# Olin Business

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OLIN BUSINESS SCHOOL

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# 2016

# Olin Business

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# OUR HISTORY. OUR FUTURE.

Our school is at an exciting and important time in our history—a juncture most prominently recognized by the marking of our 100th year as a business school. The Centennial provides an opportunity to celebrate our past, while preparing for our second century of creating knowledge through research, educating and inspiring students, and transforming business.

In June, we honored Dean Mahendra Gupta for his 11 years of leadership. His most visible legacy may be found in the construction of Knight Hall and Bauer Hall. These buildings have become hives of activity with new spaces for learning and collaborating that attract members of the entire University community. Beyond bricks and mortar, Dean Gupta's tenure will be remembered for many other accomplishments, including expanding and strengthening our degree programs and forming new partnerships with top-ranked institutions across the globe.

On December 1, we will welcome Mark P. Taylor as the new dean of Olin Business School. For the past six years, Mark has served as dean of the business school at Warwick University in England. He is a world-renowned expert on foreign exchanges and a noted economist who has divided his career between academics and practice, most recently as manager of a \$10 billion hedge fund at BlackRock. Don't miss our cover story that introduces Dean Taylor and highlights the accomplishments of some of the deans who have preceded him.

Exploring our school's history and its future will be the twin focus of this year's Centennial celebration. We've launched a commemorative Centennial website (olin100.wustl.edu) where you can share your own Olin photos and memories, while reading stories about the founders, faculty, students, and alumni who have contributed to Olin's proud past and have built a strong foundation for our future. New content will be added to the site throughout the year as we prepare for the "reunion of the century" during Celebration Weekend in April, so check in often and share your memories and birthday wishes using #Olin100.

In closing, I invite you to celebrate Olin's first century with us over the next months. And even more importantly, I ask you to be a part of our second century of outstanding business education and thought leadership.



Kurt T. Dirks

Interim Dean, Bank of America Professor of Managerial Leadership, and Co-Director of the Bauer Leadership Center

CREATE KNOWLEDGE. INSPIRE INDIVIDUALS. TRANSFORM BUSINESS.



# Values-Based Leadership Center Launches

With a \$5 million commitment from George (EN '53, SI '59) and Carol Bauer, Washington University has established the George and Carol Bauer Leadership Center at Olin Business School.

In remarks at a ceremony on May 10, the couple shared their thoughts about leadership and their vision for the center. "We've both been fortunate over the years to be in leadership positions," Carol Bauer said, "and we have spent some time reflecting on our hopes for this values-based leadership center. With this new center, we would like to find ways for young potential leaders to cultivate their own value systems and hopefully embrace them as they make decisions for their institutions as well as in their personal lives."

The Bauer Leadership Center is a transformational addition to Olin Business School's efforts to develop leaders of competence and character who are equipped to make a positive and principled difference in their organizations, in their communities, and in the world.

"I am deeply grateful to George and Carol Bauer for their farsighted support and for their ongoing dedication to Washington University," Chancellor Mark S. Wrighton said. "Throughout their lives, the Bauers have exemplified what it means to lead with character and conviction. Their commitment to education, ethical business, and community leadership is inspirational, and I am honored that the leadership center will bear their names."

Celebrating the announcement were (from left): Kurt Dirks, Interim Dean and Bank of America Professor of Managerial Leadership; George and Carol Bauer; and Stuart Bunderson, Associate Dean and Director of Executive Programs, and George and Carol Bauer Professor of Organizational Ethics and Governance. Dirks and Bunderson will serve as co-directors of the new center.

The Bauer Leadership Center will support activities and initiatives related to three key elements of its mission:

- Create knowledge about best practices in values-centered leadership.
- 2. Educate and inspire the next generation of values-driven leaders.
- 3. Transform how business thinks about and practices leadership.

Examples of the activities and initiatives include academic conferences, leadership roundtables for executives, research funding opportunities, and student mentoring.

Also included in the gift is the establishment of the George and Carol Bauer Leadership Fellows Program. This new program will engage high-potential students in both the science and application of leadership. Students chosen for the Fellows Program will complete leadership coursework and take part in community impact projects. Fellows will also be mentored by business leaders serving as informal leadership coaches.

"Carol and I believe that the effective leadership of our institutions, at all levels, is one of the most important societal challenges of the 21st century."

-George Bauer

The Bauers have a long history as dedicated benefactors of Washington University. They have funded substantial scholarships and, in 2004, established an endowment that provides emergency financial aid to students who experience unforeseen financial problems. In 2007, they established the George and Carol Bauer Professorship in Organizational Ethics and Governance. In 2011, the Bauer Foundation stepped forward with a gift of \$10 million to provide capital support for Olin's new building project. Bauer Hall opened in spring 2014.

The new center will look to the many Olin and Washington University alumni who exemplify these values-driven leaders who measure success both in their business results and values demonstrated daily.

# **New Investment in Family Business**

With the announcement of a four-year, \$1.09 million gift from Roger and Fran Koch and Paul and Elke Koch, Dean Mahendra Gupta launched the Olin Family Business Initiative in April. Roger (BSBA '64, MBA '66) and Paul (BSBA '61, JD '64, MBA '68) Koch, third-generation owners of St. Louis real estate and development firm Koch Development Co., recognized the need to educate family business leaders to build and preserve their legacies into the future.

Family businesses generate more than 60 percent of the nation's GDP and provide more than half of all employment.

Source: Tharawat, Issue 22, 2014

In addition to attracting the next generation of family business leaders and connecting them to programs and resources needed to succeed, the Olin Family Business Initiative will include an internship program for students seeking careers with family businesses and Family Business Practicums in collaboration with Olin's Center for Experiential Learning. These initiatives will expand opportunities beyond a popular MBA-level course in Family Business that was created two years ago and the recently formed Family Business Club—already one of the largest student organizations at Olin.

With their gift, the Kochs are also establishing the Koch Family Business Scholarship Fund, which will offer financial support to attract candidates with connections to family businesses to Olin's Full-Time MBA program.



From left: Mahendra Gupta; Christopher Hoffmann (MBA '16), Vice President of the Olin Family Business Club; Roger Koch; Elke Koch; Paul Koch; Emmy Caton (JD '15, MBA '17), incoming club President; and Ryan Plotkin (MBA '16), President.





# Welcome to the Frick Commons

Washington University Emeritus Trustee Robert Frick (BSCE '60, MBA '62) and his wife, Barbara, recently made a \$2 million commitment to support Olin Business School. The popular second floor commons area in Knight Hall will be named the Robert and Barbara Frick Commons in recognition of their generosity. The gift was motivated by the Fricks' admiration for former Olin Dean Mahendra Gupta, and for the talented professors and previous

deans at Washington University who have provided guidance and wise counsel to Mr. Frick. "Olin has benefited tremendously from Mahendra's leadership, and Barbara and I are grateful to be able to show our appreciation in this way," Frick said. The Frick Commons will adjoin the Robert and Barbara Frick Forum in Knight Hall and Bauer Hall. The couple made a \$5 million commitment to name the multilevel, multifunctional forum in 2013.

# **New Graduate Admissions Director**



After a six-month search, Ruthie Pyles was named Assistant Dean and Director of Graduate Programs Admissions and Financial Aid in July. Pyles has been Director of MBA and Graduate Admissions and Recruitment at Arizona State University in Tempe for the past five years. Previously, she worked in admissions, student services, and career services at the University of Southern California (USC). She holds a BFA in theatre and a master's degree in communication management—both from USC.

# Showcase for Regional Startups



"We're thrilled that Startup Connection is coming to Washington University for a second year," said Dedric Carter, Associate Provost and Associate Vice Chancellor for Innovation and Entrepreneurship at Washington University. Startup Connection, the St. Louis region's largest event focused on innovation and entrepreneurship, returns to Olin on November 16, 2016. Carter continued, "WashU is a place where many entrepreneurs—and ideas-get their start. Hosting this event for early-stage startups is a natural extension of our role in the region's growing and thriving entrepreneurial community." Startup Connection features a venture showcase for startups, elevator pitch competition, and resource fair.

For more information, visit startupconnection.org.

# **Meeting Demand** for Wealth Managers



Beginning in fall 2017, Olin will offer a Wealth and Asset Management (WAM) track as part of the Master of Science in Finance degree program. The unique track was announced during Olin's inaugural Wealth and Asset Management Research Conference held August 16 and 17, where James Bullard, CEO and President of the St. Louis Federal Reserve, delivered the keynote address.

# New Hire in **Exec Programs**



**Executive Programs welcomes Emily** Thompson, Product and Business Development Associate, who will target business development and new product development for nondegree/ corporate programs at Olin. Thompson has more than 17 years of higher education and program development experience, including positions at Arizona State University (ASU) and the University of Georgia (UGA). She helped launch ASU's first online MBA program and an online BBA degree at UGA. Thompson holds a PhD in educational technology from ASU.



# The Source for **Supply Chain** Solutions

Over the past two decades, the Boeing Center at Olin has become a world-class research center in global supply chain management, supply chain finance and risk management, and operational excellence. To reflect the focus of the center's research, it has unveiled a new logo and name: The Boeing Center for Supply Chain Innovation (BCSCI). Through collaborative projects with corporate partners, the Boeing Center helps organizations optimize and develop innovative business models and supply chain solutions. The Center was created in 1997 thanks to a generous endowment from the McDonnell Douglas Foundation.

For more information, email BCSCI@wustl.edu; call (314) 935-5577; or visit the Olin website.

# That's Entertainment



Professor Glenn MacDonald's **Economics of Entertainment course** has been a big hit with undergrads for several years. Starting this semester, it will be the foundational course for a new minor in the Business of Entertainment. Based on an interdisciplinary combination of courses, students will be required to take three of 15 units outside the Olin curriculum. Course options include classes in Film and Media and American Culture Studies departments. Zach Alter (BSBA '19), pictured above with Professor MacDonald, helped develop the new minor.

# The Consortium Turns 50



Half a century ago, when civil rights protests were growing and calls for social change permeated all walks of life, Sterling H. Schoen, a professor at WashU's business school, discovered through his research that Fortune 500 companies employed no African-Americans in

management. Schoen, an expert in labor relations, wanted to open the doors to business education and corporate career tracks for underrepresented minorities.

Schoen's research and dedication to diversity in business education and management led to the creation of The Consortium for Graduate Study in Management (cgsm.org) in 1966. Better known as "The Consortium," it is a unique alliance of top-tier business schools and corporate partners dedicated to increasing the ranks of underrepresented minorities in business education and corporate leadership. Over the past 50 years, The Consortium has helped more than 9,000 of the country's best MBA students achieve their goals.

"We're here today because of Professor Schoen's vision," said Peter J. Aranda III (MBA/MIM '87), a Consortium alumnus and current Executive Director and CEO of The Consortium. "We need to remember we stand on the shoulders of those who came before us. The opportunities that exist today are bigger and greater than they were in the early days of the organization, and that is truly because of those who came before us."



In 1970, Consortium scholarships were extended to include women, Hispanic Americans, and Native Americans. This sparked growth in the number of member students and corporate and university partners. In 2004, The Consortium evolved to include all US citizens and permanent residents who have demonstrated a commitment to The Consortium's mission. In 2016, The Consortium offered membership to more than 480 incoming students attending 18 member universities. This fall Olin welcomed its largest cohort of Consortium fellows ever with 18 MBA students.



leadership at both the University and the School. I've had wonderful colleagues who are dedicated to research and teaching. Perhaps, most of all, I've had wonderful students who I sometimes think taught me more than I taught them. ??

−James T. Little, PhD | Dean's Medal Recipient



# 2016 Distinguished Alumni



James T. Little, PhD
Donald Danforth Jr. Distinguished
Professor Emeritus of Business

Dean's Medal Recipient

After a dozen years in the Economics department at Washington University, Jim Little joined Olin Business School in 1983. Over his 30-year career at Olin, Little has left his mark on the school, including serving as Associate Dean for Student Affairs, adding to Olin's globalization, helping to establish a partnership with Fudan University to create a joint Executive MBA program in Shanghai, and publishing research in a variety of top academic journals. Although Little retired in 2013 as the Donald Danforth Jr. Distinguished Professor of Business, he continues to teach in Olin's Executive Programs and is academic director of the Washington University–Fudan University Executive MBA Program. His teaching has included courses in economics, finance, international affairs, and strategy. Little's research interests have focused on the implications of globalization for business strategies.

### Anne (Cook) Anderson, MBA '02

Vice President, Shell Aviation

Working from her company's London offices, Anne Anderson focuses on supplying high-quality fuel and lubricants to airports, airlines, corporate jet operators, and flying clubs across the globe. The Florida native began her career at Monsanto as a Chemical Engineer for its former subsidiary Solutia, and worked at Honeywell before landing at Shell. She attributes her rise in the corporate world to skills and contacts she acquired at Olin Business School and to seizing opportunities despite risks. "You can really make a difference if you have a bit of risk tolerance," she says. "It's taking a chance and saying, 'it will work if I deliver.' Then good things will come."

# Robert Beck, BSBA '86

Chief Operating Officer, US Retail Bank and Head of Retail Distribution, Citigroup

Rob Beck has succeeded during his 27-year international tenure at Citigroup by looking always to broaden his role and take on more responsibility. As Co-Head of Mergers and Acquisitions

during the 2008 global financial crisis, he oversaw 19 divestitures that raised \$10 billion in capital for the company. "When you have adversity in the company you work with and you emerge on the other end of that," says Beck, "I think it makes you a better person, a better executive, and certainly able to give back some of those experiences at the right time." Beck has established the Lee and Marie Beck Endowed Scholarship, named for his parents, to support Olin BSBA candidates.

# Don Imholz, TI '78, MBA '91

Former Executive Vice President, Operations and CIO, Centene Corporation

Don Imholz retired in December 2015 after a distinguished tenure heading the award-winning IT operations at Centene, the government-sponsored healthcare programs services provider. His work there led him to be named a Top 100 CIO by CIO magazine and a member of The Wall Street Journal CIO 100 Network. He previously served as CIO for Boeing Integrated Defense Systems and General Manager for its Aerospace Information Services Company. His Olin education also served him well when he ran his own consulting company between his two corporate stints, expanding his business view and his worldview. "The different courses taught me to look at things very broadly, not just as a technologist, but from a marketing standpoint, a finance standpoint, from a human standpoint," says Imholz.

# Lori (Mason) Lee, BSBA '88, MBA '89

Senior Executive Vice President and Global Marketing Officer, AT&T Inc.

In her current position, Lori Lee oversees brand strategy, advertising, corporate communications, events, and sponsorships worldwide, with responsibility for AT&T's global brand and reputation. She also leads the company's It Can Wait program, aimed at stemming texting while driving. Lee began her career at Price Waterhouse and subsequently worked at Earthgrains Co. and Mallinckrodt Medical Inc. She joined AT&T in 1997. In her previous post there, she served as Senior Vice President, Home Solutions, leading the company's strategy, marketing, and operations for its consumer wireline organization. Under her leadership, the group generated more than \$22 billion in annualized revenues. In 2014, she was named one of Fortune's Most Powerful Women in Business.

# Meet the 2016 Emerging Leaders

The second annual cohort of young alumni "Emerging Leaders" was introduced at a symposium kicking off Olin's Celebration Weekend in April. Read below to get to know this talented group of alumni. (Honorees' titles listed at time of award.)



### POSITION:

CEO, Xi'an Famous Foods, New York City

**CAREER CHANGE:** Jason Wang landed a job at Target headquarters upon graduation, but jumped to the restaurant business after his father's small Chinese restaurant was noticed by celebrity chef Anthony Bourdain.

**OLIN EXPERIENCE:** "Things that I learned at Olin and at Washington University help me consciously and subconsciously as I grow my business. It's like a puzzle. But luckily, I already have the missing pieces in hand from my studies.'

FUTURE PLANS: "With my company stabilized and strong in the right markets, I want to become sort of an ambassador of foods, to bring more cuisines from China to the United States."



# Alicia Herald, LA '05, MBA '11

# Chief Innovation Officer,

Teachers-Teachers, St. Louis

GIVING BACK: Herald started her career as a teacher for Teach for America (TFA). She moved on to become a TFA Recruiter and founding Executive Director of its Kansas City office.

**OLIN EXPERIENCE:** While in the Executive MBA program at Olin, Herald developed the concept for myEDmatch, a job-matching site connecting teachers and schools. Launched in 2012, the startup was merged earlier this year with Teachers-Teachers, one of the largest online job boards for teachers, under the guidance of St. Louis investor and WashU alum Tom Hillman (AB '78).

**COMMUNITY SERVICE: Herald** serves as Vice Chair of the KIPP Endeavor School Board, chairs the first Missouri Public Charter School Commission, and has been named Senior Education Innovation Fellow at the Kauffman Foundation.

# Hugh Tychsen, LA '05, MBA '11

Director, Sales and Account Management Operations, Express Scripts, Inc., St. Louis

MILITARY SERVICE: In 2014, Tychsen was named to Heroes of the 500 by Fortune magazine, which cited his work as an embedded advisor to the Afghan National Army in Taliban territory. Tychsen completed multiple combat tours in Iraq and Afghanistan as a US Marine.

ADVICE: "I try to get ownership and decision-making authority down to the lowest level possible—something I learned at Olin as well as in the Marine Corps. People learn by being allowed to make decisions. Trust, camaraderie, and transparency are essential to having a good team."

**GIVING BACK:** Tychsen launched Express Scripts' Packaged With Care pilot program, which he helped devise. Partnering with Operation Gratitude, it allows customers to send a care package in their name to a deployed military member or veteran.

# Drew Caylor, MBA '14

Partner, Louis York Capital, St. Louis

**OLIN EXPERIENCE:** "Olin pulled back the curtain for me on how things actually work; why organizations, industries, and people behave the way they do."

THE OLIN NETWORK: "Any student or alum who doesn't take the time to fully engage and strengthen the network at Olin is missing not only a great experience, but also potentially valuable opportunities."

**ADVICE:** "There is not a better team sport than football. Success in the sport is determined by how well a group—comprised of diverse skill sets and personalities—executes each of its individual assignments. Sounds a lot like a business, right?"

Caylor played football at Stanford University, where he earned his undergraduate degree. He was drafted by the Pittsburgh Steelers and also played for the New York Jets and Baltimore Ravens.

# Vinita Kumar, BSBA '01

### **POSITION:**

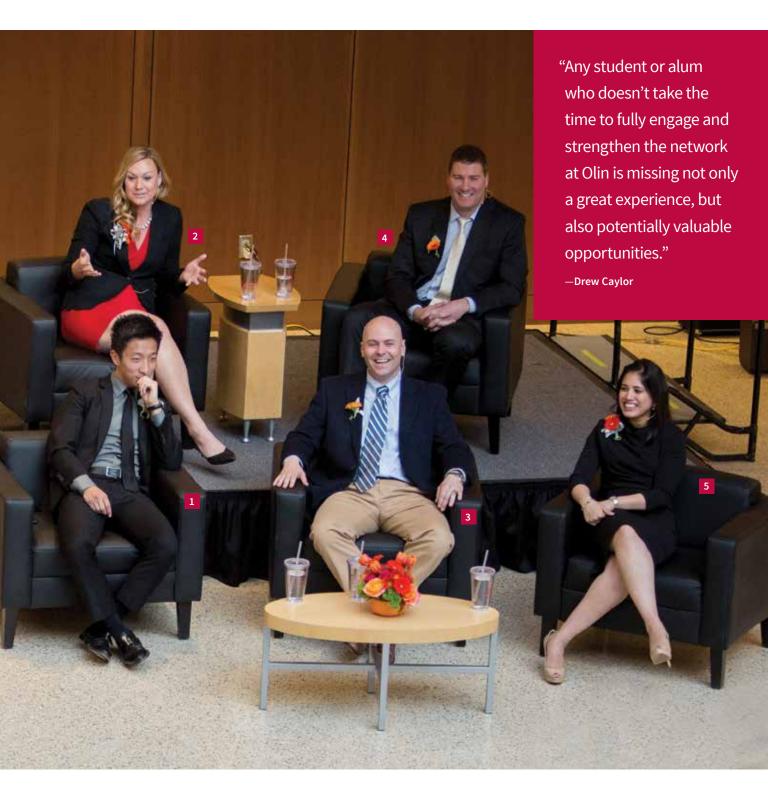
Senior Manager, Deloitte Consulting LLP, Chicago

**DELOITTE EXPERIENCE:** Kumar guides insurance companies like AIG, American Family Insurance, and Liberty Mutual through transformations. She is the top manager responsible for sales and delivery, and interacts with clients at the highest executive levels.

**GIVING BACK:** Kumar has given an annual Olin undergraduate scholarship in her parents' names, the Narinder and Neelam Kumar Scholarship. "I'm glad to have the ability to give and impact another's education—they can benefit from Washington University and Olin

ADVICE: "Each year, I am more impressed with the caliber of students we meet here and by what they go on to do. Olin prepares you to work for leading companies, and its international reputation attracts top employers to campus."

Kumar leads Deloitte's recruiting efforts at Washington University.



**SEE AND HEAR MORE** from the 2016 Emerging Leaders on Olin's YouTube channel "Magazine 2016" playlist.

# So Much to Celebrate



This year marks a significant milestone in Olin's history. Not only is our school welcoming Dean Mark Taylor, we are also celebrating Olin's Centennial. I'm honored to be serving as the Alumni Board President during such a historic year.

I am sure I am joined by the entire alumni community in offering Dean Mahendra Gupta our sincere gratitude for his dedication and successful leadership over the past 11 years. Under Dean Gupta's guidance, our school attracted the best and brightest students, nearly doubled its footprint through the building of Knight Hall and Bauer Hall, grew our renowned tenured and tenure-track faculty by 30 percent, and increased the percentage of students receiving scholarship to more than 40 percent, among countless other accomplishments. On behalf of the alumni community, we thank Dean Gupta for his tireless stewardship.

Through the selection of Mark Taylor, Olin continues its record of securing internationally distinguished leadership. I'm excited to witness Dean Taylor not only continue, but accelerate the growth and success of our school as we usher in a new era. Please take every opportunity to welcome and support Dean Taylor when he joins us this December.

While commemorating Olin's Centennial this year, I encourage all of you to increase your involvement as active alums. Our school is only as strong as its constituency, and we, its 21,000+ dedicated alumni, have the power to impart meaningful change. As alumni, we can be an integral part of Olin's continued success by donating our time, talent, and/or treasure.

We have more opportunities than ever before to engage and provide valuable support to Olin's leadership and student body. Whether through scholarship and annual fund support, participating in the alumni mentorship program, facilitating mock job interviews at the Weston Career Center, or hiring Olin students for internships and full-time positions at your firm, I hope you will join me in helping to propel our school into another century of tremendous success.

Don't hesitate to reach out to me directly at aborchert@altusproperties.com, or contact K.C. Friedrich in the Alumni & Development Office at 314-935-7398 to discuss how to be more involved in strengthening Olin's future.

Alex Borchert, BSBA '06 Managing Director, Investments Altus Properties

Olin Alumni Board President, 2016-17 Academic Year



# Make History with Olin

In honor of the business school's 100-year anniversary, we're collecting photos and stories for next year's special Centennial Issue of *Olin Business* magazine. Visit our Centennial website to enjoy stories and photos from the Olin archives. And be sure to share your memories with us via email, social media, or on our Centennial website.

olin100@wustl.edu | #OLIN100 | Olin100.wustl.edu



# Fleischer Aims to Inspire Disadvantaged Youth

Mort Fleischer (BSBA '58) believes that future generations will never achieve the "American dream" until socioeconomically disadvantaged young people are brought into the mainstream of American life through the acquisition of knowledge and access to higher education. Mort and his wife, Donna, back this belief with their philanthropy and have made a generous gift to establish the Olin Fleischer Scholars Program, launching in summer 2017.

The program will provide a unique, weeklong residency on the Washington University campus. Leadership, entrepreneurship, and college and career counseling will be among the topics covered, in addition to interactions with local business executives, and presentations and networking with Olin faculty, students, and alumni.

The need-based program is designed to help students with limited financial resources, from underrepresented populations, and those who will represent the first generation in their family to attend college. The Fleischers have established similar programs at Arizona State University and the University of Arkansas. Mr. Fleischer is a founder and Chairman of the Board of STORE Capital, one of the largest Real Estate Investment Trusts in the United States, and received an Olin Distinguished Alumni Award in 1993.

For questions or to refer a student, please contact Christopher Presley at olin-fsp@email.wustl.edu.

# Kents Issue Centennial Scholarship Challenge

Jerry Kent (BSBA '78, MBA '79) and his wife, Judy, have generously established a \$1 million scholarship challenge in honor of Olin Business School's Centennial. Through this challenge, the Kents hope to inspire alumni, parents, and friends to help support talented Olin students by making a contribution to scholarships. The challenge will double or triple the impact of your gift and make an immeasurable difference in the lives of students.

Nearly 50 percent of undergraduate and graduate students need financial assistance to attend Olin. The business school is projected to award \$18.9 million in scholarships for its students during the 2016-17 academic year, and approximately 23 percent of those funds come from scholarship endowment and gifts. The remainder comes from Olin's operating budget.

"Judy and I consider our investments in scholarships among the best we've made, because they provide the greatest returns: changed lives."

—Jerry Kent

The Kents are dedicated benefactors of undergraduate students at Olin Business School. They sponsor the Judy and Jerry Kent Scholarship Fund, which currently provides partial- to full-tuition scholarships for 18 BSBA students.

"Both of our families worked very hard to send us to college, and I couldn't have attended Washington University without the scholarship support I received," Jerry Kent says. "Judy took out loans and worked three part-time jobs to get through school. Today, we are grateful to be able to help Olin students benefit from a world-class education at Washington University."

Jerry Kent is CEO of Cequel III, the telecommunications management firm he cofounded in January 2002 with fellow alumnus Howard Wood (BSBA '61). He also serves as CEO of TierPoint, a data center and cloud computing service with more than two dozen data centers around the nation. He is a member of the Washington University Board of Trustees and serves on Olin Business School's National Council.

### **HOW THE CHALLENGE WORKS**

The Olin Centennial Scholarship Challenge will match the following scholarship gifts (up to \$1 million):

1:1 MATCH for new or increased gifts or pledges of \$100 or more in support of annual scholarships

**1:1 MATCH** for a new, named scholarship gift or pledge at the current minimum of \$5,000 (or \$2,500 for young alumni)

**2:1 MATCH** for current *Scholars in Business* annual scholarship donors who upgrade their gift (e.g., Eliot Society Benefactor gift increased to Eliot Society Patron level)

3:1 MATCH for multiyear scholarship pledges

MATCH OF UP TO \$250,000 for all gifts and pledges for endowed scholarships (applies to both new scholarships and current endowed scholarships)

You may establish a named annual scholarship in your name or in honor of a friend or loved one. All Annual Fund scholarship gifts will be recognized with membership in a giving club.

For more information, please contact Sandy Jurgenson at 877-215-2727 or 314-935-5179.



Judy and Jerry Kent (center) with some of the undergraduate student recipients of Kent Scholarships.

# John K. and Ellen A. Wallace **Distinguished Professor Named**



Ellen and John Wallace with Professor Hillary Anger Elfenbein (center) at her installation ceremony.

Hillary Anger Elfenbein was installed as the John K. and Ellen A. Wallace Distinguished Professor on June 7. Elfenbein holds a PhD in organizational behavior from Harvard University. She joined Olin's faculty in 2008, and her research focuses on emotion in the workplace and negotiation, including emotional intelligence.

John and Ellen Wallace have strong ties to Washington University, and have been recognized numerous times for their generosity and service to the school. John Wallace (MBA '62) received Olin's Distinguished Alumni Award in 1988, and in 1999, he was awarded Olin's Dean's Medal. His efforts on the school's behalf have been tireless, from leading Olin's alumni organization to chairing the Campaign for Washington University, to serving on Olin's National Council. He has served Washington University extensively, both as a member of the Board of Trustees and as Chair of the William Greenleaf Eliot Society. The Wallaces established the Wallace Distinguished Professorship in 1997, and received the Robert S. Brookings Award from the University at the 2007 Founders Day.

# Fossett Distinguished Professor Named

Hong Liu was installed as the Fossett Distinguished Professor on May 6. Liu joined Olin's finance faculty in 1998 after receiving his PhD from the University of Pennsylvania. His research interests are primarily in optimal investments and asset pricing in markets with frictions. He is one of the most prolific authors on the topic of portfolio choice with transaction costs.



The late J. Stephen Fossett (MBA '68) was one of the world's most accomplished adventurers. Fossett's persistence and endurance were legendary; his achievements include swimming the English Channel, running in Alaska's Iditarod Dogsled Race, driving the 24 Hours of Le Mans sports car race, and finishing the Ironman Triathlon in Hawaii.

At the time of his death in 2007, he was the holder of 117 official world records in five

sports—balloons, airships, sailboats, gliders, and jet airplanes and he became the first person to achieve a solo balloon flight around the world.

Fossett's spirit of adventure was also apparent in his business enterprises. He began his professional career in computer systems with IBM before entering the world of the commodities broker, first with Merrill Lynch and then for himself. He founded and managed Lakota Trading, Inc., and was a member of the New York Stock Exchange for 26 years.



Provost Holden Thorp (left) and Dean Mahendra Gupta (right) congratulate Professor Hong Liu at his installation ceremony.

He was a generous partner and ambassador of Washington University, serving as a member of the Board of Trustees from 1995 to 2007. He served on the Board's Undergraduate Life Committee and on the National Council of Olin Business School, from which he received the Distinguished Alumni Award in 1995. The University awarded him an honorary doctor of science degree in 2006.

He is survived by his wife, Peggy Fossett, and a brother and sister.



Bottom row (left to right): Stephen Ryan, Kaitlin Daniels, Ivan Lapuka, Emily Gallagher; Top row (left to right): Scott Roeder, Tarek Ghani, Taylor Begley, Todd Gormley, Jiajun "Dennis" Zhang, Peter Boumgarden; Not pictured: Deniz Aydin

# **New Faculty Members**

### NEW TENURED AND TENURE-TRACK FACULTY

**Deniz Aydin**, Assistant Professor of Finance, PhD, Economics, 2016, Stanford University

**Taylor Begley**, Assistant Professor of Finance, PhD, Finance, 2014, University of Michigan

Kaitlin Daniels, Assistant Professor of Operations and Manufacturing Management, PhD, Operations Management, 2016, University of Pennsylvania

**Tarek Ghani**, Assistant Professor of Strategy, PhD, 2015, Business Administration, University of California-Berkeley

**Todd Gormley**, Associate Professor of Finance, PhD, Economics, 2006, Massachusetts Institute of Technology (tenured)

**Stephen Ryan**, Professor of Economics, PhD, Economics, 2005, Duke University (tenured)

**Jiajun "Dennis" Zhang**, Assistant Professor of Operations and Manufacturing Management, PhD, Operations Management, 2016, Northwestern University

### **NEW LECTURER**

Ivan Lapuka, Lecturer in Marketing, PhD, Marketing, 2010, University of South Florida

## **NEW VISITING PROFESSOR**

**Peter Boumgarden**, Visiting Assistant Professor of Organizational Behavior, PhD, Organizational Behavior/Strategy, 2010, Washington University

### NEW POSTDOCTORAL RESEARCH SCHOLARS

**Emily Gallagher**, Postdoctoral Research Scholar in Household Finance, PhD, Economics, 2015, Paris School of Economics

**Scott Roeder**, Postdoctoral Research Scholar in Marketing, PhD, 2016, University of California-Berkeley

# 🔓 | Seen & Heard

Classes. Graduations. Lectures. Summits. Those are just some of the reasons business leaders lend their talents to our school. We'd like to thank the many friends of Olin, people who offer insights, share expertise, provide guidance, and greatly enhance the student experience. Below are just a few of the people Seen and Heard at Olin recently.

### **WOMEN & LEADERSHIP CLASS SPEAKERS**

- 1. Rebeccah Bennett, Founder and Principal, Emerging Wisdom, LLC
- Claire McCaskill, Senior United States Senator from Missouri, United States Senate
- 3. Terry Crow, Owner, Gateway-Great Clips
- 4. Deborah Patterson, Recently Retired President, Monsanto Fund
- Ellen Sherberg, Special Advisor, American City Business Journals
- 6. Suzanne Sitherwood, President and CEO, Spire
- 7. Nina Leigh Krueger (MBA '94), President (CMO at the time), Nestlé Purina PetCare Company

### **DEFINING MOMENTS CLASS SPEAKERS**

- 8. **Angela Braly**, Founder and President, The Braly Group, LLC
- 9. Mike DeCola, CEO, HBM Holdings
- 10. **Orvin Kimbrough**, President and CEO, United Way of Greater St. Louis
- 11. Ward Klein, Executive Chairman of the Board, Edgewell Personal Care Company (retired)
- 12. **Sue McCollum**, Chairman and CEO, Major Brands Premium Beverage Distributors

### **GRADUATION SPEAKERS**

- 13. Susan Davidson, Major General, US Army, Commanding General of Military Surface Deployment and Distribution Command, Government of the United States, Commencement: Women's Leadership Forum 2016 graduation
- Scott Bradford Helm (BSBA '87), President, Helm Real Estate Holdings LLC, May 2016 BSBA graduation
- 15. **John F. Herber Jr.**, Chairman and Managing Partner, RubinBrown LLC, April 2016 EMBA graduation
- 16. Alaina Maciá (BSEN '98, MBA '02), President and CEO, MTM, Inc., May 2016 Graduate Programs graduation
- Michael F. Neidorff, Chairman, President, and Chief Executive Officer, Centene Corporation, December 2015 EMBA graduation
- Shaker Sadasivam (MBA '99), Chairman, President, and Chief Executive Officer, SunEdison Semiconductor, December 2015 graduation

# LEADERS IN BUSINESS SUMMIT SPEAKERS

- Mary Moorkamp, Chief Legal and External Affairs Officer, Schnuck Markets
- Mary Galligan, Retired FBI and Global Leader, Deloitte Cyber Security
- 21. A. Greig Woodring (MBA '89), Director, President, and CEO, Reinsurance Group of America, Incorporated, and Olin National Council member

# **CALHOUN LECTURE SPEAKER**

 Jonathan Rosenberg, High Tech Product Management Executive: Google, Excite@Home, Apple, Dialog; Author How Google Works















































# IT'S MORE THAN A GAME

The Joseph S. Lacob Business of Sports Speaker Series and Olin Sports Summit have been attracting all-stars from sports management and media to campus for the past two years. Thanks to the support of Joe Lacob, Co-Executive Chairman, CEO, and Governor of the Golden State Warriors, students minoring in sports business are benefiting from insiders' knowledge of the profession from the C-suite to the playing field.

PICTURED AT THE FIRST SPORTS SUMMIT, SEPTEMBER 2015 (from left): Patrick Rishe, Director, Olin Business of Sports Program and Senior Lecturer in Management, Tom Ackerman, Sports Director, KMOX Radio, Kevin Demoff, COO, former St. Louis Rams, Bill DeWitt III, President, St. Louis Cardinals, Tom Stillman, Owner, St. Louis Blues



# PREPARED TO LEAD

British economist with a worldview will lead Olin into its second century

By Melody Walker

"In Mark Taylor we have found a strong leader with the vision, wisdom, and experience to take Olin Business School to new heights.

He is well qualified not only as a scholar, but also as a practitioner in global business and finance. I have no doubt he will strengthen Olin's presence and reputation in the domestic and international arenas."

—Chancellor Mark S. Wrighton







inker, Trader, Scholar, Dean could be the title of Mark Taylor's biography. It would translate into an action-packed movie spanning a globe-trotting career of a modern Renaissance man who is a highly respected and recognized expert on foreign exchange markets, professor of international economics, successful hedge fund manager, and, in his

spare time, an amateur clock restorer with a personal collection of vintage and antique timepieces dating back to the 17th century. On December 1, 2016, Taylor becomes Dean of Olin Business School.

Taylor was drawn to the worlds of high finance and economic theory from his earliest school days at Oxford University. "When I graduated from Oxford, I was so excited about the world," Taylor recalled during one of his visits to Olin before his December start date as dean. "I didn't know whether I wanted to be an academic and change the world in terms of producing research that was impactful, or whether I wanted to work in the finance industry. I was in such a hurry, I actually ended up doing both at the same time."

### FOREIGN EXCHANGE TRADER AND ECONOMIST

Taylor's first job after earning his undergraduate degree in philosophy, politics, and economics was at Citibank in London as a trainee on the foreign exchange desk. In the evenings, he pursued a master's degree in economics at London University. With a front row seat to the drama of financial markets by day, and studying theory at night, Taylor was fascinated by the interplay of the two and went on to write his doctoral dissertation on the subject. "Ever since then, I have been in and out of academia and industry, and I'm very proud to have pursued this successful career in both," Taylor explained.

His career has included stints as a Senior Economist at the International Monetary Fund for five years in Washington, DC, and Economist at the Bank of England. Prior to becoming Dean of Warwick Business School in 2010, he spent four years at Barclays Global Investors/BlackRock, the world's largest asset manager. Taylor was Managing Director and European Head of the Global Markets Strategies Group at BlackRock during the 2008 financial crisis. He managed a fund with total assets in excess of \$10 billion and can boast losses of only 5 percent during the worst point of the crisis (losses that were recouped within two years), while US funds averaged losses of 45 percent.

Taylor is one of the top researchers in the areas of market microstructure, international finance, financial markets, and monetary economics. His research is cited so frequently, Taylor is ranked in the top one percent of economists in the world, according to IDEAS/REPEC global rankings of economists, Google Scholar citations, and ISI, Thomson Reuters Citation Analysis.

"Mark Taylor presented a unique blend of talents," said James O'Donnell (BSBA/MBA '74), a member of the search committee, Chair of Olin's National Council, and a Washington University Trustee. "The committee was impressed from the start with Mark's well-prepared approach to the interview process, his straightforward interest in the appointment, his outstanding record of research in his academic field, his success in senior positions in both the for-profit and nonprofit fields, and his extraordinary success at the University of Warwick."

### **DEAN OF WARWICK BUSINESS SCHOOL**

During his six years as Dean of Warwick Business School (WBS) in Coventry, England, Taylor oversaw the opening of a new satellite campus in London at The Shard skyscraper, a \$40-million main campus building extension, and a dramatic rise in the WBS rankings. The school's full-time MBA is ranked number one in the UK and 18th in the world by *The Economist*. Its Distance Learning MBA is ranked second in the world by the *Financial Times*. WBS research performance ranked third in the UK (ahead of Oxford and Cambridge) for research output per capita in the 2014 Research Excellence Framework, the periodic government research audit of UK universities.

"In addition to being a proven leader and top-notch scholar, I think Mark Taylor's greatest strengths are his international global perspective and experience," said Ralph Quatrano, Spencer T. Olin Professor Emeritus, former Dean of the School of Engineering & Applied Science, and Chair of the search committee appointed in January 2016.

"Mark Taylor will be a great leader for Olin, given his distinguished research in the field of international finance and leadership as Dean at Warwick."

 –James Bullard, President and CEO, Federal Reserve Bank of St. Louis

"It's not only that he is coming from an international university or that he is from Britain, but he has reviewed international business schools as a member of the AACSB (Association to Advance Collegiate Schools of Business) accreditation teams; he has taught at many universities and traveled all over the world," according to Quatrano. "He has a true sense of curiosity and degrees ranging from philosophy to economics to Shakespeare. These traits and his potential links for interdisciplinary exchange within the University are critical for his success as a dean."

Taylor earned a master's in English Renaissance and Romantic Literature at the University of Liverpool in 2001 with a thesis on the Bard's drama *King John*. "Literature helps you reflect on organizational behavior and business behavior," Taylor said when discussing the importance of a solid liberal arts foundation.

### **GETTING TO KNOW OLIN**

Before assuming his role as Dean at Olin, Taylor has been preparing for his move from England to St. Louis and speaking to many of the school's stakeholders. "I want to get their feedback on what they think is good about the school," Taylor explained. "What needs to be maintained, what needs to be the bedrock of the school, and also ways we can move forward, ways we can expand, ways we can grow together. I have some ideas, but I also want to hear other people's ideas. It's important we build a strategy together, because only if we all own the strategy together will it be implemented."

In June, when Taylor was introduced to the Olin faculty and staff, he said he was attracted to Washington University because of its solid reputation and focus on research. As a dean of a business school in the UK, he said he kept an eye on the competition, and was well aware of the good standing of the school and the achievements of Dean Gupta over the past decade. "All this is a pretty hard act to follow," Taylor told his audience. "Dean Gupta has set a stage, a great platform on which we can build." Taylor said he planned to meet with three of his predecessors, Mahendra Gupta, Stuart Greenbaum, and Robert Virgil, to glean lessons from their leadership.

Taylor has an appreciation for academic tradition as well as embracing new technology, teaching methods, and disruption. He was a professor at the oldest college at Oxford University when it celebrated its 750th anniversary. And just last year, the University of Warwick marked its 50th anniversary as one of the newest and most innovative schools of higher education in the UK. Taylor steps into the deanship at Olin as it begins a new chapter and a new century in business education. He will follow in the footsteps of many deans who have guided and expanded the school to become the prominent academic institution it is today.

"Mark Taylor brings global experience in business and business schools to Olin a great choice. I look forward to interacting with him as a business school dean on this side of the Atlantic."

—Glenn Hubbard, Dean, Columbia Business School, Columbia University



### MARK TAYLOR'S C.V.

- St John's College, University of Oxford BA Philosophy, Politics, and Economics MA Philosophy, Politics, and Economics
- Birkbeck College, University of London MSc (Distinction) Economics, PhD Economics
- University of Liverpool
   MA (Distinction) English Renaissance
   and Romantic Literature
- Institute of Education, University College, London (part time)
   MBA (Distinction) Higher Education Management
- University of Warwick
   DSc Finance (Higher Doctorate, awarded for lifetime distinguished contributions)

### **PROFESSIONAL DEVELOPMENT**

- Wharton Business School, University of Pennsylvania Senior Management Development (iLead) Program
- Council for Advancement and Support of Education Development for Deans and Academic Leaders
- Leadership Foundation in Higher Education Top Management Programme (TMP24)
- Graduate School of Education, Harvard University
   Institute for Management and Leadership in Education

# Dean Robert Virgil, 1976-1993





### A CENTURY OF LEADERSHIP

More than a dozen deans have led the business school since its founding in 1917 by William Gephart, who came to WashU in 1913 to head the department of economics, political science, and sociology. Based on the success of new business schools at the Universities of Pennsylvania, Chicago, and Harvard, Gephart was convinced that WashU needed to compete in this nascent field of academic study and training. It took him three years to convince the Chancellor and Trustees to grant approval for a business school, albeit without funding. Armed with a letter of endorsement and a \$1,000 pledge from Robert S. Brookings, Gephart single-handedly raised the funds from 30 local businessmen and firms to open the newly named School of Commerce and Finance. He served as the school's first dean until 1921.

From that entrepreneurial beginning, the business school grew in size and stature. Deans with backgrounds in accounting, marketing, industrial management, and finance would take the helm and leave their mark on the history of the school. Dean Leslie Buchan, who became Vice Chancellor and Dean of Faculties, worked with Dean Ross Trump in the 1950s to create the first international student exchanges. Their most extensive project involved faculty moving to Korea to develop a modern management curriculum for Yonsei, Korean, and Pusan National Universities following the Korean War.

Dean Karl Hill came from the Tuck School of Business at Dartmouth and advocated for the value of an MBA in nonbusiness. fields. He instituted joint degree programs with the schools of law, engineering, and architecture during the early 1970s. Hill also reinstated the four-year (versus two-year) undergraduate curriculum that led to a surge in enrollment.

Robert Virgil's nearly two decades as dean marked a major turning point in the school's history. Virgil served as dean from 1976 to 1993 and led the school through a period of vibrant growth, setting goals and outlining strategies that would launch WashU's business school on a path toward national and international recognition. Virgil, humble to a fault about his crucial role in the growth of the school, gave credit to the Task Force led by Charles F. Knight for laying the groundwork for the modern business school when he spoke to the Century Club in 2014.

"The Business Task Force, from 1979 to 1981, was, I believe, the single most important event in our school's history. The Task Force led us to understand what would be required to have a top-notch business school. Its far-sighted recommendations charted Olin's course into the 1990s."

—Robert Virgil

The Task Force called for new facilities, a strong endowment, quality faculty recruitment, and the creation of an Executive MBA program among other mandates. Under Virgil's leadership, the business school moved from Prince Hall to the custom-built, state-of-the-art Simon Hall in 1986. With a \$15-million challenge grant from the Olin Foundation, the school's endowment grew significantly, and it honored John M. Olin, University Trustee, philanthropist, and industrialist by taking his name as its moniker.

Stuart Greenbaum, Bank of America Professor Emeritus of Managerial Leadership, served as dean from 1995 to 2005. With the newly created Olin National Council, Greenbaum outlined his plan to build on Dean Virgil's success. It was named the "Project



Dean Gupta congratulates an Olin graduate at a recent Commencement ceremony.

21 Report for Olin" and called for increasing the quality and quantity of the faculty, expansion of executive education programs, strategic partnerships with academic institutions, and curricular updates. The Executive MBA program had been constrained to one classroom in Simon Hall, making the construction of the Charles F. Knight Executive Education and Conference Center in 2001 a welcome addition to campus. Other Greenbaum legacies include the establishment of the Executive MBA program in Shanghai in partnership with Fudan University, the Skandalaris Entrepreneurship Program (now the Skandalaris Center for Interdisciplinary Innovation and Entrepreneurship), the Olin Cup business plan competition, and the Hatchery course.

### THE GUPTA LEGACY

"During the past 11 years with Mahendra at the helm, Olin has improved upon its reputation as one of America's leading business schools," Chancellor Mark S. Wrighton said in January, when Dean Mahendra Gupta announced he would step down. "Mahendra has established international collaborations with world-class partners that will be of lasting benefit to our students and faculty. He leaves his post as dean with a remarkable legacy. I, and the rest of Washington University, thank him for his innumerable contributions, his academic passion, and his resolute pursuit of excellence.'

During his years as dean, Gupta led Olin through an era of innovation, expansion, and growth. The Executive MBA program expanded beyond St. Louis and Shanghai to campuses in Kansas City and Denver. In 2015, Olin established the first US-India joint Executive MBA program in cooperation with the Shailesh J. Mehta School of Management at the Indian Institute of Technology Bombay. Olin's Specialized Masters Programs have expanded beyond finance to include accounting, supply chain management, leadership, and

customer analytics. The school also launched its Global Master of Finance program, partnering with universities in Singapore, South Korea, Israel, Germany, and Spain, to offer students a world-class curriculum and training targeted to the global financial markets.

Gupta's greatest legacy may be the construction of Knight Hall and Bauer Hall, which more than doubled Olin's space on the Danforth Campus. The LEED Gold-certified buildings were dedicated in 2014.

"We are indebted to Mahendra for his leadership, boundless energy, and steadfast dedication to Olin and Washington University," said Provost Holden Thorp, Executive Vice Chancellor for Academic Affairs and the Rita Levi-Montalcini Distinguished University Professor. "During his tenure as dean, he has demonstrated tremendous vision for the school and its students, embracing experiential learning and the highest standards of scholarship and teaching. We cannot thank him enough for all that he has done."

### LEADING OLIN INTO ITS SECOND CENTURY

Taylor joins Olin as it begins its second century in business, following the tenure of Interim Dean Kurt T. Dirks, Bank of America Professor of Managerial Leadership. Asked about the role of a dean in the 21st century, Taylor said he doesn't think it has changed dramatically. He sees himself as a facilitator and leader. "I think probably what has changed in the 21st century is thinking about how we can best serve the needs of society," said Taylor. "Perhaps it involves going back to the roots of business schools 100 years ago, and thinking of ourselves as  $training\ professionals, thinking\ about\ ethics\ \bar{and}\ corporate\ social$ responsibility as much as about profit and the bottom line."







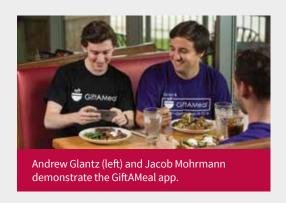
# **ELEVATOR PITCH**

# **GiftAMeal**

With more than 48 million Americans facing hunger every day, and with 60 percent of restaurants closing within their first year, GiftAMeal helps restaurants acquire and retain customers, while also feeding the hungry in our communities. Each time a user takes a photo of his or her food on the GiftAMeal mobile app at a participating restaurant, a meal is provided to someone in need through a local food bank. Users may also recommend restaurants to friends and share photos on social media.

More than 100 restaurants have joined GiftAMeal, including 31 Applebee's locations in the Greater St. Louis region.

GiftAMeal is a for-profit social enterprise, charging a monthly fee to restaurants to participate and paying out donations to food banks to help provide meals to those in need. GiftAMeal has won multiple awards, including being named a "Top 3 Student Startup" in the country at the South by Southwest® Conference. We received our first investment of \$100,000 from the Capital Innovators accelerator, marking the first time that it had invested in an undergraduate startup. Looking forward, we are excited to grow GiftAMeal, build our brand, and scale nationwide. To help make this possible, we are looking for connections to restaurateurs or potential investors, marketing advice, and sales guidance. Please reach out to me at andrew@giftameal.com if you are open to helping! I greatly appreciate your assistance.



# **STARTUP STATS**

App launched as FoodShare in October 2015

Rebranded as GiftAMeal in May 2016

# TEAM MEMBERS

Andrew Glantz (BSBA '17)
Cofounder and Chief Executive Officer

**Aiden Folbe (Dartmouth Class of 2019)** Cofounder and Chief Operating Officer

Jacob Mohrmann (BSBA '16) Chief Marketing Officer

# GIFTAMEAL COMPETITION PARTICIPATION

Skandalaris Center Ideabounce | \$100 Global Student Entrepreneurship Awards | \$300 The Mobileys People's Choice Award | \$2,500

U.Pitch College Elevator Pitch Competition and Showcase | \$250

Saint Louis University 'Real' Elevator Pitch Competition | \$1,000

Student Startup Madness at South by Southwest | \$2,000

Dartmouth Entrepreneurial Network Pitch Competition | \$3,000

Capital Innovators Investment | \$100,000

Global Student Entrepreneurship Awards

**RECESS Pitch Competition** 



# Celebrating a Century in Business

Please plan to attend our spectacular Centennial Gala on Friday, April 21, 2017, during Olin Celebration Weekend. Meet our new dean, Mark Taylor. Reconnect with classmates and professors. And tour the always-changing WashU campus. It's the same weekend as ReUnion at Thurtene Carnival, so you have even more reasons to come back to campus. Don't miss this once-in-a-century celebration!



SHARE YOUR
OLIN STORIES,
MEMORIES, AND
PHOTOS WITH US.







# **THURSDAY APRIL 20**

**Emerging Leaders Reception** 

# **FRIDAY APRIL 21**

Symposium featuring the Distinguished Alumni Award Nominees

Distinguished Alumni Awards and Centennial Gala

# **SATURDAY APRIL 22**

Coffee and Olin School update with Program Deans

Undergraduate and Graduate Reunion Parties

# **MARK YOUR CALENDAR!**

Look for more information about Celebration Weekend at alumni.wustl.edu/OlinCelebration.



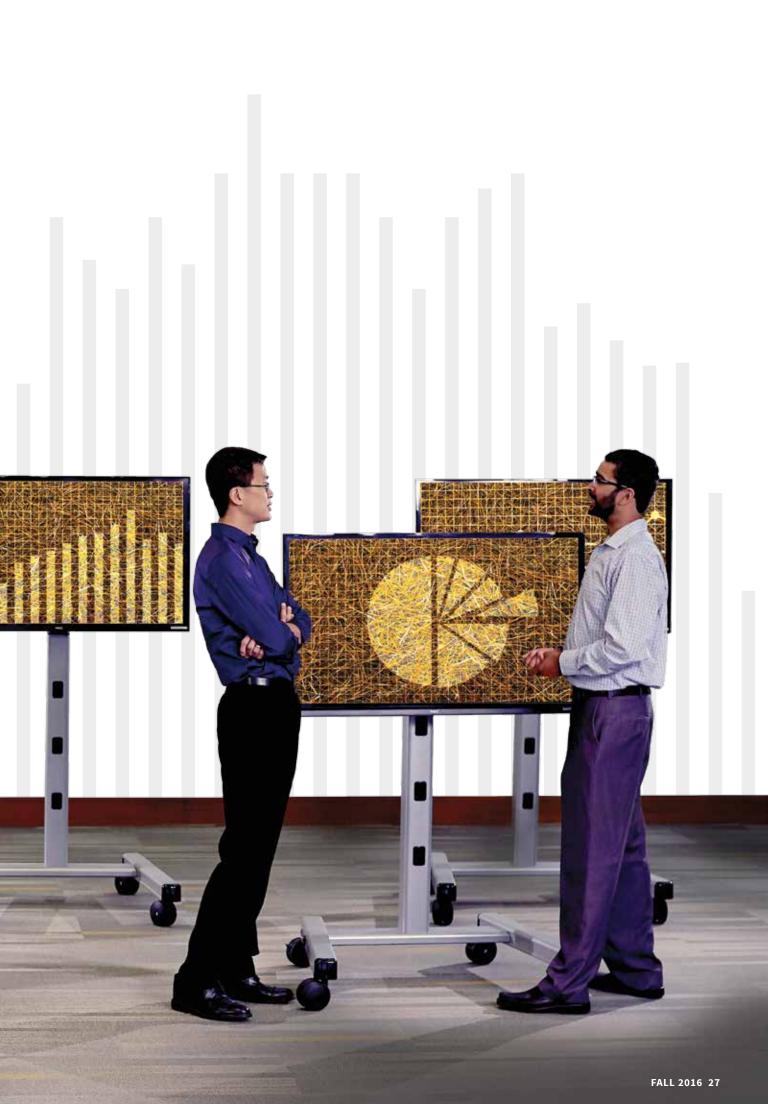
# **FINDING PROFIT IN**

# THE BIG DATA HAYSTACK

Olin is preparing students to find valuable insights for companies awash in data

By Kurt Greenbaum





BIG DATA IS THE NEW OIL.
THE COMPANIES, GOVERNMENTS,
AND ORGANIZATIONS THAT
ARE ABLE TO MINE THIS
RESOURCE WILL HAVE AN
ENORMOUS ADVANTAGE OVER
THOSE THAT DON'T.

 $-\mathsf{Pew}$  study on the future of big data





uried in millions of lines of customer data collected from scanners, cash registers, patient records, online product reviews, wearable devices, and other sources, businesses in every industry are unearthing profit-generating insights unknowable just a decade ago.

Those insights range from the seemingly inconsequential—promoting beer actually

increases the sale of diapers—to the staggering: creating cost-saving hospital systems to more efficiently pair nurses with incoming patients.

Mastering the emerging art of wrangling customer data is behind Olin's Master of Science in Customer Analytics (MSCA) degree and its year-old Center for Customer Analytics and Big Data (CCABD). The MSCA program, which has full-time and part-time options, welcomed its third class of 32 students this fall, and has sent forth three dozen graduates, snapped up by companies that are starving for the expertise.

# **HELP WANTED: BIG DATA ANALYSTS**

A recent survey of 422 European and US executives by the Economist Intelligence Unit and Cognizant ranked big data analytics as the most important digital competency businesses will require by 2018. That puts big data skills ahead of security, mobile technology, and digital marketing. While demand will be high, US supply for analysts is expected to lag: McKinsey & Company forecasts a shortage of 140,000 to 190,000 analysts two years from now.

"They want more than nerds," said Gregory J. Hutchings, Senior Advisor in Olin's Weston Career Center. "They want people who can look at the data and draw quantitative and qualitative conclusions—and make strategic recommendations."

Olin graduate Siri Zhan (MSCA '16) has already experienced business's hunger for talent. She started working for New Jersey-based Dressbarn as an analyst two months before receiving her degree.

"My manager told me they had the position open for six months without finding a qualified candidate," said Zhan, who prepares monthly forecasts for sales promotions based on previous customer data. Strategies for coupon-based promotions are individualized for loyal customers versus rare visitors who might be "reactivated" with a more enticing offer.

Zhan and classmate Drew Kaplan (MSCA '16) both spoke of blending their passion for math and technology with the art of marketing and business problem solving. Their interest led them to Olin's customer analytics graduate program.

WashU's program was attractive because it was part of the business school—not a separate tech degree. "I didn't want to look at data and run statistical analyses just to do it," said Kaplan, who analyzes customer data for UPS in Atlanta. "I wanted to be grounded in business principles and solve real problems."

Blue chip companies across numerous industry sectors have grabbed up Olin grads like Zhan and Kaplan, including Bain & Company, United Airlines, Emerson, Penn National Gaming, and The Walt Disney Company.

### **LEARNING TO DEAL WITH DATA**

The CCABD and the master's program form a one-two punch designed to prepare students and aid industry leaders in dealing with the new technology-driven tidal wave of customer data. Through consulting projects managed by the Center for Experiential Learning, MSCA students get hands-on experience solving real-world business problems focused on big data analysis. The client companies benefit from cutting-edge analysis and gain access to top-flight research from Olin faculty members who serve as advisors on projects.

Kaplan was the student team leader on a consulting project that helped analyze data from a retail supply company. The team's recommendations included a segmentation strategy defining how the company should market to different types of customers.

In one project, Kaplan exercised a variety of technical, analytical, and marketing muscles. He wrote database queries to clean up and consolidate 5 million rows of purchase history. He applied mathematical concepts to frame each customer's behavior across a variety of product categories. And the student team created tools for the client to provide product recommendations and personalized marketing for its half-million customers.

"It was a big, big part of my curriculum and what I got out of the program," Kaplan said.

Working on another semester-long project, Zhan's team analyzed online customer shopping patterns. Her team found the experience and feedback rewarding, noting, "The client said some of our conclusions were actually very new to them."

These experiential learning opportunities are just one facet of the CCABD. Seethu Seetharaman, W. Patrick McGinnis Professor of Marketing, is Director of the center and Academic Director of the master's program in customer analytics.

He also sees the big data boom as a perfect moment for collaboration between faculty researchers and companies of all sizes. "The big data movement is here to stay," said Seetharaman. "The timing is right for us to inform and educate companies in this area."

# **DATA IS GOLD MINE FOR RESEARCH**

Both the master's degree program and the big data center draw on cross-campus partnerships with the Technology and Leadership Center, the School of Engineering & Applied Science, Data and GIS Services, and the University Library. Faculty from a variety of disciplines partner or partake in research projects exposing the real-world and practical business applications of big data analysis.

"The data is exploding," said Durai Sundaramoorthi, Senior Lecturer in Management, who has extensive experience in the healthcare industry. He teaches predictive analytics to MSCA students and shows them how to find unexpected relationships that can unlock sales strategies previously opaque to marketing professionals. "The human brain cannot process the relationship among so many variables."

For example, that seemingly random link between beer and diapers illustrates the power of once invisible cross-category connections. "Analytics help to unearth these patterns from the data," Sundaramoorthi explains. "Without analytics, we wouldn't know these interesting cross-category relationships."

These researchers bring concepts such as predictive modeling, probability analysis, and predictions about customer risk to the nitty gritty work of slicing and dicing the mega sets of data now available. Then they mine the results to create strategies for pricing, inventory, targeted marketing, and logistics that can drive company profits.

Sundaramoorthi's research with a Texas hospital cross-referenced the minute-by-minute movement of nurses—using data from now-commonplace wearable scanners—with patient records, creating a cost-saving algorithm for nursing assignments.

# THE THREE Vs OF BIG DATA

Marketing professionals and data scientists credit the explosion in big data to the growing availability of scanner tracking for products and services and data storage advancements that have increased capacity and lowered prices. In today's marketing vocabulary, big data is defined by these characteristics:

# **VOLUME**

The data sets are gigantic, often running into billions of records.

# VARIETY

The data comes from sources ranging from customer purchase information through electronic cash register records, to online comments, photos, videos, and sensor data from scanners and wearable devices.

# **VELOCITY**

The data sets grow exponentially in real time. That means information as individual as your last ketchup purchase and as current as a moment ago, piles up quickly.

"Slowly, companies are learning that data can be used to make themselves more efficient or more profitable," Sundaramoorthi said.

One of Seetharaman's recent research projects examined millions of purchases from a national grocery chain's loyalty card database. Cross-referencing products purchased from 800 households in 28 categories over nearly two years, Seetharaman and his research partners looked at which coupon strategies would bump profits the most.

The result: Coupon bundles around a theme such as "back to school" yield higher profits on a per-customer basis, but overall, a store can expect a 27 percent profit bump from coupons customized to individual customers.

Tat Chan, Associate Professor of Marketing at Olin, has researched a month's worth of data from Chinese online retailer Taobao, tracking a million consumers and their

online product search patterns. Through his research, he's developed strategies for segmenting online customers as "high" vs. "low" value, and targeting them with coupons to encourage purchases based on their online searches.

"This data is about individual customer behavior," Chan said. "And most companies don't know how to use their data."

### **BIG ROLE FOR BIG DATA CENTER**

That, too, is where the CCABD comes in. While professors prepare students with skills to analyze and interpret big data, the CCABD is exposing industry leaders to skills and concepts they'll apply to big data problems in the real world.

Seetharaman has recruited an advisory board from companies as diverse as St. Louis-based grocery chain Schnucks, Express Scripts, and MasterCard.

He's been careful to choose companies in noncompeting industries to facilitate a free flow of conversations about big data best practices and challenges, so executives are able to solve problems and suggest solutions jointly. For example, the discipline is so new, companies are struggling to figure out how to structure their analytics teams—centralized or dispersed?

The center scheduled a big data conference on October 21 and plans semiannual "immersion training" sessions—two-day courses targeting business professionals who need grounding in big data principles. The first of those is expected in December.

"A lot of us need to dust off our skill sets," said Justin Krieger, Analytics Manager with Wells Fargo's Wealth and Investment Management Division, which holds an advisory board seat. "There's still a lot to be learned about crunching through a billion records."



**SEE AND HEAR MORE** from Olin marketing professors as they discuss their big data research on Olin's YouTube Channel "Magazine 2016" playlist.



Left to right: Durai Sundaramoorthi, Senior Lecturer in Management; Yulia Nevskaya, Assistant Professor of Marketing; Tat Chan, Associate Professor of Marketing; Seethu Seetharaman, W. Patrick McGinnis Professor of Marketing; Arun Gapalakrishnan, Assistant Professor of Marketing

# RESEARCH THAT IMPACTS BUSINESS



The annual Olin Award for research that impacts business has recognized the work of two finance professors who delved into a big data set to determine how executives with pay-for-performance packages hit or miss their revenue targets. (Spoiler alert: It looks like there's some creative accounting going on.)

Olin's website showcases faculty research, including executive summaries with key takeaways for managers, at olin.wustl.edu/research. You will also find short videos of the professors discussing their research.

To attend the Research Business Series during which professors present their latest research findings, please contact the Office of Corporate Relations at 314-935-8541 or CorporateRelations@olin.wustl.edu.





# THE DARK SIDE OF INCENTIVE-BASED PAY 2016 Olin Award Winner

A new study based on data culled from the filings of more than 700 publicly traded firms in the United States finds that, on average, firms with executive pay-for-performance packages based on specific EPS targets are probably manipulating their revenue numbers to hit their target.

"Compensation Goals and Firm Performance" by Radhakrishnan Gopalan, Associate Professor of Finance, and Todd Milbourn, Senior Associate Dean of Faculty and Research and Hubert C. and Dorothy R. Moog Professor of Finance, under review, *The Journal of Financial Economics* 



# EMPLOYEES MUST WASH THEIR HANDS

Motivating hospital workers to wash their hands to meet compliance standards is difficult. This study based on a large database of electronic monitoring programs has unexpected findings in the hospital workplace, where disease and the threat of spreading germs are constant. One big takeaway: Monitoring alone won't solve the compliance problem.

"Motivating Process Compliance through Individual Electronic Monitoring: An Empirical Examination of Hand Hygiene in Healthcare" by Hengchen Dai, Assistant Professor of Organizational Behavior, published in Management Science



# HOW TO CRUSH CREATIVITY AND COLLABORATION AT WORK

"Territorial marking comes in all sizes and shapes," according to Professor Markus Baer. "However, just saying, 'I consider this to be my idea,' when asking others for their input, can have far-reaching consequences for collaboration." Research finds that territorial marking can squash creativity in the workplace.

"Protecting the Turf: The Effect of Territorial Marking on Others' Creativity" by Markus Baer, Associate Professor of Organizational Behavior, published in the *Journal of Applied Psychology* 

# "Enduring Effects of Goal Achievement and Failure within Customer Loyalty Programs: A Large-Scale Field Experiment"

The fiercest customers might be the most likely to turn on their favorite companies when they don't achieve customer loyalty incentive goals.

Cynthia Cryder, Associate Professor of Marketing, published in *Marketing Science* 

# "The Association between Corporate General Counsel and Firm Credit Risk"

This paper examines how the changing role of the general counsel in company management is viewed by debt market participants and what effect it may have on a firm's credit risk.

Kevin Koharki, Assistant Professor of Accounting, and Chad Ham, Visiting Assistant Professors of Accounting, published in the *Journal of Accounting and Economics* 

# "Contracting for On-Time Delivery in the US Influenza Vaccine Supply Chain"

A remedy for on-time delivery of vaccines to customers means a new kind of supply chain contract between vaccine manufacturers and retailers.

Fuqiang Zhang, Professor of Operations and Manufacturing Management, forthcoming in *Manufacturing & Service Operations Management* 



We're working to cultivate an entrepreneurial spirit and mind-set in our students, along with the leadership qualities of grit and tenacity."

—Daniel Bentle

Over the past two academic years, the Center for Experiential Learning (CEL), which launched its first Practicum 25 years ago, has managed consulting projects for 50 firms, involving 248 students on five continents.

CEL Director Daniel Bentle (MBA '13) reported,

"We're growing our partner portfolio and level of engagement year on year, and constantly searching out engaged partners in need of the critical thinking and fresh perspective our teams provide."

CEL Practicum projects promise an innovative learning experience for students. Teams are carefully paired with clients to deliver actionable recommendations for positive impact to partner companies. As student demand for hands-on, real-world consulting experience grows, the CEL staff continues to seek out client partnerships via direct sales, personal contacts, and the WashU alumni network.

Each Practicum project is unique, but three stood out this year for taking students far off the beaten path. From Africa to South America to Southeast Asia, student teams consulted with entrepreneurs in emerging markets who are committed to the economic development of their regions. "Due to the cross-cultural nature of the projects," Bentle said, "they involved a degree of uncertainty and challenged students to step up and lead in unique and critical ways."





#### **BREAKING BREAD IN EAST AFRICA**

A few years ago, Markey Culver (MBA '17) was working and living in Bushoga, a rural village deep within Rwanda as a Peace Corps volunteer. In the midst of a country where extreme poverty and primitive living conditions are the norm, Culver was inspired by the power of business. "Business, I believed, could be harnessed as a tool to tackle social problems, namely malnutrition, lack of economic opportunity, and social inequality. Bread became my medium for opportunity creation and good business."

In 2013, Culver started The Women's Bakery (TWB), a social enterprise providing East African women with basic business and vocational skills. By the time Culver began her MBA, she had already launched two independently operating bakeries in Tanzania and was in the process of opening a third in Kigali, Rwanda. She came to Olin to learn the nuts and bolts of running a business and how to turn her startup into a sustainable business. Culver applied to the CEL to engage a team of her peers as business consultants.

Social impact projects driven by student passions such as The Women's Bakery have been supported by generous alumni sponsors like Jack Wareham (MBA '68). Wareham, who serves on Olin's National Council, along with his wife, Lois, believe education and research are the most important areas for their philanthropic

mission, which is modeled after the well-known adage, "Give a man a fish and you feed him for a day. Teach him to fish and you feed him for a lifetime."

"The Women's Bakery proposal exemplified the kind of innovative learning experience and potential for impact that defines the Practicum program," said Ron King, CEL Academic Director and Myron Northrop Professor of Accounting. "We are very thankful to Jack and Lois Wareham for a generous gift that covered the expenses and fee for this unique project."

Over spring break, Culver and the consulting team traveled to Rwanda to see TWB in action. Her Practicum team included three first-year MBA classmates with strong backgrounds in financial service and consulting, and a second-year MBA CEL Graduate Fellow.

During the visit, the team met 15 graduates from TWB's training program and attended the grand opening of a bakery in the village of Remera. "The women are eager to start making bread and selling it in the next few days," the Practicum team blogged from Africa. "Many of these women walk one hour each way just to get to work, and most of them bring their children with them-evidence of how committed they are to becoming entrepreneurs and real breadwinners!" Each bakery creates three to 10 jobs for otherwise unemployed women who care for an average of four children each. Culver claims that the women in TWB's program have the opportunity to double their incomes after working only a few months.

"Our team was asked to develop a strategy to replicate TWB's model throughout rural Africa," explained team member Mark Smid (MBA '17). "We looked at different ownership and management structures, evaluating from a cost perspective what was actually viable in terms of how much training they could provide, how many people they could hire, and how much funding they would need."

# The Practicum team made two major recommendations to TWB:

- Control more of the value chain, specifically the hiring organizations and oversight of each bakery.
- 2. Add a third phase to the training program that focuses on the successful commercial side of business operations.

"The Practicum team's efforts and deliverables exceeded my expectations," said Culver in an email from Rwanda this summer. "Their recommendations were informed and thoughtful, and our team is currently reviewing/updating the 'Phase Three' recommendation for implementation at our next big training, scheduled to begin in October."

For Courtney Lee (MBA '17), whose work experience was in traditional financial services, consulting with the social enterprise has permanently altered her views. "It's opened my eyes to how business can be done successfully, differently. It provides a perspective I can apply to case studies and in any career I pursue after business school."

The Women's Bakery Practicum experience, like dozens of other CEL projects each year, reinforces what alumnus Jack Wareham said when asked why his Philanthropy Mission funded the project. "Most of us learn best by doing, rather than watching or reading. There is no better learning alternative than experience."





#### SIMPLIFYING THE COFFEE SUPPLY CHAIN

Asprounion, a cooperative of farmers in the rural town of La Union in southern Colombia, wanted to export its coffee beans directly to the US market, the largest coffee importer and consumer in the world. In addition to bypassing the mills, roasters, agents, and other middlemen who mark up the price and pocket profits, the farmers didn't want to deal with mega brands like Starbucks or Dunkin' Donuts. The goal was to control the supply chain from their fields all the way to coffee cups, but that was a daunting task without a business strategy or industry contacts in North America.

The first step toward that goal was when WashU School of Medicine Professor Mae Gordon connected Asprounion to Olin's Center for Experiential Learning. After weeks of negotiations to scope the project, check out safety concerns, and recruit a team of qualified students willing to travel to unknown territory with few creature comforts, the project got the green light. A team of five MBA students under the leadership of James Bierman (MBA '16) began their research in the fall of 2015.

"What interested me the most about this project was the market entry strategy it required," said Bierman. "The fact that we had to figure out how to get this coffee into the United States and the opportunity to travel to Colombia—that's what really appealed to me."

The team's research included coffee tastings at local independent roasters in St. Louis; Skype calls with the client in Colombia facilitated by three Spanish-speaking team members; and investigating the rules and regulations governing coffee importation.

"In the very beginning, the client wanted to sell roasted coffee in the United States," Bierman explained. "As we got to know the market through our research and firsthand interviews with folks in the coffee industry, we realized it made more sense for Asprounion to enter the market by selling green, unroasted coffee beans."

The student team traveled to Colombia to visit Asprounion's coffee fields on the slopes of dormant volcano Mount La Jacoba, hoping to persuade the cooperative to export green coffee as part of its strategy to enter the US market. "I think we did a good job of convincing them," said Sarah Lobo (MBA '16). "They had a much more sophisticated operation than we had envisioned before the visit. Once we agreed on the cost savings of exporting green coffee, that allowed us to focus on the who, what, when, and why of getting that accomplished when we returned to the States."

The final presentation to Asprounion included logistical details along every mile of the supply chain, from customs paperwork and port selection to shipping

lines and delivery options. There was one detail the team did not anticipate—the difficulty in obtaining visas for the Asprounion managers to visit St. Louis to meet with a potential importing partner.

Throughout the project, the management at Kaldi's, a St. Louis-based specialty coffee roaster and importer, was a trusted source of information for the Practicum team. As the project evolved, Kaldi's became interested in trying Asprounion's coffee. The meeting, which included the ritual "cupping" or comparison of freshly brewed coffees that resembles a wine tasting, finally took place after graduation in June of this year.

"The work done by the team was very polished and detailed, and we have already taken steps based on those recommendations," wrote Luis Carlos, Asprounion General Manager. Translated by Juan Pablo Espinosa (MBA '15), Project Advisor and current Doctor of Business Administration student at Olin, Carlos's email continued, "We opened an office in Miami called 'La Jacoba Coffee Asprounion USA Corp' in order to facilitate partnerships with roasters and importers in the US. With Kaldi's, we are exploring the opportunity to export coffee later this year."

Espinosa, a native of Ecuador, believes the success of this project goes far beyond a business strategy. "We're making a great impact in this region by connecting a small business like Asprounion to top-talent consulting and quality recommendations. Now our client can translate that strategy into actions that will benefit nearly 300 families in rural Colombia who are dedicated to reinvesting in their community and sustainable business practices that can be handed down to future generations."



**WATCH** the Asprounion and Kaldi cupping session on the Olin Business School YouTube channel "Magazine 2016" playlist.



The CEL team goes to the source to pick coffee beans in La Union, Colombia.





# STRATEGY FOR GROWTH IN VIETNAM'S BOOMING ECONOMY

The four members on the Olin CEL consulting team who headed to Ho Chi Minh City were born long after the fall of Saigon in 1976. The Vietnam War was something they learned about in high school history class. Traveling to Southeast Asia to meet with the management team of a privately held logistics company in a communist country that officially reestablished trade relations with the United States only 15 years ago was just the kind of unique business challenge these MBA students relished.

"We worked with MP Logistics, the largest private enterprise in Vietnam," said team leader Conn Davis (MBA '17). "This is a company that has grown by leaps and bounds. It does third-party logistics for companies that want to operate in Vietnam. It had grown exponentially over the past five years and wanted to prepare for its next stage of growth. Our team was charged with suggesting ways to achieve greater efficiencies tactically and strategically as it scales."

Davis describes himself as a "recovering lawyer" pursuing his MBA with plans to transition to a consulting career. At 34, he was the oldest member of the student team assembled by the CEL.

Faculty Advisor Eli Snir, Senior Lecturer in Management, who specializes in supply chain issues, helped guide the research into management tactics and a long-term strategy. CEL Director Daniel Bentle met the founder and CEO of MP Logistics during a trade mission to Vietnam with the St. Louis Asian-American Chamber of Commerce. That meeting led to the partnership and Practicum project.

Before traveling to Vietnam over spring break, the team met with MP Logistics executives via Skype to determine the scope of their consulting project. They were able to do research and industry benchmarking, but they couldn't quite grasp the reality of MP Logistics' operations until their on-site visit.

Gaining the client's trust and overcoming the language barrier, even with translators, were two of the biggest and most unexpected challenges faced by the team. "When dealing with an international client, we frequently realized that they didn't understand our intentions," said Snir. "Verifying that our message was heard was a skill we developed over time. We also realized that technologies and managerial practices we take for granted in the United States were not broadly accepted there. This required tailoring our recommendations to local constraints."

Team member Sawyer Kelly (MBA '17) was finishing his fourth year as a systems science and engineering/ computer science major at WashU, while simultaneously starting his MBA. His team responsibilities included evaluating a local software vendor's products to determine if they were suitable for MP Logistics to use to upgrade its technology infrastructure.

"We gained new knowledge from the CEL Practicum team. They helped us to identify what we need to improve and upgrade in our business operation," wrote Minh Phuong Dang, CEO of MP Logistics, in an email. "The team's presentations and discussions showed us state-of-the-art techniques in management, software functions, roster scheduling, resources allocation, and so on. These recommendations are constructive for us as we plan our future strategy to sustain our growth."

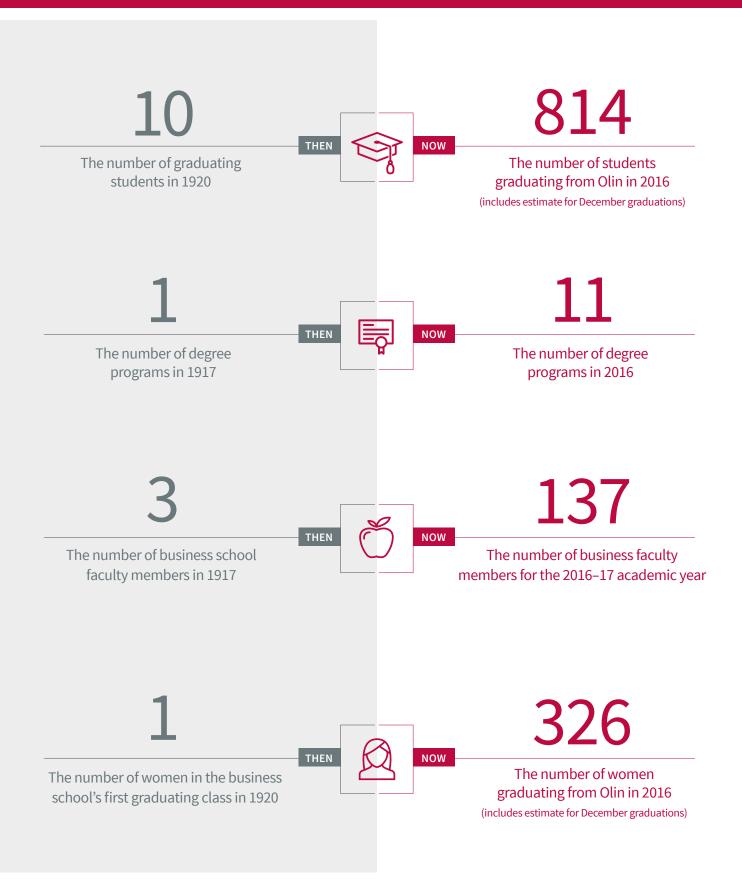
Professor Snir is confident that MP Logistics will adopt some of the team's recommendations. "Our visit had an impact on several day-to-day operational issues. Some of the recommendations were aimed at longer-term change—things like integrating new technology and adding responsibilities at various levels of the organization. MP Logistics was quite appreciative of the team's comprehensive analysis and open to implementing their recommendations."

For more information about CEL projects and how to participate, visit olin.wustl.edu/CEL or contact us at cel@olin.wustl.edu or 314-935-4512.





# BY THE NUMBERS: THEN & NOW







#### SHARE YOUR NEWS!

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

### 1950s

# Richard Roth, BSBA '50, and Carol (DuBard) Roth, BSBA '50,

Gallatin, TN, recently celebrated their 68th wedding anniversary. They have three children with five college degrees, nine grandchildren with 14 degrees, and 16 great-grandchildren with great academic promise. rarothone@comcast.net

## John "Jack" Chapin Jr.,

BSBA '55/MBA '60, Lewes, DE, will teach a fall 2016 course on Leadership Purpose and Process (LPP) at the Osher Lifelong Learning Institute of the University of Delaware's Lewes and Ocean View campuses. A retired Senior Consulting Partner at PricewaterhouseCoopers LLP, he is a past National Chair and Fellow of the Institute of Management Consulting USA. jackchapin@aol.com

#### Charles Goodwin, BSBA '55,

Houston, TX, is a weekend cattle rancher and member of the board of Open Door Mission, a men's rehab facility. This follows a professional career that included 10 years as an Adjunct Professor at WashU, and positions in trading and institutional sales at Goldman Sachs and three other Wall Street firms, as well as a term as Branch Manager in Houston. rcg1932@yahoo.com

#### 1960s

Lt. Col. Robert Christian III, BSME '59/MBA '61, Palm Desert, CA, who retired 20 years ago, has been married 50 years; has four daughters, five grandchildren, and four great-grandchildren; and is enjoying good health as his 80th birthday approaches. HIRSUNCTY2@aol.com

#### Michael H. Erde, BSBA '65,

Highland Park, IL, a Chicago lawyer for over 40 years, is recognized by Martindale-Hubbell as one of the city's top elder law lawyers. He has been an instructor/lecturer at several accounting, religious, corporate, educational, and other organizations in Illinois, and has published widely on elder law, Medicaid, trusts, and asset protection. He was appointed by the Cook County Probate Court as Guardian ad Litem. Erde serves on the board of directors of the Sauganash Chamber of Commerce, and is a member of the Greater North Shore Estate Planning Council and the Edgebrook Chamber of Commerce, among other activities. He and his wife of 42 years have two daughters and two granddaughters. erde@elderlawchicago.net

#### Eric Flamholtz, PhD, MBA '66,

Los Angeles, CA, coauthored two books published this year: Growing Pains: Building Sustainably Successful Organizations (Wiley) and Building Family Business Champions (Stanford University Press). He is expanding his firm, Management Systems Consulting Corporation, by licensing and training affiliates globally. EF@Mgtsystems.com

#### John Goldsmith, AB '64/ MBA '66, Pound Ridge, NY,

MBA '66, Pound Ridge, NY, who retired in 2004, is a Business Counselor with the Service Corps of Retired Executives (SCORE), and sings baritone/bass in the Ridgefield (CT) Chorale after singing barbershop in the Westchester Chordsmen Chorus and Take 4 Quartet. He has two children.

#### Robert Matlock, BSBA '68,

McKinney, TX, was recently promoted to Senior Partner at Woods, May, Rachel, Matlock & Hewett, PLLC. rjmatlock@wmmlaw.com

#### John Wareham, MBA '68,

Orange, CA, a 1964 graduate of Creighton University, recently received an Honorary Doctor of Pharmacy degree from his alma mater for his leadership in the biomedical industry, and efforts to advance and improve healthcare. He began his professional career as a pharmacist in the family business and in 1968 joined SmithKline Corp. in Philadelphia, rising to executive positions during his 15-year career at the company. In 1984, Wareham was named Vice President of the Diagnostics

Systems Group at Beckman Instruments, where he advanced to President in 1993 and to CEO in 1998. Before he retired in 2005, he had served as Chairman, President, and CEO of Beckman Coulter, a leading manufacturer of scientific, analytical, and diagnostic equipment. He serves on Olin's National Council. He and his wife, Lois, have two children and three grandchildren. jwareham@aol.com

#### Dennis White, MBA '68, Sequim,

WA, worked at McDonnell Douglas for 10 years, moved to Silicon Valley for the next 25, and retired in Far Hills, NJ. In 2014, he and his wife, Jenny, moved to rural Sequim, where they operate a small farm and enjoy fishing, crabbing, and all the pleasures of the Northwest without snow. denniswooo@gmail.com

## 1970s

#### Richard Batterberry, BSBA '70,

Amberley Village, FL, retired in December 2015 after 40 years as a CPA, most recently with the regional firm of Barnes Dennig in Cincinnati.

#### Robert Koerber, BSBA '70,

Hermann, MO, was recently



#### Dan Manoogian, BSBA '82

A visit to campus to lecture in Olin's Introduction to Entrepreneurship course on the three startups that he founded allowed Dan Manoogian to meet Lexie Sprague (BSBA '17). Lexie is the recipient of a scholarship that Manoogian provided through the *Scholars in Business* program. Manoogian, a member of WashU's Alumni Board of Governors, says he enjoyed hearing about Lexie's studies and her experiences on the WashU women's varsity soccer team, the 2015 NCAA Division III National Runner-Up.



#### Alfred Koh, MBA '83

Alfred Koh was tapped early this year to fill the CEO spot at Microsoft Korea. He honed his marketing and executive skills during stints at IBM and Samsung SDS that together spanned 30 years. During his first two years as CEO of Samsung SDS, Koh hiked the company's global revenue share to 40 percent from 12 percent—an accomplishment that earned him an Olin Distinguished Alumni Award in 2014.

elected Hermann's Mayor. rckoerber@bellsouth.net

A.C. Schwark Jr., MBA '72, Woodinville, WA, coauthored three recently published books: The Early Church, The Reformation and Confessions, and Forming the Lutheran Church-Missouri Synod. ac.schwark@comcast.net

Alan Meyer, PhD, MBA '75, Bloomingdale, IL, was recently promoted to Chancellor at Concordia Dalian China, People's Republic of China, a newly established educational cooperative in the Lushun district of Liaoning province. He previously served as Senior Vice President, Interim President, and then Executive Vice President at Concordia University Chicago. alan.meyer@cuchicago.edu

Michael Phares, AB '71/MBA '75, St. Charles, MO, was promoted to President of Emergency Services LLC. In 2015, he merged the company's fire and emergency medical service (EMS) training business with Praetorian Digital of San Francisco, a national leader in online education for fire and EMS services, police, corrections, and municipal government. He is now contracted with Praetorian Digital's Firerescue1 and EMS1 Training Academies as a Training Content Developer.

Kenneth Cohen, BSBA '76, St. Louis, MO, is the proud grandfather of Hazel Jane Cohen, who recently celebrated her second birthday. Her father, Tom Cohen, is CEO of Nanopore Diagnostics, a past winner of the Olin Cup and the Arch Grants competition. kenneth.cohen@umb.com Mark Lubin, BSBA '79, Armonk, NY, a longtime jazz guitarist who has performed widely, including at Carnegie Hall and the WashU Rathskeller, recently released his debut CD. For more, visit www. marklubinmusic.com.

#### 1980s

#### Daniel Ford, BSBA '80,

Brentwood, TN, was recently promoted to President at Elmington Property Management, the largest property management company in Nashville, with over 17,000 units and 450 employees.

#### Merril Prager, BSBA '80,

Northbrook, IL, is a member of the Joseph Jefferson Awards Committee, which celebrates excellence in Chicago theater. For the past four years, she has served as Equity Chair, Liaison to Theaters with a contract with Actors' Equity Association, and producer of the annual awards ceremony. This year's ceremony, she writes, will be at Drury Lane Oakbrook on October 17 and is open to the public. See www.jeffawards.org.

Merry (Sloan) Mosbacher, MBA '82, Ballwin, MO, was recently named President of the Washington University Eliot Society. She says to all alums, "Please continue to support WashU." Warren Agin, BSBA '86, Boston, MA, was appointed Chair of the ABA Business Law Section's Legal Analytics Working Group, designed to introduce math and economics tools to business lawyers. He is a member of Swiggart & Agin, LLC in Boston. wea@swiggartagin.com

Bob Buttke, BSBA '87, Toronto, Ontario, Canada, left the investment banking industry to found Twin Brooks Consulting Ltd., an independent consulting firm focused on expert witness testimony in regulatory hearings and litigation. He writes that he looks forward to seeing classmates at the 30th reunion next spring.

#### Jeffrey Keener, PMBA '88,

Belmont, MA, was promoted to CEO of Red Thread, which creates innovative work environments that inspire people to excel wherever and however they work.

Charles "Chuck" Munson, BSBA '88/MSBA '94/PhD '98, Pullman, WA, was named the winner of the 2016 Sahlin Faculty Excellence Award for Instruction at Washington State University. This is the highest teaching award that the university bestows, and it covers all educational programs across all five campuses. He has joined Jay Heizer and Barry Render as a coauthor of the most popular operations management textbook on the market, *Operations Management: Sustainability and Supply Chain Management*, 12th ed., Pearson, 2017. munson@wsu.edu

## 1990s

Karen (Hunt) Ahmed, PhD, MBA '90/AB '90, Wilmette, IL, was promoted to Director of Institutional Advancement at East West University. karen. hunt.ahmed@gmail.com

William Bauer, BSBA '90/ BSIM '94/EMBA '12, and Tracy (Hammer) Bauer, AB '92/MSOT '93, St. Louis, MO, are proud and excited that their daughter, Anna, has completed her freshman year and is continuing the WashU tradition. bauerb@wustl.edu

Jackie (Henkin) Vinick,
BSBA '90, North Potomac,
MD, spearheaded the effort
to bring a major art exhibition
to the Smithsonian's National
Zoo in Washington, DC, this
summer, marking the zoo's first
formal art exhibit. Designed
to call attention to ocean
conservation, "Washed Ashore"
features animal sculptures
made of marine debris.

Alan Aaron, BSBA '92, and Lauren (Menachem) Aaron, AB '92, Short Hills, NJ, recently celebrated their 20th wedding anniversary. The couple has two sons, Justin, 16, and Cameron, 14. For 16 years, Alan has been a Partner and Portfolio Manager at hedge fund J. Goldman and Co., following the retail industry. Lauren volunteers at several local nonprofit organizations. alan@jgoldman.net



#### Nina Leigh Krueger, MBA '94

Nina Leigh Krueger was recently promoted to President, Nestlé Purina, US. Starting her career at Purina in 1993 as a Brand Management Intern, Krueger served in increasingly responsible positions, bringing innovation to market for brands such as Beneful. In 2010, she became Vice President of Marketing for the company's litter business, Golden Products, and also was named President of Waggin' Train. Krueger retains her responsibilities as Chief Marketing Officer, a position she assumed in 2015.

Lynne (Silber) Eichenbaum, BSBA '92, Belle Mead, NJ, is working on the 10th book in her best-selling *Remote Control Adventures* chapter book series for young readers. Information on her books and a Visiting Author packet are at www. remotecontroladventures.com. lynnenj1@yahoo.com

#### John Howell, MBA '92,

St. Louis, MO, was promoted to Vice President of Marketing at Centene Corporation. johowell@centene.com

#### Jeffrey Tomaneng, BSBA '92,

Newton, MA, is a Financial Planner at Lincoln Investment. jeffrey\_tomaneng@yahoo.com

#### Seth Diamond, BSBA '93,

New Milford, NJ, is a residential real estate agent with Keller Williams in Bergen County, NJ. He enjoys being with friends and family, as well as reconnecting with old friends. seth.diamond@kw.com

Jason Parker, BSBA '93, and Andrea Kleinman-Parker, BSBA '93, Dallas, TX, recently celebrated their 20th wedding anniversary with their two sons. Jason began his career with A.G. Edwards 22 years ago, and is now a Senior Vice President at Stifel—bringing him full circle back to St. Louis and putting him just around the corner from WashU. Jp1inthefairway@gmail.com

#### Craig Hartman, MBA '94,

Wilmette, IL, is Senior Executive Director at Salesforce.com. craig.hartman1289@gmail.com

#### Elaine Leo, DO, BSBA '94/MHA

'96, Searcy, AR, was promoted to Resident Physician at Unity Health-White County Medical Center, where she is training in psychiatric medicine.

Madhulika Singh, MIM '92/ MBA '94, Milpitas, CA, took early retirement from Cisco in 2011 and, with her husband, founded a sanctuary for rescued farm animals in Dixon, CA, in 2013. She writes, "We have reimagined our lives instead of retiring." The couple is pursuing



#### Jane Wu Brower, BSBA '07

Jane Wu Brower has launched Goalposte, a daily newsletter designed to help sports newbies and avid fans alike stay on top of watercooler sports chatter. As an attorney in New York City, the not very sports-minded Brower experienced anxiousness while working on a case defending Major League Baseball. Discovering that others also often felt out of the sports news loop, Brower left management consulting and launched Goalposte. Check out the latest sports tidbits at Goalposte.com.

and promoting a vegan lifestyle as the solution to the moral, environmental, and health challenges facing our planet.

#### Brian Barnfield, PMBA '95,

Dallas, TX, is Director of Sales and Business Development for Evergreen Packaging, Inc., a global leader in fiber-based liquid packaging. In this capacity, he works on new applications and adjacent markets for the firm's category-leading liquid packaging products. brian.barnfield@everpack.com

#### Detang Jay Chen, BSBA '95,

Los Angeles, CA, founded a Single Family Rental Private Equity Fund, and the majority of homes are in the St. Louis Metro area. jaychen\_2002@yahoo.

#### Jennifer Donahoe, BSBA '96,

Manhattan Beach, CA, is Senior Director of Marketing at Mattel.

#### Jennifer (Rodi) Hoglin,

MBA '96, Park City, UT, is Director, Market Access and Reimbursement, for Myriad Genetics. The company works with payers and healthcare providers to gain better insurance coverage on molecular diagnostic and prognostic oncology tests that contribute to better patient outcomes and speed the advancement of personalized medicine. jenhoglin@yahoo.com

#### Aaron Boehm, BSBA '97, Austin,

TX, is an Engagement Manager for Zilliant, Inc., and Cochair of the WU Club of Austin. aaronb13@yahoo.com

## Theodore "Ted" Nims, BSBA

**'97**, Chicago, IL, along with *New York Times* bestselling author

Thomas "Tom" Anderson (BSBA '96) and cofounder Randy Kurtz (BSBA '97), rebranded financial technology company BetterDebt as Supernova Companies. Supernova launched its unique online securities-based lending platform in late 2015. Jeffrey "Jeff" Prochnow (BSBA '97/AB '97) serves on the company's advisory committee, and former Olin Dean Mahendra Gupta is on the company's board of advisors.

#### Mark Biberstine, BSBA

'98, Los Angeles, CA, is an Implementation Consultant at Experian Health. mbiberstine@gmail.com

## Nancy (Slack) Gaines, MBA '98,

Morrison, CO, was awarded the Iconic Women in Creative Living Award during her session, "Helping Women Starting a Start Up," at the recent Women Economic Forum in New Delhi, India. See the press release at http://prn.to/1UoNvXU. Nancy@NancyGaines.com

## David Collier-Tenison,

PMBA '99, Little Rock, AR, was promoted to Manager at Accenture, where he supports the Agile software delivery lifecycle. dct@swbell.net

#### Lance Goldstein, BSBA '99,

Philadelphia, PA, is a Wealth Management Advisor at Merrill Lynch. lance\_goldstein@ml.com

#### John Hirlinger, PMBA '99,

St. Louis, MO, is with Air Specialists Worldwide, Inc., a distributor of fluid power and motion control products that recently expanded its market presence into Canada and Mexico. Jhirlinger@airspec.com

## 2000s

#### Eric Homan, BSBA '00,

St. Louis, MO, is pursuing his Series 57 certification with T3 Trading Group, LLC, which provides traders with elite training, premier technology, and a professional, value-added environment. ehoman34@gmail.com

#### Paul Mariani, MBA '00,

Glenview, IL, was recently promoted to Director at KPMG Corporate Finance LLC. paulmariani@kpmg.com

#### Prashant Patri, MBA '00,

Roseland, NJ, was promoted to Principal at Deloitte & Touche LLP, following admission to the partnership of the Deloitte US firms in August 2015. Based at the firm's New York office, he lives in Roseland with his wife and four-year-old daughter. prpatri@deloitte.com

#### Jason Ryan, PhD, MBA '00/

MA '02, Redondo Beach, CA, is a Professor of International Business and Marketing at California State University, San Bernardino, and head of the university's international business program. He recently moved to Redondo Beach, CA, from Claremont, CA. jason\_ryan@outlook.com

#### Jon "Aaron" Allcorn, PMBA '01,

League City, TX, works at the Biomedical Projects Branch of Johnson Space Center. aaron\_ allcorn@alum.wustl.edu



#### Aaron Samuels, BSBA '11

Aaron Samuels is on Forbes' 30 Under 30 list of up-and-coming business people, along with fellow WashU grad, Morgan DeBaun (AB '12). The two cofounded Blavity, an online media platform where black millennials can connect and feel part of a community. Launched in 2014, the site attracts nearly 7 million visitors a month. Blavity is branching out in other directions, including the release of new technology products and in-person conferences.

Marilyn Lamont Gannon, EMBA '01, St. Louis, MO, was promoted to COO at amkANALYTICS, LLC, founded by Anne Marie Knott, Professor of Strategy at Olin Business School. The company's breakthrough technology helps companies right-size their R&D investment to maximize profitability and market value.

Michael Hilburg, BSBA '01, Portland, OR, recently left the corporate world to found Sellwood Lavender Farm, fulfilling a lifelong dream. He writes, "If you need lavender for any purpose, please reach out."

Dana (Greenberg) Goldstein, BSBA '02, Pacific Palisades, CA, joined Breakwater, a Los Angeles-based provider of debt and equity capital to growth companies, as Managing Director-Investor Relations. She recently moved to Pacific Palisades with her husband, Jeff, and their three children.

Natasha (Lindor) Hahn, BSBA '02, Honolulu, HI, is the creator of "The And Factor," which helps professional women create their version of success without compromising happiness. A certified coach, she guides women in navigating the ups and downs of life so they can enjoy their life, the people in it, and the work they do. Her practical, easy-to-implement strategies have been featured on the nationally syndicated WGN television network, in The Chicago Tribune, and in well-respected media outlets in the personal development space such as Psych Central

and Belief Net. Learn more at theandfactor.com. natasha@theandfactor.com

Joshua "Josh" Peck, BSME '94/MBA '02, St. Louis, MO, is Regional Manager for Ikayzo, a Honolulu-based creative agency and software development firm whose local office is on the Cortex campus. Previously, he supported the faculty and staff of the McDonnell Genome Institute for nearly eight years. josh@ikayzo.com

Chris Gannett, MBA '03, Dallas, TX, was promoted to Senior Vice President of TheBlaze, the multiplatform digital network founded by Glenn Beck. He leads a 100-person team focused on business strategy, content and talent, marketing, and research and insights. He also is a founding member of NextGen Venture Partners, a Techstars mentor, and serves on the advisory board of several early-stage companies.

Jamie (Rosenthal) Shiller, BSBA '03, Newburgh, NY, recently joined PepsiCo, Inc., as Treasury Manager, International Risk Management, with a focus on Western Europe, Canada, and Latin America. In this capacity, she will develop and implement strategies to reduce PepsiCo's overall cost of risk, and will lead the renewal and negotiation of several key international programs. Previously, she managed client services at Arthur Gallagher & Co. She and her husband, Eric, have an infant son, Samuel.

Jamey Stegmaier, BSBA '03, St. Louis, MO, raised more than \$3 million for his board

game company, Stonemaier Games, through Kickstarter. His book about crowdfunding, A Crowdfunder's Strategy Guide, appeared last year (Berrett-Koehler Publishing). He writes about crowdfunding at www.kickstarterlessons.com. jamey.stegmaier@gmail.com

Willie Choi, PhD, BSBA '05, Pittsburgh, PA, was recently named to Poets & Quants' Top 40 under 40 Business Professors for 2016.

Priscilla Duncan, BSBA '05/ MBA '09/JD '09, St. Louis, MO, is Associate General Counsel-Corporate Governance and Securities at Peabody Energy. priscilla.duncan@gmail.com

Joseph "Joe" Sullivan, BSBA '05/BFA '05, St. Louis, MO, cofounded a marketing agency, Gorilla 76, in July 2006. The firm's staff of 11 helps manufacturers, industrial service providers, distributors, builders, and their subcontractors grow their businesses online. joe@gorilla76.com

Evan Anderson, BSBA '06, Bloomfield, NJ, is President of Allway Tools, Inc.

Sarah Hughes, BSBA '06, Denver, CO, is Research Director at Colorado Children's Campaign.

Donald Wunsch II, PhD, EMBA '06, Rolla, MO, received the International Neural Networks Society Gabor Award for **Excellence in Engineering Applications of Neural Networks** at its 2015 International Joint Conference on Neural Networks in Killarney, Ireland.

David Ross, MD, BSBA '09, Philadelphia, PA, completed residency training in the Department of Family Medicine at the Hospital of The University of Pennsylvania and has started a fellowship in sports medicine at the hospital.

david.ross@uphs.upenn.edu

Jason Vita, EMBA '09, St. Louis, MO, is Director of Shopper Marketing at Nestlé Purina PetCare.

## 2010s

Erica Johnston, BSBA '10,

Minneapolis, MN, earned an MBA from the Tuck School of Business at Dartmouth in spring 2015. She works at General Mills, where she was recently promoted to Senior Associate Marketing Manager on snacks innovation. erica.n.johnston@gmail.com

Brian Chao, BSBA '12/MACC '13, St. Louis, MO, recently joined the Board of Directors of the Starkloff Disability Institute.

Jeffrey Murphy, EMBA '12, Weldon Spring, MO, purchased an equity interest in Taylor Ridge Drilled Foundations, Inc. of Taylor Ridge, IL, and is its Vice President. He continues his responsibilities at Drilling Service Company. The Murphy family will become sole owners of Taylor Ridge as its founder approaches retirement. jrmurphy@drillingserviceco.com

Bin Xiao, MSSCM '12,

Jiaxing, Zhejiang, China, is General Manager of Stance China, a premium sock brand that in its first four years sold over 36 million pairs of socks and raised over \$116 million in venture capital. binxiao2020@gmail.com

Christopher "Chris" Castelluccio, BSBA '13, Chicago, IL, is a Fixed-Income Analyst at Magnetar Capital. castelluccio.chris@gmail.com

#### Kevin Kyungbong Jung, MBA '13, Seoul, South Korea, is a Manager at Wooribank. k.jung@wooribank.com

#### Andrew Mohrmann, PMBA '13,

St. Louis, MO, is founder of Modern Dollar Planning, a fee-only financial planning firm. He writes "I'm thrilled to be bringing objective financial planning and intelligent investment management to 30- and 40-somethings. andrew@modern-dollar.com

#### Max Needle, BSBA '13,

Chicago, IL, is an Associate at Beecken Petty O'Keefe & Co., a leading Chicago-based private equity management firm that invests in middlemarket buyout transactions, recapitalizations, and growth platforms exclusively in the healthcare industry.

#### Christopher Lehmuth, PMBA

'14, St. Louis, MO, is Senior Director of Enterprise Advanced Analytics (Data Science) at Express Scripts.

#### Nikita McKinney, MBA '14,

Denver, CO, is Senior Associate Brand Manager at The WhiteWave Foods Company.

#### Madeline Tobisch, BSBA '14,

Chicago, IL, was promoted to Multimedia Planner in the Advertising Strategy and Operations Department at *The Wall Street Journal*. madeline.tobisch@wsj.com

#### Vishwas Arora, MBA '15,

Milwaukee, WI, is Associate Channel Manager for Kohler Company. varora@wustl.edu

#### Daniel Eisenberg, PMBA

'15, Belleville, IL, is Senior
Business/Systems Analyst for
LMI, a government consulting
company. Recently, he worked
on-site at Scott Air Force Base
on the Agile Transportation for
the 21st Century project. He
writes, "I'm the youngest Senior
Analyst by roughly 20 years,
thanks to my PMBA degree."
danjeisenberg@gmail.com

#### Kimberly Holden, MBA '15,

St. Louis, MO, is an Asset Manager at US Bank. kholden@wustl.edu

#### Rayshelle Johnson, PMBA

'15, St. Louis, MO, is Assistant Director of Finance at Washington University School of Medicine.

#### Dilip Nakhasi, EMBA '15,

Collierville, TN, is Senior Director at Stratas Foods, responsible for research, development, and innovation. dilip.nakhasi@stratasfoods.com

#### Sydney Sarachan, MBA '15,

New York, NY, was promoted to Marketing Manager at Gerson Lehrman Group.

#### Timothy Sims, EMBA '15,

St. Louis, MO, was promoted to Partner-in-Charge of the Tax Services Group at RubinBrown LLP, responsible for all tax services for the firm. He is also a Partner in the Manufacturing & Distribution Services Group, and serves clients in the cable and telecommunications industry. tim.sims@rubinbrown.com

#### James "Jim" Young, EMBA

'15, Brisbane, Australia, is
Director of Program Integration
at The Boeing Company. He
and his wife, Jennifer, recently
relocated to Brisbane, Australia,
where he is leading program
integration efforts for a twoyear development program.

#### Elisabeth Griesedieck, MBA '16,

New York, NY, was promoted to Brand Manager at Anheuser Busch/InBev, responsible for influencer marketing, fine arts partnerships, and brand events for Stella Artois.

#### Irina Neveleff, PMBA '16,

St. Louis, MO, is a Regional Brand Manager at Nestlé Purina. inneveleff@gmail.com

#### Alyssa Tarrant, BSBA '16,

St. Louis, MO, is a Rotational Development Associate at Edward Jones. aktarrant@wustl.edu



#### Michael Weiss, BSBA '12

Michael Weiss is spearheading an effort to bring a world's fair back to the United States, which last hosted one in 1984. Weiss and fellow WashU grad Marcus Jecklin (AB '12) founded World's Fair USA, a crowdfunded company that aims to raise \$16 billion to stage an international showcase of the future in the United States. "For a world's fair to matter again, it has to happen in America," Weiss says. "America is where the future happens."



# It's Olin's 100th Birthday!

Consider making a special Centennial Gift to mark this important milestone. Contact Emily Mahon at 314-935-9053 to make a gift and receive an Olin Centennial mug.



# Marriages and Engagements

#### Matthew Cole, BSBA '01,

Aurora, CO, to Joanna Nazareno, June 19, 2016. matthew\_cole01@yahoo.com

Chris Curtis, MBA '10, San Francisco, CA, to Alice Tseng, MBA '10, July 12, 2015. cdkcurtis@gmail.com

Will Ly, MBA '12, Bentonville, AR, to Jerica (Vogel) Ly, MBA '16, June 18, 2016.

#### Isaac Radnitzer, BSBA '12,

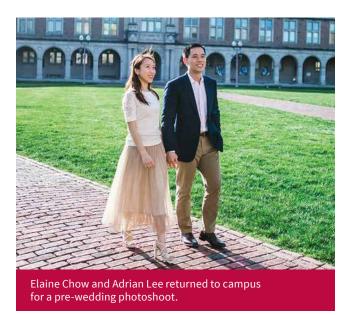
New York, NY, to Rachel Park, January 17, 2016. iradnitz@gmail.com

Cecilia (Bakker) Bakker-Brown, PMBA '13, Kansas City, MO, to Tim S. Brown, August 15, 2015.

## Prasanna Shrivastava, MBA

'14, Dallas, TX, to Rachana Vidhi, April 24, 2016. pshrivastava@wustl.edu

Elisabeth Griesedieck, MBA '16, New York, NY, to Peter Keenan Conrad, PMBA '15, September 25, 2015.



#### Adrian Lee & Elaine Chow

Adrian Lee (AB '11, MSF '12) and Elaine Chow (AB '12), were married in Hong Kong June 25, 2016. They returned to St. Louis to take engagement photos last spring. "We met at WashU and had always wanted to document our memories on our beautiful campus," said Lee. "We were so psyched to revisit all our old spots, and to see all the new and exciting developments on campus!" The newlyweds live in Hong Kong. Lee is an Associate with Credit Suisse's Equity Capital Markets Group and Chow will be joining the law firm of Slaughter and May this fall.

"We were so psyched to revisit all our old spots, and to see all the new and exciting developments on campus!"



# 🚼 | Births and Adoptions

#### Stephanie Linn, BSBA '98,

Wilmette, IL, and Seth Krantz, MD, welcomed a son, Max Linn Krantz, June 23, 2016. s\_linn@alum.wustl.edu

#### Franklin "Finn" Boyer, BSBA

'04, and Laura (Butler) Boyer, MD, AB '04, Vail, CO, eagerly await the birth of their first child and future WashU student athlete, to be named Willa Rose, in November 2016. mrfboyer@gmail.com

#### Joyce (Lawrence) Hodel, BSBA

'04, Washington, DC, shared news of the birth of a son, Tucker Anders Hodel. March 1, 2016.

#### Evan Anderson, BSBA '06,

and Rebecca (Coleman) Anderson, AB '06, Bloomfield, NJ, welcomed a second child, Madelyn Sarah, June 6, 2016.

Chris Young, BSBA '08/MACC '08, Scottsdale, AZ, and Gabriella (Lee) Young, BSBA '08, shared news of the birth of a son, Arthur Lewis, December 10, 2015.

#### Andrew Mohrmann, PMBA

'13, St. Louis, MO, and his wife, Caroline, welcomed a daughter, Vera Dorothy, July 13, 2015. andrew@modern-dollar.com

#### Andrew McLean, EMBA '14,

St. Paul, MN, and wife Miranda, brought Margaret home from China, June 2016. Margaret joins siblings Handel and Lucy.



Miranda (Pollak) Davis, MBA '14, St. Louis, MO, and husband, Conn Davis, MBA '17, welcomed a daughter, Annette Charlotte, March 21, 2016. She's excited to join the Olin family!



## 🚹 🛮 In Memoriam

## 1930s

John A. Schiffman, BSBA '38, St. Louis, MO, August 5, 2015

## 1940s

Leonard Chod, BSBA '41, St. Louis, MO, April 2, 2016

Reverend Robert E. Poston, BSBA '42, Hendersonville, NC, August 10, 2015

Robert G. Stolz, BSBA '42, St. Louis, MO, August 27, 2015

Georgene (Otto) Ferring, BSBA '43, Chesterfield, MO, March 7, 2016

John R. Flint, BSBA '43, Denver, CO, June 5, 2016

Patricia (Flautt) Mortensen, BSBA '46, Shelby, IA, January 9, 2016

Benjamin M. Schulein Jr., BSBA '46, St. Louis, MO, June 13, 2016

Naomi (Mazur) Silvermintz, BSBA '46, St. Louis, MO, November 10, 2015

Edward B. Bleich, OD, BSBA '47, St. Louis, MO, March 29, 2016

Edward D. Golterman, BSBA '47/MBA '48, St. Louis, MO, April 16, 2016

Herbert W. Havelka, BSBA '47, Owensville, MO, September 20, 2015

Donald V. Petrovich, PhD, BSBA '47/AB '50/PhD '57, St. Louis, MO, March 1, 2016

Albert Price, BSBA '47, St. Louis, MO, April 24, 2016

Alloyce Ross, BSBA '47, St. Louis, MO, May 1, 2016

Jean E. St. Cyr, BSBA '47, St. Louis, MO, August 3, 2015

John H. Stradal, BSBA '47, Orleans, MA, November 7, 2015

Paul Birenbaum, BSBA'48, St. Louis, MO, April 2, 2016

Melvin Chervitz, BSBA '48, Las Vegas, NV, November 19, 2015

Hester A. (Warfield) Conrad, BSBA '48, Ballwin, MO, May 26, 2016

Michael G. Fandos, BSBA '48, St. Louis, MO, February 27, 2016

Jack W. Fitch, BSBA '48, Ballwin, MO, November 2, 2015

Martin W. Henrichs, BSBA '48, St. Louis, MO, January 2, 2016

Louis E. Piland, BSBA '48, Holt, MI, February 4, 2016

James E. Russell, BSBA '48, St. Louis, MO, August 29, 2015

Eileen (Selle) Stahlhut, BSBA '48, Ballwin, MO, July 21, 2016

Alvin F. Steidemann, BSBA '48, Florissant, MO, June 9, 2016

Robert W. Ziha, BSBA '48, Dardenne Prairie, MO, July 27, 2016

Kenneth E. Delf, BSBA '49, Danville, IA, January 4, 2016

Andrew L. Depke, BSBA '49, St. Louis, MO, February 24, 2016

Alan P. Goldberg, BSBA '49, St. Louis, MO, July 10, 2015

Ralph B. Greb, BSBA '49, St. Peters, MO, December 24, 2015

Eugene E. Guttin, BSBA '49, Fullerton, CA, April 16, 2016

Martha (Hughes) Hanson, BSBA '49, Edwardsville, IL, October 8, 2015

Jerome F. Kircher Jr., BSBA '49, Springfield, MO, September 8, 2015

Dirk Leroy Lami, BSBA '49, Longboat Key, FL, April 15, 2016

Peter J. Lecce, BSBA '49, Collinsville, IL, July 24, 2015

## Morris "Morrie" H. Zimring | BSBA '52

Morris "Morrie" H. Zimring passed away in St. Louis, MO, July 8, 2016, at the age of 85. He is remembered by family members, friends, and leaders of the St. Louis community for his selfless and generous spirit.

Morrie Zimring grew up in Granite City, IL, graduating from Granite City High School. He moved to Creve Coeur, MO, in 1961, and in recent years lived in Clayton, MO. After earning a bachelor of science degree in business administration at Olin School of Business, he met and married Shirley "Miki" Schwartz. The couple, who worked as a team in all their philanthropic endeavors, were married 64 years. Miki Zimring died in September 2014.

Morrie and his father ran Zimring and Sons Tobacco and Candy Co., selling vending machines and jukeboxes. Morrie went on to start several businesses, including Preventive Electronics, Allied Laundry Equipment Co., and Allied Cable, before becoming exclusively involved in the real estate industry.

Morrie and Miki were active in and supported many causes and organizations in the Jewish and general communities, including the Jewish Federation of St. Louis. They were major benefactors to the Jewish Community Center, the Anti-Defamation League, and MERS/Goodwill, and served on the boards of these and



other organizations. They were also supporters of the Saint Louis Zoo, Miriam Foundation, and The Scholar Shop. "Some people commit time, some commit money. I try to do both," Morrie told the Jewish Light in 1986.

He is survived by three children, six grandchildren, and a great-grandchild.



## 🚹 In Memoriam

John J. Reed, BSBA '49, St. Louis, MO, August 9, 2015

Vernon P. Schmidt, BSBA '49, O'Fallon, MO, October 9, 2015

## 1950s

Malcolm A. Bliss, BSBA '50. St. Louis, MO. December 27, 2015

Robert J. Gereaux, BSBA '50, Chesterfield, MO, July 23, 2016

Barbara Mary (Lay) Johnson, PhD, BSBA '50, Atascadero, CA, August 17, 2015

Jack D. Minner, BSBA '50, St. Louis, MO, May 12, 2016

Dorothy E. (Warmann) Schmidt, BSBA '50, Essex Junction, VT, January 3, 2016

Benjamin E. Ulrich, BSBA '50, Aberdeen, NC, March 31, 2016

Herbert Weitman, BSBA '50, St. Louis, MO, January 12, 2016

Edgar J. McLaughlin, BSBA '51, Naples, FL, November 20, 2015

Elmore J.G. Seidler Jr., BSBA '51, St. Louis, MO, October 31, 2015

Richard E. Uthe, BSBA '51, St. Louis, MO, April 26, 2016

Donald C. Anton, BSBA '52/JD '55, Garden City, ID, April 12, 2016

Charles R. Kite, BSBA '52, Skokie, IL, February 24, 2016

Martin R. Kohlbry, BSBA '52, San Mateo, CA, January 7, 2016

William G. Shoss, BSBA '52, St. Louis, MO, May 5, 2016

Edwin W. Witte Jr., BSBA '52, St. Louis, MO, May 11, 2016

Stanley L. Emas, BSBA '53, Boca Raton, FL, November 12, 2015

Richard Franzel, BSBA '53, Chesterfield, MO, April 29, 2016

Sawyer Marglous, BSBA '53/JD '56, St. Louis, MO, December 21, 2015

Warren J. Meyer, BSBA '53/MBA '59, Chesterfield, MO, March 11, 2016

Barbara C. Blankenship, BSBA '54, Evansville, IN, January 27, 2016

James P. Kennedy, BSBA '54/AB '54, Key Largo, FL, July 13, 2015

Dean I. Heath, BSBA '55, Carrollton, TX, July 17, 2015

Edward Deutch, BSBA '56, St. Louis, MO, November 7, 2015

August J. Sabadell, BSBA '56, Grover, MO, October 16, 2015

Louis Z. Dueringer Jr., BSBA'57, Ellisville, MO, October 30, 2015

William J. Metzger, BSBA '57, Collinsville, IL, June 17, 2016

James B. Nash Jr., BSBA '57, St. Louis, MO, July 8, 2015

Calvin J. Rogers, BSBA '57, Severance, CO, October 14, 2015

John A. Willhoft, BSBA '57, St. Louis, MO, February 12, 2016

Robert W. Klipp, BSBA '58, St. Louis, MO, November 1, 2015

Dale A. Knight, MBA '58, Chesterfield, MO, February 12, 2016

Honorable George J. Pruneau, BSBA '58/JD '63, St. Louis, MO, February 28, 2016

Bob G. Straeb, BSBA '58, Chesterfield, MO, February 29, 2016

Robert J. Ullrich, BSBA '58, Belleville, IL, February 1, 2016

John William Westhause, BSBA '58/MBA '64, Geneva, IL, October 8, 2015

Arlo H. Hasselbring, BS '52/MBA '59, St. Louis, MO, June 3, 2016

Bernard J. Matyshak, BSBA '59, Wildwood, MO, July 14, 2015

Nicholas A. Stein, MBA '59, Rockledge, FL, September 28, 2015

F. Roger Clark, AB '59/MBA '60, Prineville, OR, September 7, 2015

## 1960s

Norman Frager, BSBA '60, Chesterfield, MO, May 5, 2016

William M. Friedman, PhD, BSBA '60, St. Louis, MO, September 1, 2015

David W. Papendick, BSBA '61, Ocala, FL, August 30, 2015

George E. Phelps Jr., MBA '61, Dublin, OH, March 19, 2016

Robert W. Pommer, AB '60/MBA '62, St. Louis, MO, October 15, 2015



#### Doris (Hoffman) Kohn | BSBA '50

Doris (Hoffman) Kohn passed away January 9, 2016.

Her beloved husband, the late Gunther N. Kohn (BSBA '50), passed away in May of last year. The couple met on a blind date while students at Washington University. After getting married in 1950, Doris and Gunther launched Jerome Group, a business forms and printing group. Working together as partners, they eventually grew the business to more than 300 employees before selling it in 2006. Doris enjoyed genealogy, and researched and wrote two book about her and Gunther's extended family. She loved the visual arts, and was an avid collector as well as a painter, sculptor, dollhouse builder, and craftsperson.

Well-known philanthropists, the Kohns were longtime generous supporters of Olin Business School and were founding sponsors of Olin's Scholars in Business Scholarship Program. They also helped establish the St. Louis Holocaust Museum and Learning Center in Creve Coeur, MO, by contributing to the creation of learning stations that tell the stories of Holocaust survivors.

Doris Kohn is survived by her daughter Julie (Dan Swift), son Andy (DeeDee), and three grandsons.



"He served his country with distinction in World War II, came back home, raised a talented family, and built a world-class organization that has remained family operated, providing jobs for St. Louis and the nation."

—William Danforth

## Jack C. Taylor

Jack C. Taylor died in St. Louis, MO, July 2, 2016, at the age of 94. A leader in national and international business, and founder of Enterprise Holdings Inc., he was a longtime benefactor and a Trustee Emeritus of Washington University. Chancellor Mark S. Wrighton said of his passing, "We will always remember Jack as a great citizen of our community."

Enrolled as a student at Washington University in 1940 as the United States entered World War II, Jack left school to serve in the US Navy. There, he distinguished himself as a naval aviator, flying F6F Hellcat fighters, earning two Distinguished Flying Crosses and a Navy Air Medal. In 1957, Taylor founded Enterprise Holdings, the most comprehensive service provider and only investment-grade company in the car rental industry, operating Alamo Rent A Car and National Car Rental, as well as its flagship Enterprise Rent-A-Car brand

In 2001, along with his family and his company, Jack established the Enterprise Holdings Scholarship Program, making it possible for 60 to 80 deserving students to attend the University each year. For his generous support, the University recognized him with an honorary doctor of humanities degree. In 2011, his \$25 million gift on behalf of his company was the largest ever pledged for scholarship support at the University.

William Danforth, Chancellor Emeritus of Washington University and founding Chairman of the Donald Danforth Plant Science Center, in a company statement shared with the Associated Press said of Jack Taylor, "He served his country with distinction in World War II, came back home, raised a talented family, and built a world-class organization that has remained family operated, providing jobs for St. Louis and the nation."

He is survived by his children, Andrew (Barbara), a current member of the University's Board of Trustees; JoAnn Taylor Kindle (Tom Caruso); and numerous grandchildren and great-grandchildren.

Merrill E. Schelich, MBA '63, Washington, MO, December 28, 2015

Archie M. Bankston, Esq., JD '62/MBA '64, Sarasota, FL, January 18, 2016

Jan G. Gilbert, BSEN '62/MBA '64, St. Charles, MO, January 29, 2016

Joseph J. Haburjak, BSBA '65, Lake Wylie, SC, March 2, 2016

Donald E. Shain, BSEE '55/MBA '66, Wildwood, MO, March 12, 2016

Edward R. Lanser, BS '63/MBA '67, Chesterfield, MO, December 5, 2015

William C. Colbert, MBA '68, St. Louis, MO, January 29, 2016

Peter J. Origliasso Jr., BSEE '62/MBA '68, St. Louis, MO, December 9, 2015 Charles W. Pullaro, BSBA '68, Fenton, MO, November 1, 2015

John L. McMullin, BSBA '69, St. Louis, MO, March 24, 2016

## 1970s

J. David Polys, BSBA '70, Palm Harbor, FL, September 19, 2015

Irl B. Steiner, BSBA '70, St. Louis, MO, February 10, 2016

**Stephen Michael Murray, MBA '75**, St. Louis, MO, February 24, 2016

Daniel Gilbert Collins, MBA '77, San Francisco, CA, October 3, 2015

Michael S. Fried, MBA '77/JD '77, Bethesda, MD, July 13, 2016

Thomas Papenthien, MBA '79, Waunakee, WI, December 1, 2015

## 1980s

Terence Michael Baer, MBA '80, St. Louis, MO, March 14, 2016

Charles V. Zurfluh, BS '75/MBA '80, St. Louis, MO, July 14, 2016

James L. Haskins, BSAMCS '69/ PMBA '83, Milledgeville, GA, September 18, 2015

Scott Joseph Biehle, MBA '85, Marietta, GA, March 24, 2016

Mary Frances Roback, BSBA '85, Park Ridge, IL, July 18, 2015

Stuart Ivan Seidman, MBA '85/ MAUD '85, Swarthmore, PA, August 14, 2015

Michael Patrick Hartnett, EMBA '86, Roswell, GA, June 27, 2016

Edward Frank Doczy, EMBA '87, Springboro, OH, September 24, 2015

## 1990s

**George B. Brengle, EMBA '91,** Florissant, MO, August 1, 2016

Patrick Lloyd Burton, BSE '91/MBA '95, Wildwood, MO, September 29, 2015

## 2000s

Vicki W. Straub, PhD, EMHS '00, Columbia, MO, September 28, 2015

Robin M. Pohl, BSBA '01/AB '01, Adkins, TX, June 8, 2016

Keith Jerome Hopkins, PMBA '08, St. Louis, MO, April 12, 2016

**Jiacipto Jiaravanon, BSBA '09**, Singapore, December 8, 2015

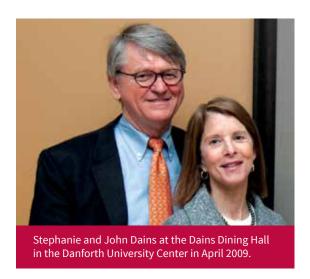
## 🚹 In Memoriam

### Stephanie Brooks Dains | AB '69

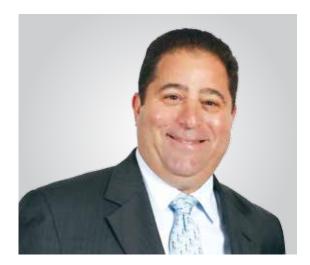
Stephanie Brooks Dains was fatally struck by a vehicle in New York City, June 28, 2016, at the age of 69. She was a devoted teacher, a generous philanthropist, and a dear friend and loyal supporter of Washington University and Olin Business School.

Stephanie and John Dains (BSBA '68), the CEO Emeritus of Helm Financial in San Francisco, met at Olin Business School and were major benefactors of the school in recent years. The couple gave \$5 million to Washington University and endowed two scholarships: The Stephanie Brooks Dains and John F. Dains Scholarship, which helps students attend Olin Business School; and The Mary E. and Charles Dains Sr. Scholarship, named for John Dains's parents, which helps students from his home state of Arkansas pay tuition. "We want everyone who is qualified to be able to attend Washington University," the couple said in establishing the scholarships.

Originally from Philadelphia, Stephanie Dains had worked as a teacher and art therapist at the California School for the Blind. In 2006, to honor her late mother, Marjory Moore Brooks, she established Art4Moore, which provides art supplies and resources through a grantmaking process. With the help of her husband, Art4Moore grew beyond the San Francisco area to become a national foundation giving out more than 650 grants totaling over \$1.6 million.



Stephanie Dains is survived by her husband, John; her brother, Theodore Brooks; her sister, Cheryl Antonacio; and a niece, nephews, and cousins, including Joni Brooks Wallace. A celebration of life memorial will be held at Graham Chapel on October 30, 2016.



#### Gregory A. Fox | MBA '90

Gregory A. Fox, a dear friend of Olin Business School, a business executive, and a St. Louis community leader, died February 16, 2016, at the age of 54.

Born and raised in St. Louis, Greg graduated from Ladue Horton Watkins High School and earned his BA at the University of Colorado. He worked two years for NCR Corporation in California before joining Harbour Group, the operating company founded by his father, in 1986. In 1988, he enrolled at Olin Business School, earning an MBA in 1990. In 2011, Fox received Olin Business School's Distinguished Alumni Award, and throughout his life remained engaged with Olin Business School and Washington University.

Greg Fox spent nearly 30 years at Harbour Group, where he was Group President after working in a number of management positions. An active civic leader, he served six years as Board President of the Community School and also served on the boards of Barnes-Jewish Hospital, BJC Healthcare, the Center of Contemporary Arts, Logos School, MICDS, Shaare Emeth Temple, Junior Achievement, Westwood Country Club, and Kids Under Twenty-One.

He is survived by his wife, Merle; his children, Matthew, Peter, Megan, and Eli; his parents, Ambassador Sam Fox and Marilyn Widman Fox; and two sisters and two brothers.





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