managing the overhaul of operations within BP's North American crude oil trading business. joshzwickl@gmail.com

Priscilla Duncan, BSBA '05/ MBA '09/JD '09, Kansas City, MO, is corporate counsel at H&R Block, Inc.

Keith Espelien, EMBA '05, Overland Park, KS, was promoted to senior VP for the specialty fertilizer business at Compass Minerals.

Edward Holliday, PMBA '05, Nuremberg, Germany, has moved to Germany for three years as a delegate to the Siemens industry sector. dochollidayiii@hotmail.com

Dennis King, PMBA '05, Lake St. Louis, MO, was promoted to chief security officer at Working Security, an independent provider of information security risk management, compliance, and governance services. dennis@workingsecurity.com

Megan (Canadeo) McCarthy, BSBA '05, Chicago, IL, was promoted to VP, treasury product management, at MB Financial Bank.

Ron Sigal, MBA '05/MEM '05, Haifa, Israel, is a software engineer at Microfocus. ronsigal@wustl.edu

Aaron Zises, BSBA '05, New York, NY, was promoted to VP at Family Management Corporation, a registered investment advisor serving high-net-worth individual investors, families, and not-for-profit organizations.

Walker Averitt, BSBA '05/MBA '06, Houston, TX, serves as the administrator and chief business officer for Breast Medical Oncology, which comprises 30 clinicians and 100 staff.

Leave Your Mark

Members of the **MBA Class of 2013** left their mark on a steel beam that will support Olin's new buildings as part of their class gift campaign. You, too, can create a personalized legacy in Olin's new facilities by making a five-year pledge of at least \$10,000. Your name will be etched into the Donor Wall, which will be prominently displayed in Olin's new facilities for generations to come. Leave your mark today.

Please contact Sean Martin for more information: 314-935-3687 or sean_martin@wustl.edu.





Olin students take a break from their New York City internships for a roundtable discussion with global commodities trader and Olin alum Richard Ritholz.

► Richard Ritholz, BSBA '84

Insider information

Richard Ritholz is head of global commodities trading and a member of the management committee at Elliott Management Corporation, a New York-based hedge fund. In June, Ritholz hosted a group of 10 Olin students who were interning in New York for a roundtable discussion. Topics ranged from the hedge fund industry to how to market yourself for jobs in the sector.

— NANCY BARTER

Will Martin, BSBA '06, Oakland, CA, writes, "Got engaged, graduated from Cornell with an MBA, moved to San Francisco, and took a new position at Chevron." wmartin@wustl.edu

Ricardo Mattos, PMBA '06, Fishers, IN, was promoted to director, global licensing, at Merck & Co. Mattosr@wustl.edu

Sean Walter, AB '98/MBA '06, Seattle, WA, was promoted to senior mobile business analyst at Big Fish Games.

Matthew Weiler, BSBA '06, New York, NY, graduated from Columbia Business School with an MBA in finance and entrepreneurship in May 2013 and is an M&A associate at Credit Suisse.

Alan Winters, EMBA '06, Kansas City, MO, is in charge of the financial services vertical for the English World/Asia Pacific regions for Teleperformance, a global business process outsourcing firm. alan.winters@teleperformance.com

Randy Beck, MBA '07, St. Louis, was promoted to brand manager at Nestlé Purina Pet Care.

Daniel Douglass, PMBA '07, Des Plaines, IL, is VP of business development at Emerson Industrial Automation. dan.douglass@emerson.com

Kevin Kiley, PMBA '07, Fort Worth, TX, has joined Texas Health Resources after more than 11 years at WUSTL, most recently in the Olin MBA

admissions office. He is leading career and management development for the full healthcare system. Kevin writes that he and his wife, Gladys Tse, are "happily living in Fort Worth and enjoy reminding their neighbors that the Cardinals beat the hometown Texas Rangers in the World Series." kkiley@gmail.com

Gary Setterberg, EMBA '07, Edina, MN, accepted a senior position with financial services firm TIAA-CREF, the leading provider of financial, investment, and retirement services to higher education, not-for-profit healthcare systems, and the public sector. He and his family relocated from Minnesota to the Charlotte, NC, area this past summer. gsetterberg@tiaa-cref.org

Evan Sharp, BSBA '07, Evanston, IL, graduated from the Kellogg School of Management in June 2012 and joined Accenture. evansharp@gmail.com

Gabriel Zhu, EMBA-Shanghai '07, Suzhou, Jiangsu, China, is director of SC and operation at Brunswick Asia Pacific. gabriel.zhu@mercmarine.com

Suman De, MBA '08, Shatin, New Territories, Hong Kong, recently moved to Hong Kong to work for Emerson Climate Technologies.

Jagjeet (Singh) Gill, MBA '08, San Jose, CA, was promoted to senior manager at Deloitte Consulting in June 2013. jagjeetgill@gmail.com

Ryan Hamlin, PMBA '08, Hafslund, Norway, was promoted to manager, financial planning and analysis, and transferred to Emerson Process Management-Roxar. He, his wife and their two children have relocated to Stavanger, Norway, for this new assignment.

James Holobaugh, PMBA '08, O'Fallon, MO, is senior consultant at Daugherty Business Solutions. jim.holobaugh@gmail.com

Jae Wook Kwon, MBA '08, San Jose, CA, was promoted to director at Samsung. jw.kwon63146@gmail.com

Mimi Langley, EMBA '08, Kansas City, MO, was promoted to senior conference director at Cambridge Healthtech Institute, responsible for identifying and developing new products for biotech markets in Asia.

Katlyn Patton, BSBA '08, Austin, TX, was promoted to PPC marketing manager at Home Improvement Leads.

Kristen (Hilligoss) Plow, BSBA '08, Chicago, IL, works at The Deal. kristen.plow@gmail.com

Jamie Reed, BSBA '08, Addison, TX, was accepted to the full-time MBA program at Olin Business School as a member of the Class of 2015 and awarded a Forté Foundation fellowship.

Josh Scherder, MBA '08, St. Louis, was appointed to a three-year membership on United Way's GenNext Steering Committee. joshscherder@gmail.com

Shelley Smith, PMBA '08, Boston, MA, leads the product development team at Boston Beer Company, with responsibility for creating innovative products for Samuel Adams, and managing on-time delivery to market. 8shelley@gmail.com

Drew Wethington, BSME '08/MBA '08, Dexter, MO, is location manager at Greenway Equipment, Inc.

Janet Robey Alonzo, EMBA '09, St. Louis, was elected president of the Association of Corporate Counsel-St. Louis Chapter and presented the Bill Jaudes Award for outstanding service to the organization.

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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.

David Ross, BSBA '09, Philadelphia, PA, graduated from SUNY Downstate College of Medicine and started working as a resident physician in the Department of Family Medicine at the Hospital of the University of Pennsylvania. rossd@wustl.edu

Jason Smith, EMBA '09, St. Louis, is a senior manager at Boeing and a member of the technology management team with full people leadership, project, and budgetary responsibilities. jsmith75@gmail.com

Charles Stewart, BSBA '09, Yuma, AZ, was selected for the rank of captain in the U.S. Marine Corps.

Kurt Thompson, PMBA '09, O'Fallon, MO, was elected chairman of the board of advisors at the Mid-County YMCA, Brentwood, MO, and named to the metropolitan board of directors of the YMCA of Greater St. Louis.

2010s

Nick Gilham, PMBA '10, Florissant, MO, joined Blick & Staff Communications as a member of the social media team in October 2012. He writes, "This fall, I'll join the University of Missouri–St. Louis as an adjunct professor of marketing and will teach the introduction to social media marketing course."

Ashish Gupta, MBA '10, St. Louis, recently moved to Quinpario Partners, a St. Louis-based private equity firm, after the successful sale of Solutia to Eastman Chemical.

Jingxian Hong, MACC '10, Chicago, IL, transferred to PwC's Chicago office from Shanghai, remaining with the internal audit team. candicehong1986@hotmail.com

Erica Johnston, BSBA '10, Chicago, IL, will enter the full-time MBA program at the Tuck School of Business at Dartmouth this fall. She spent the past three years at McMaster-Carr, most recently serving as international marketing manager.

Donald McClure, BSBA '10, Denver, CO, is an associate at Ascent Capital Group.

David Schwister, MBA '10/JD '10, San Francisco, CA, is a new business development manager at Google, working closely with YouTube's product and engineering monetization teams.

Nadia Sobehart, BSBA '10, Tokyo, Japan, is working toward a master's degree at Keio Graduate School of Media Design. nsobehart@gmail.com

Russell Williams, EMBA '10, St. Louis, is director of international business at Aegion Corporation's commercial and structural business segment, focused primarily on Asia and Latin America. ruwilliams@aegion.com

Timothy Windhorst, BSBA '10, Menlo Park, CA, is a technology investment banking associate at Arbor Advisors. windhorstt@gmail.com

Neha Agarwal, BSBA '11, Gaithersburg, MD, joined IBM Global Business Services as a consultant in the commercial sector. She writes, "It's a great company to work for because

of its focus on the client experience and professional development for employees. Proud to be an IBMer!"

Christine Albrecht, PMBA '11, Washington, D.C., is a partnership officer at Shot@Life, a campaign of the United Nations Foundation that focuses on connecting, educating, and empowering Americans to champion vaccines as one of the most cost-effective ways to save children's lives around the world. christinemalbrecht@gmail.com

Aaron Davidson, MBA '11, St. Louis, was named by *St. Louis Business Journal* to its 2013 Class of 30 Under 30.

Javier Detrinidad, MBA '11, St. Louis, was promoted to multicultural marketing strategist at Edward Jones. javier.detrinidad@edwardjones.com

Zackary Jackson, BSBA '11, New York, NY, completed the two-year investment banking analyst program at Morgan Stanley, New York City, and recently joined Castanea Partners, Newton, MA, as an associate.



Karen Jashinsky lives and works in Santa Monica, CA.

► Karen Jashinsky, BSBA '99

Online-offline fitness helps teens control waistlines

O2 MAX Fitness in Santa Monica, CA, is the brainchild of Karen Jashinsky, chair of Olin's Los Angeles alumni committee. While attending an Olin Business School program in London, Jashinsky realized that one of her main interests, fitness, was a growing industry. She also saw a need to help teens control a growing obesity problem. "At that time, nobody was targeting the teen fitness market," Jashinsky says, "and no one offered online teen programs. Keep in mind that back in 2008, Facebook—in fact all social media—was in its infancy."

Jashinsky knew that her new company's success was going to hinge on building a virtual community with programs that would allow teens to work out where and when and how they wanted. Since 2008, she has honed a business model that allows teens to access programs and experts online, and her business has grown right alongside the success of social media.

The firm's newest program, MAXBox, is now launching to college students via social media. "Throughout all of this, I've become a social media expert," Jashinsky says, "O2 MAX Fitness is proof that online products, backed by offline experts, promoted only in social media, can be a healthy business model."

— SUE WADLOW

Jason Karlowicz, EMBA '11, Dover, OH, is territory manager at Simmer Corp.
Jasonk285@gmail.com

Jonathan Kaufman, MBA '11, San Francisco, CA, has launched Perfect College Fit (www.perfectcollegefit.com), an online tool that helps high school students find colleges.

Matt LaMartina, PMBA '11, St. Louis, is the fourth generation to join the family business, Tony LaMartina Plumbing Company. As general manager, he is responsible for strategy, marketing, accounting, operations, and customer service. *matt@tonylamartinaplumbing.com*

Joseph Mantovani, MBA '11/JD '11, St. Louis, is an attorney at Polsinelli Shughart. *jmantovani@polsinelli.com*

Phillip Sangokoya, BSBA '11, St. Louis, is a commercial lender and relationship manager at PNC Bank, working with St. Louis and Metro-East businesses with up to \$10 million in annual revenues. *Phillip.Sangokoya@pnc.com*

Ryan Spies, MBA '11, St. Louis, is a manager of sustainability strategic initiatives for Eastman's Zero Waste to Landfill initiative.

Colin Ward, PMBA '11, Sharpsburg, GA, is a senior financial analyst at Eaton Corp. *wardc@go.wustl.edu*

Scott Werner, PMBA '11, Fairview Heights, IL, was promoted to marketing associate at Nestlé Purina. *werners@washu.edu*

Lauren Weston, BSBA '11, Norman, AR, is project manager at Stone Ward.

Kate (Watt) Banahan, PMBA '12, Cleveland, OH, is assistant director of development at Case Western Reserve University.

Whit Chapman, BSBA '12, Boston, MA, was promoted to associate account representative at Lois Paul & Partners.

Jeremiah Jones, EMBA '12, Lehi, UT, cofounded Stretto, an app agency specializing in building mobile, tablet, and web software for the technical, scientific, research, and medical communities. *jeremiah@strettoconsulting.com*

Christopher Lichterman, PMBA '12, Chicago, IL, was promoted to the field management development program at Liberty Mutual. *chris.lichterman@gmail.com*

Jamieson Ogle, BSBA '12, Marthasville, MO, was promoted to business technology analyst at Deloitte. *oglejamieson@gmail.com*

Michael Turner, EMBA '12, Fairway, KS, works in institutional sales for American Century Investments. *turner6419@gmail.com*

KaLeena Weaver, PMBA '12, Prairie Village, KS, is an executive director at Ascension Health. *kaleenasweaver@gmail.com*

Michael Weiss, BSBA '12, New York, NY, was promoted to "escape curator" at Bisnow. *michael.weiss@bisnow.com*

Ken Wenglewski, EMBA '12, Tulsa, OK, spun off his business and changed careers. Now working in the nonprofit arena, he oversees educational and neighborhood revitalization reform in two neighborhoods and six schools. He writes, "In celebration of our 20th wedding anniversary, my wife and I traveled to Italy, Greece, and Turkey. I'll post here for the next 20!" *KWenglewski@gmail.com*



Chancellor Mark Wrighton presenting Howard Wood with an honorary degree during the 152nd Commencement at Washington University in St. Louis on Friday, May 17, 2013.

► Howard L. Wood, BSBA '61 Honored by Washington University

Howard Wood received an honorary doctor of laws degree at the Washington University Commencement on May 17.

After a successful career in accounting, Wood changed course and cofounded what would become two of the nation's most successful telecommunications companies: Charter Communications Inc. and Cequel III LLC.

While building his businesses, he also helped drive WUSTL's progress. He served on Olin's Task Force in 1980–81. He is a past president of the Olin Alumni Association and, since 1995, an inaugural member of the school's National Council. Among the Wood family's major contributions to Olin Business School are the Wood Fellows for MBA candidates and the Wood Scholars for undergraduates, as well as an endowed chair in organizational behavior.

Today, Wood runs a real estate and cattle farming operation in his hometown of Bonne Terre, MO.

— MELODY WALKER

Daniel Bentle, MBA '13, St. Louis, he writes, "Novus has been an Olin Sustainability Case Competition (OSCC) corporate sponsor for two years running. After my involvement with this year's OSCC, I began

work with the firm on an integrated, closed-loop aquaponic farming model and was offered a full-time contract to continue development of this corporate social responsibility initiative and other special projects." *danbentle@gmail.com*



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Julie (Hsu) Clark, PMBA '13, Carlsbad, CA, relocated to San Diego with Miltenyi Biotec as the firm's new marketing manager for stem cells and cell analysis products. She writes, "I love being back in Southern California but I miss my PMBA 32 cohort."

Feyza Ozge Coban, MBA '13, St. Louis, is an MBA associate at MasterCard. focoban@gmail.com

Ethan Felder, MBA '13/ JD '13, St. Louis, is an associate at Citibank. ethan.felder@gmail.com

Kwun Ho Lee, MBA '13, Seoul, South Korea, is a manager at Woori Bank. kwunho.lee@gmail.com

Neal Mareschal, BS '09/ PMBA '13, St. Louis, is a procurement manager at Anheuser-Busch. nealmareschal@gmail.com

Lauren Ortwein, BSBA '13, St. Louis, is a cofounder of Farmplcity (see story on Olin Blog). ortwein@wustl.edu

Lalitha Naga Manohar Parasi, MBA '13, Louisville, KY, is a business consultant at Humana. manohar.pln@gmail.com

Kathleen Schue, EMBA '13, St. Louis, is director of development and marketing at United Cerebral Palsy Heartland, responsible for planning, developing, implementing, and

directing a comprehensive fundraising, marketing, and public information program. schuek@ucpheartland.org

Tyler Weeks, PMBA '13, Highlands Ranch, CO, is captain and senior financial analyst for the U.S. Air Force. He writes, "We provide on-demand, mission-critical financial analyses in support of more than 100 Air Force installations throughout the world, directly impacting the execution of nearly \$1 billion in annual taxpayer funding." tylerweeks54@gmail.com

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Marriages & Engagements

Julie Glaszczak, BSBA '96, Kansas City, MO, to Keith Garber, July 7, 2013.
jglaszczak@yahoo.com

Willayna Roberts Banner, BSBA '01, Harrisburg, NC, to Brandon Banner, November 11, 2011.

Josh Zwickl, BSBA '04/AB '04, Chicago, IL, to Sheri Rakusin, September 9, 2012.
joshzwickl@gmail.com

Megan Canadeo McCarthy, BSBA '05, Chicago, IL, to Kevin McCarthy, October 13, 2013.

Will Martin, BSBA '06, Oakland, CA, to Stef Levner.
wmartin@wustl.edu

Kristen Hilligoss Plow, BSBA '08, Chicago, IL, to Marshall Plow, August 18, 2012.
kristen.plow@gmail.com

Ashley Lautzenheiser, BSBA '09, St. Louis, to Judson Clark, June 29, 2013.

Jingxian Hong, MACC '10, Chicago, IL, to Liren Pan, October 1, 2012.
candicehong1986@hotmail.com

Scott Werner, PMBA '11, Fairview Heights, IL, to Hannah Sensintaffar, March 23, 2013.
werners@wustl.edu

Kate Watt Banahan, PMBA '12, Cleveland, OH, to Kyle Banahan, May 25, 2013.

Joe Rosenberg, MBA '12, Oakland, CA, to Maya Tobias, August 11, 2013.

KaLeena Weaver, PMBA '12, Prairie Village, KS, to Matthew Thomas, April 27, 2013.
kaleenasweaver@gmail.com

Diana Coughlin, PMBA '13, San Francisco, CA, to Patrick Whaley, September 21, 2013.
dianacoughlin@gmail.com



Answers to the Collaboration crossword puzzle (page 26)

Across: 1. Brown 4. Singapore 6. Bullard 9. Board Fellows 14. Gupta 15. Techli 16. Cyber Security 17. BEE

Down: 1. Budapest 2. Brookings 3. Olin 5. MS Leadership 7. CElect 8. Practicum 10. Wrighton 11. Israel 12. Dual Degree 13. Boot Camp

Births & Adoptions

Amanda (Kramer) Borden, BSBA '98/AB '98, Washington, D.C., a son, Maxwell Gabriel.

Anita (Thekdi) Prichard, BSBA '98, Arlington, VA, a daughter, Meera.

Erica (Waxman) Mazon, BSBA '00, Franklin Lakes, NJ, a daughter, Eva Lauryn.

Michael Perlmutter, BSCS '00/MBA '00, and Cheryl (Wiener) Perlmutter, BSME '00/PMBA '05, Maryland Heights, MO, a son, Spencer. mike.perlmutter@gmail.com

Adam Schwartz, BSBA '01/MSBA '02, Coral Gables, FL, a daughter, Sydney Emerson.

Erin (Doty) Toohey, BSBA '02, St. Louis, a daughter, Catherine Grace. erintoohy@wustl.edu

Shailesh Panth, MBA '03, St. Louis, a second child, a daughter, Sriya.

Miguel Bricio, EMBA '08, Zapopan, Mexico, a daughter, Nicole. mbricio@yahoo.com

Drew Wethington, BSME '08/MBA '08, Dexter, MO, a son, Elijah Duke.

Josh Carr, MBA '10, St. Charles, MO, a son, Caleb Powell.

Matt LaMartina, PMBA '11, St. Louis, a second child, a daughter, Vincenza Grace. matt@tonylamartina.plumbing.com

Brian Lunt, PMBA '11, St. Louis, a second child, a son, Henry Joseph. blunt@rockwoodbank.com

Daniel Bentle, MBA '13, St. Louis, a daughter, Geneva Joy. danbentle@gmail.com

In Memoriam

1930s

Herbert J. Schmidt, BSBA '35, St. Louis

Harold C. Fudenberg, BSBA '38, St. Louis

William H. Copeland, BSBA '42/JD '48, St. Louis

Norman M. Rubenstein, BSBA '42/JD '42, Chesterfield, MO

James H. Howe III, BSBA '43, St. Louis

Marshall L. Rosenberg, BSBA '43, Vashon, WA

Mary J. (Hausman) Cloyd, BSBA '44, St. Louis

Arline A. (Tiemann) Meyer, BSBA '44, St. Louis

Harriet (Hagedorn) Perry, BSBA '45, Milan, MI

Michael M. Levinson, BSBA '46, St. Louis

George B. Fisher, Jr., BSBA '47, Short Hills, NJ

Sherwood G. Huff, BSBA '47, St. Louis

Merl M. Huntsinger, BSBA '47, Gretna, LA

David H. Karsh, BSBA '47, St. Louis

John O. Perkins, BSBA '47, Raleigh, NC

Eric H. Ross, BSBA '47, St. Louis

Madonna (Cannon) Douglas, BSBA '48, Prairie Village, KS

Richard Hausafus, BSBA '48, Frankfort, IL

John G. Hornecker, BSBA '48, Hot Springs Village, AR

Harry A. Knapp, BSBA '48, Port Saint Lucie, FL

Eugene Sacks, BSBA '48, San Francisco, CA

James K. Schuler, BSBA '48, Yardley, PA

Donald E. Stocker, BSBA '48, Florissant, MO

George H. Streiff, Jr., BSBA '48, Round Rock, TX

Donald B. Williams, BSBA '48, Lake Forest, IL

Jerome P. Zellinger, BSBA '48, Chesterfield, MO

Fannie L. (Garfinkel) Zimmerman, BSBA '48, St. Louis

Vincent S. Zuccherro, Jr., BSBA '48, St. Louis

George Brown, Jr., BSBA '49, Greenwood, IN

Paula (Barthell) Friday, BSBA '49, Odessa, TX

Marvin Grossman, BSBA '49, St. Louis

Harold R. Klein, BSBA '49, Rancho Mirage, CA

David J. Lehleitner, BSBA '49, St. Louis

Wayne E. Northway, BSBA '49, Chicago, IL

John S. Schubert, BSBA '49, Lake Forest, IL

1940s

Patricia E. (Peele) Schaum, BSBA '40, St. Louis

Marvin M. Feldman, BSBA '41/MBA '59, Ballwin, MO

Charles A. Hodgson, BSBA '41, Ballwin, MO

Donald E. Paul, BSBA '41/MBA '54, Tulsa, OK

Henry L. Stealey, BSBA '41, Wentzville, MO

Nicholas Baloff



Nicholas Baloff, 75, passed away July 15, 2013, in Berkeley, CA. He joined the Olin faculty in 1976, serving as interim dean

for a year, and remained a professor of organizational behavior and operations management until his retirement in 2005.

His long and distinguished career in academia began with his first

appointment as an assistant professor at the University of Chicago School of Business in 1963, then as an associate professor at the Graduate School of Business and the School of Medicine at Stanford in 1968. Professor Baloff also served as dean of the University of Oklahoma's College of Business Administration from 1973–76.

Professor Baloff was recognized for his research and teaching in the areas of organization change and development, organizational behavior, and operations strategy. He published seminal articles on learning curves, in addition to articles

on operations management, organizational transformation, and the design and management of health care systems.

He received a BS in industrial engineering with highest honors from the University of California–Berkeley in 1959, followed by a master's degree in industrial management from the Massachusetts Institute of Technology's Sloan School of Management, and a PhD in business from Stanford University's Graduate School of Business in 1963.

Nicholas Baloff is survived by his wife Alexandra, of Berkeley, two children, and five grandchildren.

In Memoriam
 (continued)

1950s

- Nelson James Bleisch, BSBA '50, Willoughby, OH
- William L. Hoeman, BSBA '50, Scottsdale, AZ
- James B. Lovette, BSBA '50, Little Rock, AR
- Douglas A. Niedt, BSBA '50, St. Louis
- Paul L. Fultz, BSBA '51, St. Louis
- Shirley (Gardner) Lee, BSBA '51, The Villages, FL
- Dean Van Engelen, BSBA '51, Eagle, ID
- Richard G. Andrews, BSBA '52, Ballwin, MO
- Earl R. Buelteman, Jr., BSBA '52, St. Louis
- James F. Gehlert, MBA '52, St. Louis
- Walter O. Loebel, Jr., BSBA '52, St. Peters, MO
- Stanley Markenson, BSBA '53, New Orleans, LA
- Lawrence E. Milhouse, Jr., BSBA '53, St. Charles, MO
- John J. Kolar, BSBA '54/ MBA '64, Fenton, MO
- Robert L. Skrainka, MBA '54/MA '60, Charlottesville, VA
- Vera J. (Koch) Swallow, BSBA '54, St. Louis
- Albert L. Scheman, BSBA '55, St. Louis

- Edwin Nies, Jr., BSBA '56, St. Louis
- Glenn J. Tintera, BSBA '56/ MBA '62, St. Louis
- Robert L. Buenger, BSBA '57, St. Peters, MO
- Charlton B. Rogers III, MBA '58, Crossville, TN
- Merle G. Shepard, BSBA '58, St. Peters, MO

1960s

- Alan L. Bernstein, BSBA '61, St. Louis
- William H. Owen, BSME '60/MBA '63, Midlothian, VA
- R. Stephen Duke, BSBA '64/JD '66, Redondo Beach, CA
- Jerrold B. Franzel, AB '65/MBA '65, Vero Beach, FL
- Gregory C. Kowert, BSBA '68, St. Louis

1970s

- Alfred J. Buescher, Jr., MBA '70, Folsom, CA
- Phillip L. Lilley, MBA '72, Manchester, MO
- Arthur L. Oertel, AB '50/ MBA '72, St. Louis
- Hiram Bowers Ables, BSBA '75, Granite City, IL
- Michael Joel Rubinstein, AB '75/MBA '76, Highland Park, IL

Lyn D. Pankoff

Lyn D. Pankoff passed away February 12, 2013, in St. Louis. He joined Olin's faculty in 1967, teaching and conducting research primarily in statistics and computing.

Professor Pankoff served as vice dean from 1992–93 and acting dean from 1993–95. As acting dean, he oversaw the reaccreditation of the BSBA, MBA, and PhD programs; revision of the full-time MBA curriculum; establishment of three new faculty chairs; and the expansion of nondegree executive programs. From 1997–98, Professor Pankoff served as dean of the College of Business at Rochester Institute of Technology.

He earned his PhD and MBA in statistics and economics from the University of Chicago, and also earned an MS in behavioral science and a BS in management science from Case Western Reserve University.

Lyn Pankoff is survived by his wife, Belinda Bauer Pankoff, two sons, two stepdaughters, and seven grandchildren.



- Jeffrey Alan Blueweiss, BSBA '78, Trumbull, CT
- Richard E. Haferkamp, BSEE '71/JD '77/ MBA '78, St. Louis

1980s

- Lloyd R. Schneider, EMBA '88, Chesterfield, MO
- Otha (Lee) Overholt, MS '70/PMBA '89, St. Louis

1990s

- Emil Frederick Miskovsky, MD, EMBA '91, St. Louis
- Mel Jay Marten, BSBA '94, St. Louis
- Richard M. Cribb, EMBA '95, Roswell, GA
- David Diaz, PMBA '99, Andover, MA

2000s

- Alberto Sandoval, BSBA '05, Quito, Ecuador

Friends of Olin

- Nicholas Baloff, PhD, Berkeley, CA
- Lyn D. Pankoff, PhD, St. Louis
- Doris I. Schnuck, St. Louis
- Annette M. Veech, PhD, Ballwin, MO
- Eugene F. Williams, Jr., St. Louis

Annette M. Veech



She had taught at Olin Business School since 1998.

Annette M. Veech, senior lecturer in business communication, passed away July 1, 2013, after a long and valiant battle with cancer.

Professor Veech earned her PhD from the University of Illinois. Prior to joining the Olin faculty, she held management positions at Maritz, Inc. in St. Louis and Arthur Andersen & Co. in Chicago. While at Olin, she taught business management communications and received seven Reid Teaching Awards, an honor given by graduating classes to the professors whose enthusiasm and

exceptional teaching most inspire, energize, and transform students. In addition to teaching, Veech consulted with corporate, nonprofit, small business, and entrepreneurial organizations. As a communications expert, she regularly facilitated idea-generation sessions and workshops. Annette Veech is survived by her husband, Steve Bernstein.

OLIN BY THE NUMBERS



262

Guest
Speakers

CNBC's Steve Liesman

#1

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Bloomberg Businessweek, March 2013

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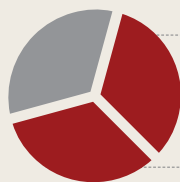
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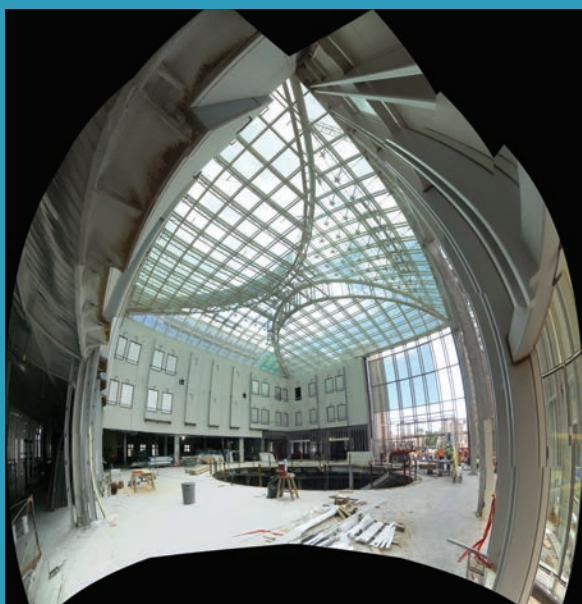


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BUILDING OLIN

Construction on Knight Hall and Bauer Hall is scheduled to be complete by spring 2014.

See story on page 2.

SAVE THE DATE

Dedication of Knight Hall and Bauer Hall *May 2–3, 2014*

More UPCOMING OLIN EVENTS

Scholars in
Business Dinner
November 14, 2013

Distinguished
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March 4, 2014

Commencement
May 16, 2014