

# Olin Business

## ON TO THE THIRD HORIZON

Shaping business education  
for a connected world.



WashU Olin Business School

# 14

## GOOD, AND GOOD BUSINESS

The business case for diverse workplaces is hard to dispute. How are firms (and Olin itself) managing?



# 20

## REIMAGINING GLOBAL BUSINESS

Members of the Olin community share their insights on the meaning of global business in a post pandemic world.



# 28

## ON TO THE THIRD HORIZON

Some major strategic initiatives from high tech advancements to in class innovations converge to position Olin as a leader.



# 38

## THE STORIES THAT SUSTAINED US

Who among us didn't seek solace in a special book, song or film over these times? A whimsical look at the media that gave us life.

## Departments

### 02 NEWS

Connecting our Chinese students ... triple accreditation ... faculty and program honors ... and more Olin news.

### 44 RESEARCH

Olin Award-winning research, the "Downton Abbey effect" and pandemic-related scholarship.

### 12 SEEN AND HEARD

Though many events remained virtual, Olin benefited from numerous visits from alumni and industry leaders.

### 50 BROOKINGS

WashU Olin, Brookings, and the Center for Analytics and Business Insights tackle the opioid epidemic.

### 36 BY THE NUMBERS

Recognizing George and Carol Bauer's impact on Olin.

### 52 CLASS NOTES

Marriages, births, and personal and career updates from members of the global Olin community.

### 42 ELEVATOR PITCH

How does a box of vintage ties turn into a retail tech company? Lloyd Yates knows.

### 58 IN MEMORIAM

Remembering members of our community we've lost in the past year.

2021

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# Spying toward the heavens

A man that looks on glass,  
On it may stay his eye;  
Or if he pleaseth, through it pass,  
And then the heav'n espy.



Through the course of the pandemic these past 20 months, I've thought often of that couplet from George Herbert's poem, *The Elixir*. It speaks of our capacity to gaze beyond the here and now to see past immediate challenges toward a future at the horizon—a future within our means to shape.

Indeed, that couplet inspired a metaphor that's sustained my thinking over this crisis, the metaphor of the three horizons. We traversed the first horizon in March 2020, leaping into firefighting mode as we pivoted quickly to remote instruction. The second horizon came as we upped our game for the fall 2020 semester, building on what we had learned.

**Today, we strive toward the third horizon, a future for business education in a post-pandemic world, a world that's brought the primacy of technology into stark relief and changed the nature of what it means to be "global."**

In many ways, we've already begun to traverse that third horizon through our advancements in digital education and lifelong learning, our path-breaking efforts at digital marketing, and our service to and engagement with WashU Olin alumni. Read more on page 28 of this year's *Olin Business* magazine.

What's particularly important to remember is that our path toward that third horizon was not entirely cleared by the global crisis that beset us. In fact, much of that work was foreseen in our strategic plan nearly five years ago. That work includes, for example, achieving triple accreditation for WashU Olin—a stamp of approval that places us in exclusive company among barely 100 business programs globally (more on page 2).

We pressed forward not because of the pandemic, but in spite of it, thanks to the hard work, resilience and agility of the Olin community—its staff, faculty, students and alumni.

As I write this, the world has not shaken loose from the crisis. By the time you read this, I hope we'll have made measurable progress. In between, we move forward, step by step. Returning to the office and to the classroom. Engaging in face-to-face experiential projects. Planning again for overseas travel.

With gratitude for the grace of colleagues who persevered—even innovated—through the unknowns, we now welcome one another back to, yes, a new version of normal. And we gaze through the glass, fixed on the next horizon.

Mark P. Taylor  
Dean and Donald Danforth Jr.  
Distinguished Professor of Finance  
John M. Olin School of Business  
Board of Directors, AACSB



## New China residency unites students, creates career connections

Members of the Weston Career Center team in the United States and China collaborated in March to organize two weeklong residency programs in Beijing and Shanghai for Chinese undergraduate, MBA and specialized master's students. Combined, 389 students participated, and thanks to the pandemic, the event was the first time many had met in person. Students interacted with classmates, engaged with alumni, conversed with top employers, listened to industry leaders and met with career coaches each week.

Program activities focused on one of Olin's pillars of excellence: values based, data driven decision making; global experiences; the entrepreneurial spirit; and experiential learning. The residency culminated with an experiential learning project to solve real world business problems for the athletic footwear company New Balance and real estate investment firm Property Passbook. Students broke from their studies to excursions planned by the Weston Career Center. Beijing students took a day trip to the Great Wall, while Shanghai students took a night cruise down the Huangpu River.

Ruxin (Andrea) Zeng, MSBA '22, said the opportunity to meet face to face and hang out with fellow students was among the highlights of the program. "I have been taking classes for two months online, and I only see those faces on Zoom. It's a very different experience to meet them face to face, to make physical connections with them. It's a really valuable experience for me, and I felt more engaged in this residency," she said.

The opportunity to interact with industry leaders was a highlight for Wenxin (Hugo) Xue, MSCA '22, who is interested in data and business analytics. "I have heard that top employers are putting more attention on big data and how to use analytics as tools to analyze big data for greater solutions. They give us more confidence about the future.



## Olin wins 'triple crown' of accreditation

In April, Olin joined an elite group of just over 100 business schools worldwide to gain the stamp of approval from each of the "big three" accreditation bodies in business education. The final jewel came from the EFMD Quality Improvement System (EQUIS) in April. The Association of MBAs (AMBA) granted accreditation in March 2020, and the Association to Advance Collegiate Schools of Business (AACSB) granted reaccreditation in June 2020. The wins were among the goals laid out in Olin's strategic plan launched five years earlier.

Adding to the feat: Triple accreditation came amid the pandemic, requiring an unprecedented process that included interviews and tours of Olin facilities via Zoom. The triple crown is expected to help with recruiting of international students and affirms that "WashU Olin is a school that fosters world-changing business education, research and impact," Dean Mark P. Taylor said.

“  
Olin ... fosters world-changing business education, research and impact.”



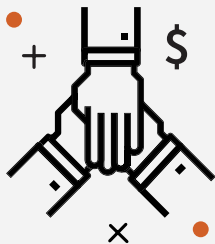
# Olin alums donate to WashU student initiatives

Two Olin alums contributed a combined \$16 million to scholarships and student success programs at Washington University. Arnold B. Zetcher, BSBA '62—former Talbots Inc. CEO—and his wife, Ellen, pledged at least \$8 million in outright and estate gifts toward WashU's need-blind admissions efforts. The South 40 House residence hall will be renamed the Arnold and Ellen Zetcher House.

John Dains, BSBA '68—CEO emeritus of Helm Financial Corp.—committed \$8 million to endow the Stephanie Brooks Dains and John Dains Student Success Fund (honoring Dains' late wife, who earned a WashU bachelor's degree in psychology in 1969). The contribution increases resources for students with financial need to cover emergency and educational enrichment expenses.



John Dains and his late wife, Stephanie Brooks Dains

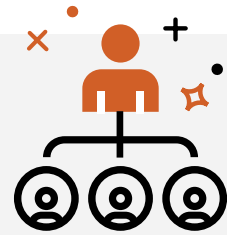


## Adrienne Davis joins Olin faculty

Adrienne Davis, a leading scholar on the issues of diversity, equity and inclusion, joined the WashU Olin faculty on January 1 as professor of organizational behavior and leadership. In this role, Davis, already serving as the William M. Van Cleave Professor of Law, will split her time, one-third with Olin and two-thirds with the law school. She remains codirector of the Center for the Study of Race, Ethnicity and Equity, which she founded in 2020. "I'm excited to take my institutional work over the last decade and pursue research into how diversity can be best implemented across different sectors," Davis said. "I'm especially interested in diagnosing the distinct challenges of diversity in higher education."

She transitioned to her new role after spending 10 years as vice provost for the university, where she designed a series of faculty development and leadership programs and helped increase the number of Black and underrepresented-minority tenured and tenure-track faculty. Davis is taking a one-year leave to complete a book and will begin to teach Olin classes in the 2022–23 academic year.

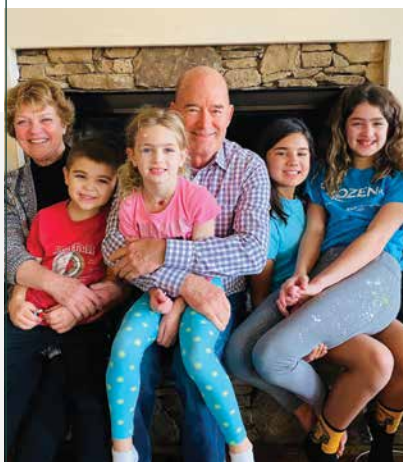
"The nation is at a turning point in rethinking racial justice," she said. "Many firms and other organizations are on the front lines of this. I'm delighted that I'll have a role at Olin to lead these new conversations—and I know the business school can be a leading laboratory and incubator for this work."



## Boumgarden named director of Koch Center

Peter Boumgarden, PhD '10, was named in February as the Koch Family Professor of Practice for the Koch Center for Family Business. In his new role, he will serve as director of the Koch Center and will continue as academic director of the Center for Experiential Learning. Bart Hamilton, Robert Brookings Smith Distinguished Professor of Economics, Management and Entrepreneurship, remains research director of the Koch Center.





## VanOudenallen retires

Frans VanOudenallen retired in January after 12 years as director of executive career development at WashU Olin. Founder of Executive Connections, a St. Louis nonprofit that provides career coaching for executives, he joined Olin in 2009 to help Olin EMBA students find jobs. During his tenure, VanOudenallen created Olin's career development program for EMBA students and coached more than 1,000 executives, including those in Shanghai and Mumbai.

“The effective career coach cares.”

He also managed “TEAM EMBA,” a group of 1,149 members available to provide career advice to other EMBA students. In addition to his role at Olin, he served as a mentor for entrepreneurship students within Olin's Hatchery. “Frans has impacted so many people's lives, and many are grateful for his advice and unwavering commitment to their career success,” said Jen Whitten, associate dean and director of Olin's Weston Career Center.

“The effective career coach cares,” VanOudenallen said. “I would rather have as a coach someone who has average skills and cares about the person than someone who has terrific skills but doesn't really care.”



## WCC expands job assistance in China

Olin's Weston Career Center held its inaugural Specialized Master's Program Summit in October 2020 to help Chinese students and other students seeking employment in Asia. The virtual event kicked off an expansion of Olin's effort to grow networking opportunities between alumni, corporate partners and students.

The WCC's initiative identified job opportunities in Asia, expanded the network of connections among alumni there and provided career coaching for students and alumni interested in working in China and other parts of Asia. The effort, led by Di Lu, corporate manager for the WCC in Asia, was recognized with three American Universities' China Association awards. The initial summit featured guest speakers from corporate partners and about 20 alums participating in one-on-one virtual networking sessions with students.



Di Lu

## Classroom upgrades for online learning

The move to online instruction demanded by the global pandemic led Olin to invest in significant improvements to audio-visual technology in the classroom to create better results for both instructors and students. The improvements are designed to better engage online students and allow faculty to improve interaction with students in a hybrid learning environment. Olin created the plan to enrich the online classroom experience through an interdepartmental task force that analyzed the existing audio-visual capabilities of Olin's classrooms. The task force was a collaboration between Olin's Center for Digital Education, its operations team, the Olin A-V team and a group of faculty.

Among the notable high-tech upgrades are the addition of monitors to allow faculty to observe Zoom galleries, the addition of ceiling microphone arrays to help online students more clearly hear instructors and in-person student interactions, and the addition of cameras that use facial recognition to follow instructors as they move, showing online students a mix of instructor and in-class students or a split screen of both. Upgrades also included new touchscreen user interfaces and classroom lecterns.

## Full-Time MBA is top 12 in US

*The Financial Times* ranked WashU Olin among the top 12 full-time MBA programs in the United States and No. 25 among programs globally for 2021. It's the highest rating for the program in the international ranking, up from No. 44 last year and a major jump from No. 80 five years ago. The ranking also placed Olin No. 1 globally for faculty research productivity. “This is extraordinary validation for the hard work of our staff and faculty at WashU Olin,” Dean Mark Taylor said.



## Cryder named a 'Best 40 under 40'

*Poets & Quants* recognized Cynthia Cryder, associate marketing professor, as one of its Best 40 under 40 Professors for 2021. *P&Q* mentioned Cryder's research prowess and her being the first woman to teach Olin's marketing core to MBA students. "Professor Cryder is able to take cutting-edge psychological research and translate it into actions that are relevant to the marketing managers of today and tomorrow," one nominator wrote. "(She) continues to produce outstanding research that is published in the best academic journals." Cryder's recognition marks the second consecutive year an Olin professor made the *P&Q* list following Seth Carnahan, associate professor of strategy.



## Meet Olin's new Alumni Board president

The 2021-22 school year comes with a change in leadership for the Olin Alumni Board. To introduce new president Russ Flicker, BSBA '94, our immediate past president, SiSi Beltrán, hosted this brief Q&A.

**SiSi:** As you start your term as OAB president, what drew you to get involved in the first place?

**Russ:** I've always enjoyed spending time working with students and younger alumni as well as spending time on campus, but my 25-year reunion was a catalyst for me to get more involved. The campus is gorgeous like I always remembered, but I can tell you the dorms weren't as nice in 1990 as they are now!

**SiSi:** What's the No. 1 area you'd like to focus your efforts on during your term?

**Russ:** I'd like to focus on coordination and mentorship between students/young alumni and "longer" alums like myself. Also, building on the great work already being done in career placements and enhancement for students and young alumni.

**SiSi:** Any advice you'd like to provide to students at Olin?

**Russ:** I apologize in advance, because this is so trite, but... it's a marathon, not a sprint. As a young person, I remember thinking every week or month, each final grade or internship or my first job, each were absolutely critical to my ultimate success. The reality is, you will have successes and failures. Don't let either change your goals or your self-image.

**SiSi:** And lastly, what's your ultimate WashU memory?

**Russ:** I have very fond memories of WILD (Walk in Lay Down, the biannual concert on the Brookings Quadrangle) and Thurtene Carnival. I'm so happy to see they continue!

**SiSi:** Welcome aboard, Russ! Can't wait to see your leadership in action!

Outgoing board president SiSi Beltrán Martí, BSBA '04, is director of marketing at Build A Bear Workshop and an avid community volunteer. Incoming President Russ Flicker is cofounder/managing partner of AWH Partners, a privately held real estate company. He previously served in a series of other roles, including chief investment officer for Ian Schrager Company and president of development for Blackstone Real Estate Advisors' hospitality team.



# Welcome New Faculty Members

Twenty-one new instructors and researchers—including seven postdocs—have joined Olin in accounting, data analytics, economics, finance, operations, organizational behavior and strategy.



## TENURED/TENURE-TRACK FACULTY

**Adrienne Davis**, professor of organizational behavior (also William M. Van Cleve Professor of Law, WashU School of Law) **JD:** Yale Law School, 1991 **Prior to WashU:** University of North Carolina School of Law

**Fausto Gonzalez**, assistant professor of marketing **PhD:** social-personality psychology, University of California, Berkeley, 2018 **Prior to Olin:** provost's postdoctoral fellow, New York University

## TEACHING FACULTY/PROFESSORS OF PRACTICE

**Damon Campbell**, teaching professor of data analytics **PhD:** business administration, emphasis in management information systems, Washington State University, 2008 **Prior to Olin:** professor of management information systems, Millsaps College

**Dedric Carter**, part-time professor of practice, strategy and entrepreneurship (also WashU's vice chancellor for innovation and chief commercialization officer and professor of engineering practice at WashU) **PhD:** information systems, Nova Southeastern University, 2005 **Prior to Olin:** senior advisor for strategic initiatives, Office of

the Director at the US National Science Foundation

**Sharon James**, MBA '89, professor of practice in strategy and entrepreneurship **PhD:** business administration, strategic management, University of Minnesota, 2007 **Prior to Olin:** tenured associate professor of management at Arkansas State University

**Clive Muir**, teaching professor of management communications **PhD:** rhetoric and professional communication, New Mexico State University, 1997 **Prior to Olin:** associate professor, Stephen F. Austin State University

## LECTURERS

**Forough Enayaty Ahangar**, lecturer, supply chain, operations and technology **PhD:** industrial engineering, University of Arkansas, 2017 **Prior to Olin:** postdoc, Cornell University

**Rebecca Dohrman**, senior lecturer, management and communications **PhD:** organizational communication, Purdue University, 2010 **Prior to Olin:** program director/associate professor of communication, Maryville University

**Mahsa Mardikoraem**, lecturer in supply chain, operations and technology **PhD:** management

science, University of Wisconsin–Milwaukee, 2021 **Prior to Olin:** instructor/teaching assistant, University of Wisconsin–Milwaukee

**Lorenzo Naranjo**, senior lecturer in finance **PhD:** finance, New York University, 2009 **Prior to Olin:** associate professor, University of Miami

**Gerald Onwujekwe**, lecturer in data analytics **PhD:** information systems, Virginia Commonwealth University, 2021 **Prior to Olin:** instructor/teaching assistant, Virginia Commonwealth University

**Esmat Sangari**, lecturer in supply chain, operations and technology **PhD:** industrial engineering and management sciences, Northwestern University, 2021 **Prior to Olin:** graduate teaching assistant, Northwestern University

**Sakya Sarkar**, senior lecturer in finance **PhD:** finance, University of Southern California, 2015 **Prior to Olin:** visiting assistant professor, Indiana University–Bloomington

## VISITING FACULTY

**Alyssa Xingye Liang**, visiting assistant professor of organizational behavior **PhD:** management, National University of Singapore, 2019 **Prior to Olin:** assistant professor of entrepreneurship, Vrije Universiteit Amsterdam

## POSTDOCS

**Swaminathan Balasubramaniam**, postdoc in finance **PhD:** finance, WashU Olin, 2021 **Prior to Olin:** WashU Olin teaching assistant

**Bright Gershion Godigbe**, postdoc in accounting **PhD:** accounting, City University of Hong Kong, 2021 **Prior to Olin:** course instructor/grader, City University of Hong Kong

**Lina Han**, postdoc in finance **PhD:** finance, WashU Olin, 2021 **Prior to Olin:** PhD research fellow, Luohan Academy, Ant Group

**Miao He**, postdoc in finance **PhD:** finance, Tulane University, 2021 **Prior to Olin:** instructor/teaching assistant, Tulane University

**Lingfei Kong**, postdoc in finance **PhD:** business administration, finance, University of North Carolina at Charlotte, 2021 **Prior to Olin:** instructor/teaching assistant, University of North Carolina at Charlotte

**Jerry Mathis**, postdoc in accounting **PhD:** accounting, University of Michigan, 2021 **Prior to Olin:** instructor/teaching assistant, University of Michigan

**Landon J. Ross**, postdoc in finance **PhD:** finance, WashU Olin, 2021 **Prior to Olin:** analyst, Green Plains Renewable Energy

See page 17 for two late-breaking faculty appointments.



# Experience the Decisions.

How do you put a price tag on a  
hall-of-fame ballplayer?

How do you decide to throw away one  
career dream for another one?

WashU Olin Business School's new podcast, *On Principle*, takes listeners behind the scenes with entrepreneurs, executives and other business decision-makers, telling stories about how they confronted pivotal moments in their businesses. Olin faculty members and other experts put the stories in context with research insights and industry perspective.

## SEASON ONE EPISODES



### The Longest Winter

Chef Gerard  
Craft on facing  
COVID-19.

**FACULTY:** Peter  
Boumgarden and  
Elanor Williams



### The Negotiation

St. Louis Cardinals'  
executive John  
Mozeliak on  
negotiating with  
Albert Pujols.

**FACULTY:** Hillary  
Anger Elfenbein



### The Big Leap

Entrepreneur Lisa  
Hu, PMBA '16, on  
a major career  
shift. **INSIGHTS:**  
Clifford Holekamp,  
MBA '01, former  
faculty



### Out of the Breach

Paulino do Rego  
Barros Jr., EMBA  
'91, on leading  
Equifax through  
a crisis. **FACULTY:**  
Kurt Dirks



### The Tarnished Dream

Restaurateur  
Jason Wang,  
BSBA '09, on  
speaking out on  
civic values.  
**INSIGHTS:** Stuart  
Bunderson  
(faculty); Jesse  
Wolfersberger  
(Vrity.com)



### The Higher Purpose

Lancaster Colony  
CEO Dave  
Ciesinski on  
creating higher  
purpose for  
workers.  
**FACULTY:** Anjan  
Thakor



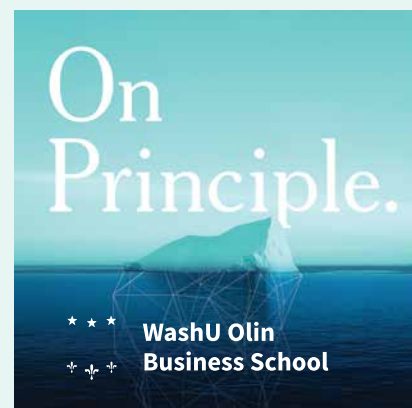
### Out of the Box

Nestlé Purina  
PetCare CEO Nina  
Leigh Krueger,  
MBA '94, on  
saving a line of  
business.  
**FACULTY:** Anne  
Marie Knott



### Taking a Punch

David Karandish,  
BSCS '05,  
on pivoting  
through crisis at  
Answers.com.  
**FACULTY:** Doug  
Villhard



*On Principle*, WashU Olin's new  
podcast, gleans lessons from pivotal  
business decisions.



Kurt Greenbaum,  
communications director for  
WashU Olin, hosts *On Principle*.

## QUICK NOTES

- Listen at [onprinciplepodcast.com](https://onprinciplepodcast.com)
- Find *On Principle* on your podcasting app
- 30- to 40-minute episodes
- Season one launched June 15, 2021
- Season two coming January 2022

2021

# Distinguished Alumni

For more than 32 years, the Distinguished Alumni Awards have recognized Olin Business School alumni who have attained career distinction. Honorees embody the characteristics of leadership: progressive thinking, high standards, uncompromising integrity, commitment, courage and confidence. Their careers serve as models for all Washington University students and alumni.



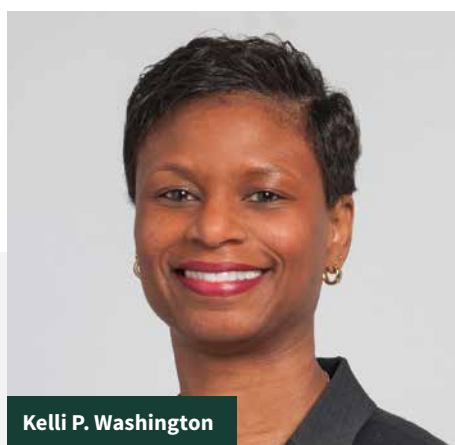
Andrew Rubin



Rob Vitale



Eric Veiel



Kelli P. Washington

Their careers serve as models for all Washington University students and alumni.

## Andrew Rubin, BSBA '98 CEO and cofounder, Illumio

Rubin is responsible for the strategy and vision of Illumio. Founded in 2013, the company provides visibility, segmentation and control of all network communications across any data center or cloud. Large enterprises, including Morgan Stanley, BNP Paribas, Salesforce and Oracle NetSuite, trust Illumio to reduce cyber risk. With deep expertise in segmentation, network security and regulatory and compliance management, Rubin appears often in panels, articles and podcasts for industry events and publications. Each year since 2015, Goldman Sachs has named him one of the "100 Most Intriguing Entrepreneurs." At Olin, he was the first undergraduate to win the Olin Cup, a business plan competition through the Skandalaris Center for Interdisciplinary Innovation and Entrepreneurship. Originally from Brooklyn, New York, Rubin lives in California's Silicon Valley with his wife and daughter.

## Rob Vitale, PMBA '94 President and CEO, Post Holdings Inc.

The president and CEO of Post Holdings since 2014, Vitale joined the company during its spinoff from Ralcorp and was the company's chief financial officer from 2011 to 2014. He has been a member of Post Holdings' board of directors since 2014. During his time, the company has completed 15 major acquisitions and executed a variety of innovative financial transactions, including the creation and spinoff of Post's active nutrition units into a new public company, BellRing Brands Inc. These acquisitions and transactions have increased revenue from \$900 million in fiscal 2012 to nearly \$6 billion today. Previously, Vitale served as president and CEO of AHM Financial Group LLC, a diversified financial services firm. Vitale and his wife live in St. Louis; they have two grown children.

## Eric Veiel, MBA '99 Cohead of global equity, head of US equity, T. Rowe Price

T. Rowe Price's global equity division comprise more than 270 investment professionals based in Baltimore, New York, San Francisco, London, Zurich, Hong Kong, Tokyo, Singapore and Sydney. The team is responsible for the management of over \$850 billion of the firm's \$1.1 trillion in client assets. Veiel is also the executive sponsor of WAVE, the firm's business resource group, whose mission is to increase the firm's ability to attract, develop, advance and retain talented and principled women. He has 20 years of investment experience, 14 of which have been with T. Rowe Price. At Olin, he was a Charles F. Knight Scholar. Veiel resides outside of Annapolis, Maryland, with his wife, Lori (PhD '04 in psychology), and their two children.

## Kelli P. Washington, CFA, BSBA '94 Managing director, research and investment strategy, Cleveland Clinic Investment Office

Washington joined the Cleveland Clinic Investment Office in 2017. She is primarily responsible for monitoring portfolio asset allocation policies, maintaining the macroeconomic research function and collaborating with the CIO on research that directs tactical investment decisions and hedging strategies for the long-term investment pool. Additionally, Washington conducts manager due diligence across asset classes. Prior to joining the Cleveland Clinic Investment Office, Washington was a managing director of investments with Cambridge Associates, where she was responsible for manager selection, investment implementation and strategy for a variety of nonprofit institutions. Before Cambridge Associates, she was an endowment officer at Bowdoin College as well as a senior due diligence analyst with Edward Jones Investments and a portfolio manager with the Edward Jones Trust Co. in St. Louis.



## Dean's Medal

*The Dean's Medal recipient is selected by Dean Mark P. Taylor. The medal is awarded to friends whose dedication and service to WashU Olin have been exceptional. By providing wise advice, pursuing high objectives and inspiring the enthusiasm and support of others, Dean's Medalists have made a significant difference to the school and enhanced its progress.*

### Carl Casale, EMBA '92

Casale, honored in April 2021 as the Dean's Medalist, is a purpose-driven executive and respected leader in the agriculture and food industries. Now head of the venture capital practice at Ospraie Ag Science, Casale's three decades of experience leading globally influential companies across the ag and food sectors provide insight into converging forces that will fundamentally transform global agricultural systems.

"What we believe is going to happen is a bifurcation in the food supply," he said. "There'll be those who just want more calories. But increasingly in what we're seeing in this country is it's not about how many calories can you produce. It's how can you produce my calories."

Consumers are interested in sustainability, transparency and local sources. "It's not a fad. It is a shift." A fourth-generation farmer, Casale identifies ag tech investment opportunities that support sustainable food production. In 2018, he helped launch Ospraie Ag Science, which is the venture arm of Ospraie Management. In this role, he leads successful venture campaigns for select companies that help farmers do more with less environmental impact.

As a partner to WashU Olin, Casale is well known for the way he counsels students, supports scholarships and provides projects for the Center for Experiential Learning. He was among the leaders of a task force that redesigned Olin's Executive MBA curriculum. He also serves on Olin's National Council.

During his seven years as the CEO and president of CHS Inc.—a global agribusiness owned by farmers, ranchers and

“

There'll be those who just want more calories. But increasingly in what we're seeing in this country is it's not about how many calories can you produce. It's how can you produce my calories.”

—Carl Casale

cooperatives across the United States—the company returned \$3 billion to its owners, invested \$9 billion in new capital expenditures and nearly doubled the size of its balance sheet from \$8.7 billion in 2010 to \$17.3 billion at the end of fiscal 2016.

From Congress to key industry events, Casale is a sought-after commentator on the future of farming and global ag infrastructure. He remains deeply committed to “creating business models that ensure relevance over time” and continues to shape the ag, food and energy industries in both private and public roles. Casale and his wife, Kim, operate a 150-acre specialty crop farm in Oregon's Willamette Valley, and his family resides in Minnesota's Twin Cities.



**SEE AND HEAR MORE** Watch video tributes to our emerging leaders, distinguished alumni and the Dean's Medalist on the 2021 magazine playlist at [olin.wustl.edu/magazine](http://olin.wustl.edu/magazine).



2021

# Olin Emerging Leaders

The Emerging Leader Award recognizes recent Olin Business School alumni who exemplify leadership, innovative thinking and vision.



**Elise Miller Hoffman, BA '11/MBA '16**  
General partner, Cultivation Capital

As general partner at Cultivation Capital, Hoffman invests in digital health and life sciences startups in the seed to Series B stage, focusing on healthcare companies solving the problems exposed during the COVID-19 pandemic. She supports the Cultivation Capital portfolio as a board member at Healthy Bytes, board observer at ImageMoverMD and former board observer at NarrativeDx before its acquisition in 2020. In addition, Hoffman is active in the entrepreneurial ecosystem as cochair of the board at the St. Louis Equity in Entrepreneurship Collective and as an advisory council member at Arch Grants. **One can often find her on the Washington University campus, serving as an investor in residence** at the Skandalaris Center for Interdisciplinary Innovation and Entrepreneurship and as a director of the Holekamp Seed Fund. Hoffman also is a board member at Forward Through Ferguson, an advisory board member for the Center for Civic Research and Innovation and a member of the St. Louis Forum.



**Philip Lewis, BSBA '07**  
Partner, Fulcrum Equity Partners

After graduation, Lewis accepted a position with A.G. Edwards and Sons in St. Louis. The opportunity proved to be brief. Wachovia acquired A.G. Edwards and opted not to retain recent hires. His next opportunity arose in Atlanta, where startup growth equity fund Fulcrum Equity Partners chose Lewis to be its first hire. He began as an analyst; he is now principal, leading new investments, sitting on multiple boards and helping source investment opportunities. Lewis also served as CFO of the portfolio company RivalHealth from 2015–17, ultimately guiding the company through a merger. **Lewis is deeply involved in Atlanta's professional and nonprofit communities.** He is on the leadership council for Year Up! Atlanta, a nonprofit focused on closing the opportunity gap for underserved young adults through professional skills development, classroom learning and internships. He previously chaired the steering committee of the NextWave Society at the Georgia Aquarium, focusing on raising awareness and funds for environmental research and conservation.



**Ryan Cameron Courson, BSBA '10**  
Chief financial officer, EagleView

Courson is the chief financial officer of EagleView, a world-leading provider of geospatial intelligence. He is responsible for accounting, finance, corporate development, corporate strategy and legal. Previously, he was the CFO of Atlas Corp., a \$10 billion global asset management firm that owns Seaspan Corp. and APR Energy. During Courson's tenure, **Atlas invested more than \$4 billion of capital across both portfolio companies.** Before he became an executive, Courson developed his career as an investor, spending three years at Falcon Edge Capital, a diversified investment firm with more than \$3 billion in assets under management. Before that, he worked at Teton Capital, a private family office, as an investment professional and acting CFO of Teton's Davos Brands. Courson began his career working at Berkshire Hathaway as an investment analyst. Fluent in Mandarin, Courson graduated summa cum laude from Washington University, where he serves as a visiting professor teaching a course on investing.





**Ryan Hwang, BSBA '09**  
Founder, Schoology

Hwang graduated with a BSBA in marketing and international business. Alongside WashU classmates Tim Trinidad and Jeremy Friedman, **Hwang founded Schoology as an online learning platform focused on helping K-12 schools continue to advance what's possible in education.** Hwang was a key leader on the product management team. He managed a team of product managers and oversaw the product strategy and road map for Schoology's core product, the learning management system. By 2019, Schoology had reached more than 20 million students and had become the leading LMS provider, leading to its acquisition by PowerSchool. At PowerSchool, Hwang served as director of product management, where he continued to oversee product strategy and road map for Schoology, leading to unprecedented growth throughout 2020.



**Tim Trinidad, BS '09/BSBA '09**  
Founder, Schoology

As an undergraduate, Trinidad was a member of WashU a capella group The Amateurs, the WUSauce salsa team, the Orientation Executive Board, the Dance Marathon Executive Board and Sigma Nu Fraternity. In addition, he served as webmaster for several university organizations. **Trinidad graduated cum laude with majors in entrepreneurship and computer science.** With the help of The Hatchery course taught at the time by Cliff Hokekamp, Trinidad and cofounders Ryan Hwang and Jeremy Friedman refined the Schoology business plan and pitch deck. Schoology soon received angel funding, at which point the team moved to New York City and grew to more than 150 employees with more than 2,000 enterprise customers in more than 100 countries. Trinidad has built a team and infrastructure that has scaled to more than 18 million users worldwide. In November 2019, Schoology was acquired by PowerSchool, where Trinidad continues to work on the Schoology platform as a senior principal software architect.

Born in Olin's Hatchery, Schoology drew \$57M in venture capital before its acquisition.



schoology™



eagleview™



FULCRUM  
EQUITY PARTNERS



Cultivation  
— Capital —

# Seen & Heard



1.



2.



3.

“Being at the table is more than just physically being there. It’s actually being valued.”

- Joyce Trimuel



4.



5.



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7.



8.



## We could sum up WashU Olin’s speakers and events in one word—virtual.

But that doesn’t do justice to the many impressive people who engaged with our community. They may not have been on campus, but they did speak in classes, share their stories, participate in panel discussions and impart words of wisdom at events.

OCTOBER 20, 2020

### LEADERSHIP PERSPECTIVES: MORE THAN A SEAT AT THE TABLE

1. Alumna **Joyce Trimuel**, EMBA ’16, founder and CEO of Trimuel Enterprises LLC, discussed the importance of active inclusion and how it extends well beyond representation. She addressed our collective and individual responsibility in creating an inclusive culture and the downside of not doing this important work.

FEBRUARY 2, 2021

### DISRUPTION AND INNOVATION IN HEALTHCARE 3.0

In its third year, WashU Olin’s annual 2021 healthcare symposium included a session entitled “Accelerating Healthcare Innovation Out of a Global Pandemic.”

2. **Vineeta Agarwala**, MD, PhD, general partner, Andreessen Horowitz
3. **Alex Garza**, MD, chief community health officer, SSM Health
4. **Matt Hermann**, senior managing director, Ascension Ventures
5. **Michael Kinch**, PhD, professor of biochemistry and molecular biophysics, associate vice chancellor, director of the Center of Research Innovation in Biotechnology and professor of radiation oncology, WashU School of Medicine
6. **Kristi Martin**, vice president of healthcare, Arnold Ventures
7. **Thomas M. Maddox**, MD, MSc, executive director, Healthcare Innovation Lab, BJC Healthcare/WashU School of Medicine and professor of medicine (cardiology), WashU School of Medicine
8. **Karen Parkhill**, executive vice president and chief financial officer, Medtronic

FEBRUARY 25, 2021

### FAMILY BUSINESS SYMPOSIUM

In its sixth year, the WashU Olin Family Business Symposium provided a deeper look into how the culture of family business drives performance and outcomes—and how that culture can be preserved throughout generations.

**Carolyn Kindle Betz**, CEO, St. Louis CITY SC

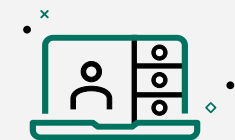
**William O. DeWitt III**, president, St. Louis Cardinals

**Lisanne Cape Dorion**, board director, Bacardi Ltd.

**Subramanian Ramadorai**, former MD and CEO, Tata Consultancy Services

**Tom Stillman**, chairman and governor, St. Louis Blues

**George H. Walker**, chairman and CEO, Neuberger Berman LLC



9.



10.



11.



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14.

**MARCH 8, 2021**

### LEADERSHIP PERSPECTIVES: SHE SUITE

This annual event, held on International Women's Day, featured a lineup of successful women from all walks of business and nonprofit life. As always, their discussion touched on many subjects and included thoughts on how to advocate for equality in the workplace.

9. **Anne Anderson**, EMBA '02, vice president, Chemicals America, Shell Chemical LP
10. **Khalia Collier**, vice president of community relations, St. Louis CITY SC, and owner, St. Louis SURGE Women's Professional Basketball team
11. **Erin Harkless Moore**, BSBA '05, investments director, Pivotal Ventures
12. **Marcela Hawn**, MA/ECON '11/WLF '13, senior vice president and chief communications officer, Centene Corporation

**MARCH 31, 2021**

### EMPOWERING NEGOTIATION STRATEGIES FOR JOB OFFERS AND PROMOTIONS

The Weston Career Center has teamed with Olin Advancement to present virtual lunch-and-learn events in areas like leadership, principled decision-making and relationship building. This one featured two experienced recruiters discussing strategic approaches to negotiating career advancement.

13. **Wendy Blocker**, assistant vice president, senior manager for emerging talent program and certified diversity recruiter, US Bank
14. **Nancy Donohoo**, senior consultant, University Executive Recruitment, WashU

**APRIL 7, 2021**

### LEADERSHIP PERSPECTIVES: REFLECTIONS ON LEADERSHIP

We finished the year's Leadership Perspectives series when **Brookings Institution President General John R. Allen** joined **Olin Dean Mark P. Taylor**. They shared their vast experience and unique insights on leading.

"We cannot afford to be No. 2  
in the technology race with China."

- John R. Allen

### CLASS SPEAKERS

Many Olin classes feature guest speakers, giving students real-world insights from people in the trenches. Two speakers' series that are perennial favorites—Defining Moments and Woman in Leadership—allow business leaders to forthrightly share their experiences and their leadership principles.

### DEFINING MOMENTS

- Doug Charles**, president of Americas, Korn Ferry  
**Laura Kaiser**, president and CEO, SSM Health  
**Jim Kavanaugh**, CEO and cofounder, World Wide Technology  
**Orv Kimbrough**, chairman and CEO, Midwest BankCentre  
**Sue B. McCollum**, chairman and CEO, Major Brands Premium Beverage Distributors  
**Penny Pennington**, managing partner, Edward Jones  
**Tim Wentworth**, CEO, Evernorth

### WOMEN IN LEADERSHIP

- Akberet Boykin Farr**, vice president of diversity and inclusion, Emerson  
**Maxine Clark**, CEO and president of Clark-Fox Family Foundation, and founder and former CEO at Build-A-Bear  
**Kelly Joscelyne**, chief talent officer, Mastercard  
**Amy Kweskin**, vice chancellor for finance and chief financial officer, Washington University  
**Betty Ng**, founder and CEO, Inspiring Diversity  
**Devon Pike**, chief merchandising officer, GAP



John R. Allen



Mark P. Taylor

Inclusion, Diversity, Equity and Access:

# GOOD, AND G'OOD BUSINESS

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The business case for fostering diverse workplaces seems hard to dispute. How are firms managing—and how is it translating into Olin's internal drive for **inclusion, diversity, equity and access**?





**E**very few weeks, Bryant Powell steps away from his official role at Bristol-Myers Squibb and steps behind a mic to record another episode of the company's BOLD Innovators Podcast Series.

In some ways, conceiving and hosting a podcast is a departure from the routine Powell, MBA '19, has maintained as he's cycled through corporate affairs, social media analytics, commercial data science, marketing and R&D business insights and analytics.

Yet in other ways, his role behind the mic is an extension of who he is and what Bristol-Myers Squibb hopes to encourage among its employees.

"I wanted to have a forum to really promote how great our Black employees and allies are," said Powell, recently promoted to associate director for worldwide commercialization operations. "I wanted to show potential job seekers that Bristol-Myers Squibb has a culture for diversity and inclusion—and a way to promote people in this industry."

Powell is well positioned to make that happen from his role inside BOLD—Black Organization for Leadership and Development—one of the company's eight employee resource groups supporting women, LGBTQ+ individuals, Asians and Asian Americans, people with disabilities and others.

Such initiatives helped land Bristol-Myers Squibb a top 100 ranking for diversity and inclusion in Refinitiv's global 2020 Index, a 10th-place ranking in Thomson Reuters' 2018 D&I index and a perfect score in the Human Rights Campaign's 2021 index measuring LGBTQ workplace equality.

"Bristol-Myers Squibb is spending millions to promote diversity, equity and inclusion within the organization," Powell said. "They've been dedicated to promoting people internally who are diverse in background."

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“ I wanted to have a forum to really **promote** how great our Black employees and allies are.”



# A growing imperative

Three times in the past decade, consulting firm McKinsey & Company has issued reports examining the business case for promoting inclusive, diverse, equitable and accessible companies. Its latest, in May 2020, “shows not only that the business case remains robust but also that the relationship between diversity on executive teams and the likelihood of financial outperformance has strengthened over time.”

McKinsey’s report shows companies promoting greater representation across all dimensions of diversity—ethnicity, race, gender, sexual identity and others—outperformed those that didn’t. Indeed, the difference was stark: By some measures, companies in the top quartile for stronger representation showed 36% better financial performance than those in the bottom quartile.

Such research forms the spine of a course that debuted in spring 2021 at Olin called, simply, “Diversity, Equity & Inclusion.” Work on the course began a year earlier after students approached the dean’s office and said they needed it—and that their business school was obliged to provide it.

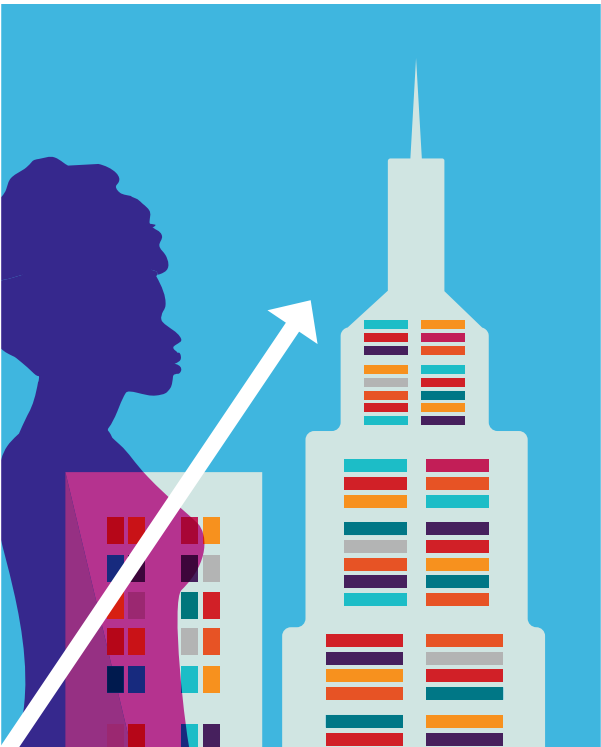
“This was the students who said, ‘I need to know this in order to function.’ The students are holding us to **high standards.**”

“I think that’s beautiful,” said Hillary Anger Elfenbein, John K. Wallace Jr. and Ellen A. Wallace Distinguished Professor and professor of organizational behavior and the course’s instructor. “Other courses come from a faculty member’s vision for what curriculum should look like. This was the students who said, ‘I need to know this in order to function.’ The students are holding us to high standards.”

Though it debuted in spring 2021 with a cohort of MBA and Professional MBA students, logistical issues wrought by the pandemic will delay it from becoming a required element of the MBA curriculum until the 2022–23 academic year.

The course draws from many voices across the WashU campus and the community at large. Elfenbein, who has for many years taught a successful “Women in Leadership” course at Olin, said she invited students to join her in a collaborative learning experience for the new course.

“I was very honest with them about that,” she said. “My job was to distill the research and bring that to them.”



# A striking need

Despite the research, progress remains slow. In 2019, *Harvard Business Review* focused a special report exclusively on one dimension of diversity—Black representation—in corporate America. *HBR* painted a gloomy picture: Only 8% of managers and 3.8% of CEOs were Black. Over a 10-year period, the average Black partnership rate at US law firms was 1.8%, and only 10% of businesses were Black owned.

Meanwhile, a 2020 survey from the Society for Human Resource Management showed a tremendous disconnect around the question of whether a problem exists at all. For example, 49% of Black HR professionals said discrimination based on race or ethnicity exists at work. Only 13% of white counterparts agreed.



“It goes beyond companies saying it’s important,” said Monica Hans, director of the talent management practice at Collaborative Strategies, a St. Louis–area consulting firm that’s worked with Olin on strategic planning and recruiting. “Everyone will genuinely nod their head, but if there are not specific and intentional actions put in place, it doesn’t just happen.”

## Making it happen at home

Powell called his two years at Olin a positive experience. He reveled in the opportunities to collaborate on cross-cultural teams and participate in events organized by classmates—events such as Diwali (the festival of lights celebrated by Hindus, Sikhs and Jains), the Chinese New Year and the annual scholarship auction sponsored by Olin Women in Business.

As a member of the Consortium for Graduate Study in Management—a nonprofit dedicated to expanding the path toward corporate leadership among underrepresented minorities—Powell represents a point of pride for Olin: The school was a founding member of the organization in 1966. Olin is active in the Forté Foundation, supporting woman business leaders, and Reaching Out, supporting LGBTQ+ MBA students and other organizations.

At the same time, Powell could recall only one class taught by a Black instructor—a brand marketing class taught by an adjunct faculty member. Faculty diversity is a tip-of-the-iceberg question for many Olin students. Some have complained about poor minority representation in the business cases they study. Others have cited examples of microaggressions professors have leveled in class.

Such issues have led the Graduate Business Student Association to partner with members of Olin administration—including the dean's office—to address four areas of concern: faculty recruiting, curriculum, collaboration with WashU's Center for Diversity and Inclusion, and DEI opportunities in careers.

"Students want to see change," said Austin Moulder, AB '22/MBA '22, the GBSA's vice president of diversity and inclusion. "The administration is trying to change."

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“ The administration is trying to **change**.”

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## An impetus for change

Moulder joined nearly 90 other students who cosigned an open letter to Olin Dean Mark P. Taylor in November 2020 calling for a greater focus on recruiting diverse faculty. That letter followed an earlier note from Kendra Kelly, MBA '21, fewer than two weeks after the murder of George Floyd in March 2020.

In her email, Kelly said the school was slow to respond to the pain students felt and to offer support in the wake of Floyd's killing. In enumerating the concerns, she included a host of suggestions aimed at improving Olin's long-term commitment to diversity, equity and inclusion—one of Olin's core values.

In an interview months later, Kelly—now chief of staff for the Lux Division at L'Oréal—said these concerns were not limited to Black students or even students of color.

"It was my responsibility not only as a Black student but as someone who could see members of all communities struggling. We needed our dean to have a strong message," she said. "I'm grateful I have that kind of relationship with him. He looked at this, and his reaction was, 'How can we fix this?'"



Hillary Anger Elfenbein



Bryant Powell



Mark P. Taylor

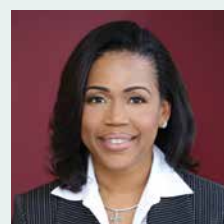
## IDEA champions

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In fall, Dean Taylor named new leaders who will help guide IDEA initiatives.



**Ashley Macrander**, senior associate dean for IDEA and graduate programs student affairs, and professor of practice in leadership. She will spearhead the IDEA strategic plan.



**Gisele Marcus**, professor of practice in diversity, equity and inclusion. She will develop and teach related courses and work with the dean's office to establish a diversity research lab—a new hub for scholarly research in this realm.

“Our role is to foster, enhance and promote equity and fairness. That happens to get an extra punch because it’s also **GOOD** business.”

MARK P. TAYLOR  
DEAN, WASHU OLIN

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## Ramping up progress at Olin

In late June 2020, Taylor convened a special task force comprising students from various Olin programs, Olin staff and faculty and DEI subject-matter experts from across the WashU campus. He charged the group with laying out the parameters of a strategic plan targeted at improving Olin's commitment to inclusion, diversity, equity and access.

In announcing plans for the task force—which was guided by Collaborative Strategies—Taylor pointed out Olin's long-standing commitment to diversity. That includes support of student affinity groups and hosting events such as the popular annual “She Suite” leadership event and establishing a series of DEI-focused Leadership Perspectives events.

At the same time, the dean acknowledged more was required. “Our conviction is real,” he wrote in June 2020. “Conviction alone, however, is not enough. We must put action behind those convictions.”

By January 2021, that process yielded the outline for a plan focused on four constituencies: students, staff, faculty and the alumni and business communities. Some initiatives targeted specific communities (e.g., for students, establishing affinity groups at the undergraduate level—similar to our graduate-level offerings). Others addressed issues that sweep across the entire school (e.g., form the governance structure—responsibilities, funding/budget, etc.—to ensure accountability for the DEI strategic plan).

Once the task force's work ended, Taylor assigned staff and faculty champions to follow through by outlining action plans and creating measurable goals. Meanwhile, Collaborative Strategies is also partnering with Taylor to recruit an assistant dean for inclusion, diversity, equity and access who will take charge of implementing the plan and measuring its success.

While that work has progressed, Jacqueline Carter Slack, Olin's diversity and inclusion program manager, organized three community forums to foster an exchange of ideas, questions and concerns. She also partnered with the National Conference for Community & Justice of Metropolitan St. Louis for a series of workshops about microaggressions entitled “Subtle Acts of Exclusion” in March and April that drew 143 participants from within the school.

The school also presented its latest cohort of 19 new faculty members (see page 6), including seven women and four Black faculty members.

“We strongly support progress on all these issues, and we will work hard to improve our performance in all these areas,” Taylor said. “Our role is to foster, enhance and promote equity and fairness. That happens to get an extra punch because it's also good business.”

“Conviction alone, however, is not enough. We must put **action** behind those convictions.”

## The **IDEA** strategic plan

These are some of the key short-term elements of Olin's strategic plan dedicated to fostering greater inclusion, diversity, equity and access. The plan will continue to evolve as more long-range initiatives and goals are identified.

### FOR STUDENT STAKEHOLDERS

- Infuse our commitment to diversity in what we teach, why we develop tomorrow's business leaders and how we facilitate the classroom experience (i.e., putting into practice Olin's commitment to diversity as a core value by making it tangible).
- Engage students to provide more input on DEI and create more feedback loops to gauge/track impact from their perspectives.
- Build greater access into the school by evaluating and revising our financial/scholarship criteria, enhancing the pipeline through expanded outreach, attracting more local/domestic students, and providing more support for first-generation undergraduates and graduates.
- Establish affinity groups at the undergraduate level (similar to our graduate-level offerings).

### FOR FACULTY STAKEHOLDERS

- Review and enhance hiring processes to recruit Black, Latinx and other underrepresented faculty of color.
- Set clear expectations and develop DEI standards, policies and practices specific to faculty.
- Develop incentives, consequences and mechanisms to foster accountability.
- Strengthen retention of diverse faculty.

### FOR STAFF STAKEHOLDERS

- Review and enhance hiring processes to recruit Black, Latinx and other underrepresented staff of color.
- Set clear expectations and develop DEI standards, policies and practices specific to staff.
- Develop incentives, consequences and mechanisms to foster accountability among staff.
- Create a life cycle for DEI (from hire to exit).

### FOR ALUMNI AND COMMUNITY STAKEHOLDERS

- Get alumni DEI input (e.g., establish an advisory council).
- Develop a database (or filter) of diverse alumni.
- Develop ongoing communication (e.g., the why, the value of DEI, etc.) to our alumni.
- Open Center for Experiential Learning to small businesses owned by entrepreneurs of color.
- Open the Small Business Initiative to graduate-level students.

### FOR SCHOOLWIDE STAKEHOLDERS

- Form the governance structure (responsibilities, funding/budget, etc.) to ensure accountability for this DEI strategic plan.
- Conduct a semiannual climate survey of students, faculty and staff to assess impact and gather stakeholder input for annual planning.
- Conduct ongoing DEI training and development (e.g., in diversity and inclusion, cultural competency, racial sensitivity, bias, etc.).
- Develop a consistent and transparent communication plan.
- Formalize an annual DEI planning cycle, implementation and progress tracking.

# Reimagining Global Business

Members of the WashU Olin community reflect on how the pandemic forever changed what it means to be “global” in business today—and what that means for B-school students.

By Holly Edgell and Kurt Greenbaum

As US pandemic cases crested anew in the summer, fueled by the coronavirus Delta variant, Lori Coulter’s online apparel retail company, Summersalt, made a move some might have thought counterintuitive amid a lingering global crisis.

Summersalt expanded its sales beyond North America to 180 countries, trading in 120 different currencies. Only four years earlier, Coulter cofounded Summersalt with data-backed sizing algorithms for women’s swimwear made with recycled materials. Since COVID, the company has expanded into loungewear, knitwear, sleepwear, intimates and activewear.



**“It was an opportune time.”**

By mid-2021, Coulter, MBA ’99, decided the time was right for her “digitally native” brand to go global. “We had always planned to launch globally and do it quickly,” she said. “That being said, e-commerce in general expanded worldwide as we saw the pandemic unfold and consumer brands expanding. It was an opportune time.”

She cited a McKinsey & Company research survey a year earlier illustrating the power the pandemic had exerted globally in direct-to-consumer trade.

“E-commerce spending experienced a major boost during the shutdowns even as overall spending went down,” the report noted, estimating that consumers and businesses “vaulted forward 10 years” in terms of digital tech adoption.

Emerging markets and disrupted supply chains. Communications challenges and virtual collaboration. Social connections and employee burnout. Business leaders around the world have exploited opportunity and coped with concerns throughout the pandemic. Here, a selection of WashU Olin alums and academics share their experiences, illustrating the ways the pandemic has reshaped global business.







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## Trending toward flexibility

Adam L. Stanley, BSBA '95

Chief information officer and chief digital officer, Cushman & Wakefield

When it was clear to Adam Stanley the pandemic would transform the way the world works, he realized he and his Cushman & Wakefield colleagues were ready. After all, the global commercial real estate giant had already prioritized the infrastructure and tools to let colleagues work where and when they wanted. "In some ways, COVID-19 turned out to be the best test for a CIO," said Stanley.

Companies have been compelled to reimagine spaces, both physical and virtual. In short, the workplace will look a bit different, with multiple spaces, tools and experiences to support convenience, functionality and well-being. "I do not believe suddenly everyone will want to work from home. But I do see a continued trend toward flexibility," he said. "Frankly, this trend started years ago and was destined to continue."

Stanley has closely monitored how shifting in-person interactions have affected employees, especially from an equity and inclusion perspective. At first, he thought virtual interactions were more egalitarian than the in-office experience. "But I did start to see some video call fatigue set in," he said. "Some shy or introverted colleagues stopped interacting as much during the virtual meetings."

Stanley continues to watch, measuring his observations against his suspicion that virtual collaboration may disproportionately affect historically underrepresented individuals. "People who already struggle to build relationships may have an even harder time connecting to their management during the pandemic."



**"People who already struggle to build relationships may have an even harder time connecting to their management during the pandemic."**

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## Trust on the factory floor

Nina Leigh Krueger, MBA '94

CEO and president, Nestlé Purina PetCare for the Americas

Throughout the pandemic, many corporations around the world have been able to conduct business more or less as usual using tools like videoconferencing and cloud technology. But companies that manufacture products have had to figure out how to work while keeping employees safe.

Nina Leigh Krueger, whose company produces and markets pet food and other products, faced two key challenges: working with suppliers abroad and managing the number of people in factories.

"We had to get really creative about using technology to allow us to continue the installation in the stand-up of equipment without ground support," she said. Work that once required a team of 15 or 20 now required only four. "It really took a lot of trust."



**"We had to get really creative about using technology to allow us to continue the installation in the stand-up of equipment without ground support."**

Watching her employees find ways to adapt affirmed the strength of the team—from those working from home to those on factory floors. "We had to take a look across the entire process: how you buy it, how you make it and how you sell it," she said. "We had to adjust what it meant to work together. Our people are our most important asset. We had to make sure they felt safe."







**Business leaders  
around the world  
have exploited  
opportunities and  
coped with concerns  
throughout the  
pandemic.**

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## **Building skills and confidence**

**Ashley Hardin**

Assistant professor of organizational behavior

The long arc of the pandemic may have served as something of a laboratory for Ashley Hardin, whose research interests include team development, negotiation, relationships and the boundary between our life at work and at home. And over the course of the crisis, she's noted several reasons we may be better at working virtually with colleagues globally than we were two years ago.

First, we're more confident. "We've developed new skills that allow individuals to effectively collaborate without colocation, which may bolster confidence," she said. We've also persevered through the challenge of navigating frequently malleable schedules for ourselves, our kids and our colleagues.

"This flexibility may also lend well to collaborating across time zones," Hardin said. "Thus, global business travel may wane to reduce expenses—both time and money—while global collaboration may become more common."

But she cautioned none of this comes free of challenges. Collaboration in the virtual world risks discounting local decision-making, local customs and local culture. "Individuals who have prior cross-cultural experiences may be best equipped for success," she said. "The global experience Olin has been crafting is well suited for these forecasted trends."



**"The global experience  
Olin has been crafting  
is well suited for these  
forecasted trends."**

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## The globally distributed team

**Mark Schwager, MBA '11**

Cofounder and president, Monarch Tractor

After working for Tesla early in his career, Mark Schwager was no stranger to electric vehicles and soon began to consider how the technology might transform another kind of vehicle. This fall, his California-based startup expects to deliver its first smart, driver-optional tractors to customers.

And as the business world scrambled to adapt to the pandemic, Schwager considered how to keep his very hands-on employees safe. First, Monarch Tractor employees who needed to work in person were called back when California issued its mask mandate in June 2020. Next, the company issued a vaccine mandate for all employees working at its headquarters. Monarch also has employees in India and Singapore. So the pandemic spurred remote capabilities, which Schwager calls “a blessing.”

“We needed to adapt to the constraints of this virus and make sure that we could continue to accelerate progress in spite of physical distancing,” he said. “We also built a more globally distributed team, and it has performed effectively.”

As the business world continues to evolve in a new normal, Schwager believes Olin has the chance to position its graduates for a bright future. “It’s challenging from the school and the students’ perspective,” he said. “The school should provide real seed funding for businesses and give students with the drive the opportunity to start a business straight out of school and define entrepreneurship as something that makes the stat sheet just like a \$150k annual salary job would.”



**“We needed to adapt to the constraints of this virus and make sure that we could continue to accelerate progress in spite of physical distancing.”**

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## Strengthen digital community

**Aaron Samuels, BSBA '11**

Cofounder and COO, Blavity Inc.

The pandemic changed the way many business leaders consider physical space. Blavity Inc., a leading network of platforms and lifestyle brands serving Black millennials, will take the major step of closing its Los Angeles headquarters this fall. Aaron Samuels said it just makes sense for a company that already had a strong virtual culture.

“To be competitive over the next decade, we need to establish community digitally just as strong—if not stronger—than establishing community IRL [in real life],” Samuels said. Launched in 2014, Blavity had a fully remote culture for its first two years. By the time Blavity opened its first office, remote work was already embedded in the organization, with more than 50% of its workforce remote at any time.

He believes that culture has allowed Blavity to be a robust and relevant voice for its audience through a period when the pandemic ravaged communities of color and collided with social justice headlines. “Blavity takes its role as a connector to Black culture very seriously,” Samuels said. To adjust operations amid the pandemic, Samuels and his team invested in technology to build Blavity’s existing systems, paying special attention to people.

“We took advantage of not being tethered to our physical office and broadened our hiring landscape” to include candidates nationwide. “We created a sliding scale of company hours to build time-zone flexibility and enhance our benefit offerings,” he said. As a morale booster, Blavity implemented “Treat Yourself Week” leading up to Thanksgiving, with a week off and employee bonuses. Plus, Blavity hosted daily companywide five-minute morning meditation.

“The pandemic reminded us that creating a successful remote culture was already one of our core competencies,” Samuels said. “We were already well positioned to move deeper in that direction.”



**“We took advantage of not being tethered to our physical office and broadened our hiring landscape.”**

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## Confidence in leadership

**Anthea Wang, EMBA-Shanghai '19**

Executive vice president of public relations and corporate communications,  
Jaguar Land Rover China

As an executive and an Olin student in Shanghai, Anthea Wang could never have predicted the rapid changes to the business world wrought by a global pandemic. But she was ready. The EMBA-Shanghai program prepared her to thoughtfully make difficult decisions and quickly adjust to changing situations.

As the COVID-19 reality set in, she and her team took the lead in keeping employees connected under challenging conditions. The priorities: Keeping people well informed at every step. Conveying empathy toward employees and partners. Demonstrating the confidence of leadership in business recovery and rebound.

Internally, her team harnessed a wide range of tools—from email to China’s ubiquitous social platform WeChat and virtual town halls. They held virtual town halls. It was all aimed at enhancing employee engagement, despite the turbulence of the pandemic. “We have realized the importance of timely communication and transparency,” she said.

Externally, the company had to get creative about connecting with customers. Here again, Wang and her public relations team played a key role. When the firm’s new Land Rover Discovery Sport was set to debut in March 2020—as China was battling to contain the virus—Wang led a campaign consisting of four online conferences and a 30-hour live broadcast to present the Discovery to more than 49 million people.

The pandemic also drove Jaguar Land Rover China to renew its commitment to a welcoming corporate culture with employee workshops focused on workplace and culture, featuring Wang and other company leaders engaging in and hosting discussions. “Inclusion is critical for all companies. It’s about creating the right culture where people feel valued, where they can be their authentic selves, no matter in the workplace or at home.”



**“We have realized the importance of timely communication and transparency.”**

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## New world of learning

**Ohad Kadan**

Vice dean for education and globalization and H. Frederick Hagemann Jr.  
Professor of Finance

Business leaders have clearly learned they can close deals and communicate well—even if they’re not face-to-face. Indeed, as Ohad Kadan points out, even the work of the business school has thrived in a remote working environment. “Remote is not that bad,” he said. “What becomes tricky is when it comes to learning. Are we OK with remote learning? The answer is, sometimes.”

For Kadan, he envisions a post-COVID period of introspection. What should endure? What should we adapt? And what should return to the way we conducted and taught business before the pandemic? “So much happens face-to-face in the learning side and the research side. Getting to know each other, the exchange of ideas,” he said. “The five minutes before and after the meeting are missing in the online world. And I miss them.”

At the same time, COVID opened opportunities to provide flexibility where it had not existed before—flexibility in terms of teaching schedules, classroom modalities and even audiences served. In other words, who can access an Olin education who might not have been able to before?

With improvements in classroom technology and faculty training, “suddenly, we have the ability to serve a broad set of audiences. It’s an unintended consequence of COVID.” Yet at the same time, we’re compelled to retain our identity as an on-campus program. “The classroom engagement and the discussions are foundational to what we do,” he said. “We don’t want students to stay in their dorms in their pajamas.”



**“The classroom engagement and the discussions are foundational to what we do.”**

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## Supply chain challenges

**Aaron Powell, BSBA '93**  
CEO, global Pizza Hut Division

Before joining the pizza business in September, Aaron Powell worked for Kimberly-Clark Corp., the paper-based consumer products company, as president of its Asia-Pacific consumer business. Remember the toilet paper shortage early in the pandemic? So does he.

“Toilet paper went from being a category which was often back of mind to one which was front of mind,” he said. “I witnessed great pride in rising to the occasion to try to meet the needs of the people by providing essentials.”

That said, he’s deeply aware of the fragility the pandemic exposed in global supply chains and the need for better communication and coordination at every point in the chain. And as someone who knows his way around global business challenges, he’s always viewed his role in terms of connecting the core business with local markets. What’s on their minds? What can he learn? How can he support on-the-ground leaders?

But that’s changed markedly with the reduction in once-routine business travel. Making those connections became even more important in the new virtual world, and after a few false starts, his colleagues settled on how to connect efficiently. For example, they make heavy use of interactive voting and breakout rooms in group town halls. “We still want to talk about business problems. We need to do it in a way that’s not death by PowerPoint,” he said, “but real conversations on fewer focused topics.”



**“I witnessed great pride in rising to the occasion to try to meet the needs of the people by providing essentials.”**

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## Adaptability at the core

**Henry Peng, AB '11**  
Data science manager, Zoom

Henry Peng never expected the name of his employer to become synonymous with human connection. Initially designed for video conferencing in business settings, Zoom soon became the world’s go-to method for communicating with family, friends, teachers, medical professionals and just about any people they might see.

How “go-to” was it? In December 2019, Zoom reported 10 million daily meeting participants. A year later? That number was 350 million, according to industry trade journal *Business of Apps*. “Putting people first is the most important thing we do,” Peng said.

Zoom itself, of course, has relied on its own technology to allow colleagues to work from home throughout the crisis. “My team’s workplace continues to be on Zoom,” he said. “Zoom has said from the start that the safety of its people is the most important and (as of September 2021) still does not have a return-to-office date.”

As a tech professional since his graduation, Peng has become comfortable with the inherent discomfort technology holds for many in the workforce. He said adaptability needs to be a core skill the business leaders of the future develop and nurture. “In times of change and uncertainty, everyone has extra responsibilities. The best thing we can do is support each other and remain flexible.”



**“In times of change and uncertainty, everyone has extra responsibilities. The best thing we can do is support each other and remain flexible.”**



# The B-school view from here

Observations about the effect the pandemic should exert on business education.



Adam

“Business schools must help students learn how to adapt in a world where collaboration and innovation will increasingly be virtual. Understanding cultural differences online is very different and more important than understanding them face to face.”

– Adam L. Stanley



Henry

“Business schools should continue to push students to think outside of the box and think of creative solutions to new and old problems. The pace of change continues to surprise me. All of us need to remain students to keep learning and adapt to change.”

– Henry Peng



Mark

“I think Olin teaches free thinking, the ability to challenge the status quo and prevailing thinking in the coursework, but when it comes to jobs, the school is concerned about job placement as it should be.”

– Mark Schwager



Aaron

“I expect that there will be more opportunities for having globally remote workers and nomadic workers. Olin can help students adapt through offering education specifically around how to be an effective remote employee and how to effectively manage a remote team.”

– Aaron Samuels



Lori

“Every functional area of business has takeaways to make from this. It’s about mitigating risk. Supply chains are an incredible example. Teaching people resiliency and problem-solving is critical.”

– Lori Coulter



Aaron

“The main learning is the importance of various ways to respond to the unknown. Principle based leadership is one topic. Another topic is crisis management scenarios and cases. Finally, managing people and team-building approaches. The general approach of finding the best profit answer is becoming more about understanding the environment and the various scenarios and making the best decision you can.”

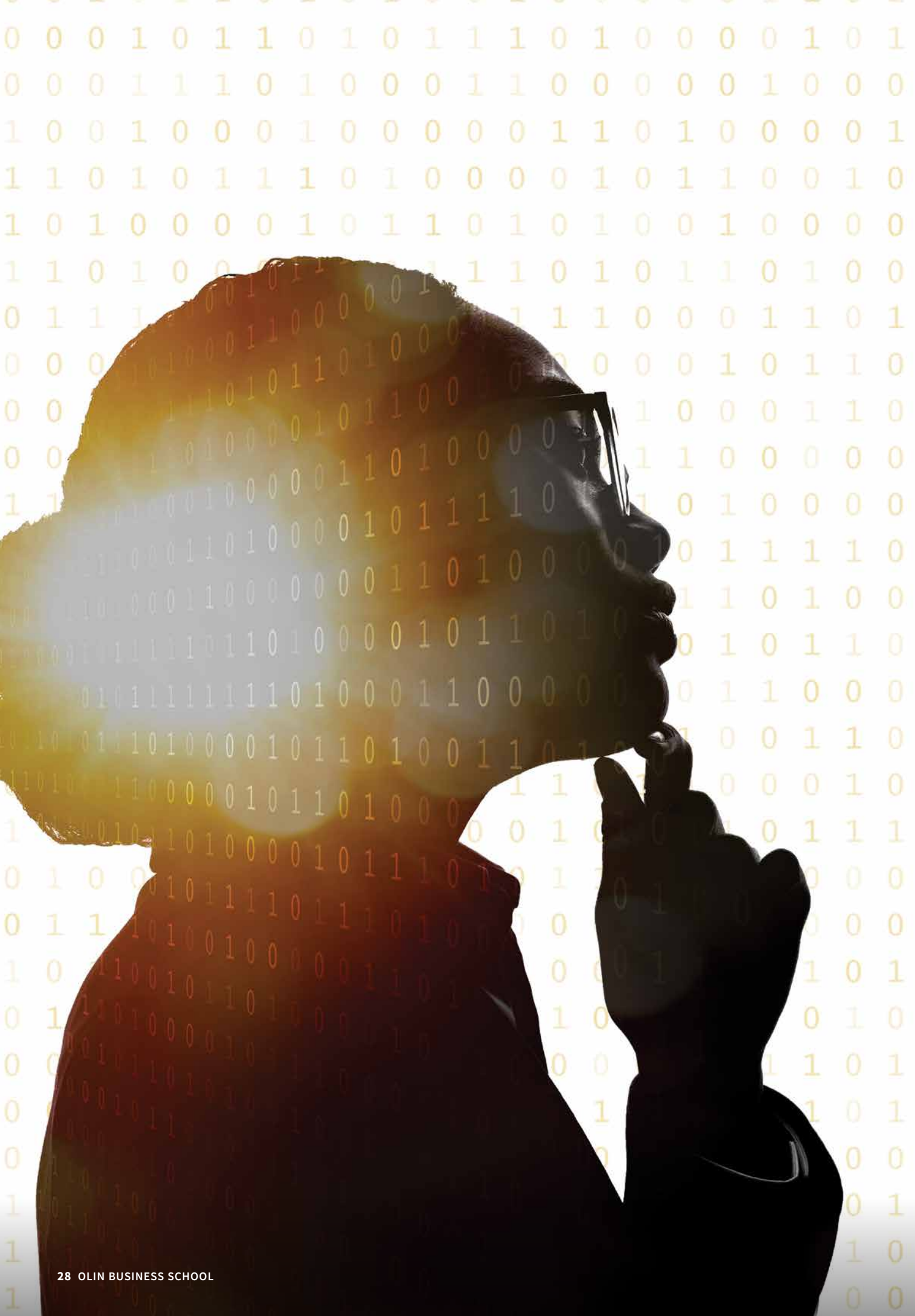
– Aaron Powell



Anthea

“Business schools will develop students into resilient leaders who can effectively manage change during uncertain and unprecedented times.”

– Anthea Wang



# ON TO THE Third Horizon

By Jill Young Miller

As WashU Olin traverses milestones to enhance its programs, a variety of major strategic initiatives—ranging from high-tech advancements to in-class innovations—are converging to position the school as a leader in business education.

# F

irst came the firefighting, which characterized the first horizon. In the second horizon, “we raised our game.” And now, nearly two years since the pandemic began raking the globe, WashU Olin is immersed in the third horizon—anticipating, preparing for and realizing the future of business education.

For Olin Dean Mark P. Taylor, the metaphor of “the three horizons” has served as a lens through which he’s viewed each step of the crisis. It’s also a lens that’s more sharply focused the work started years earlier in Olin’s strategic plan—and the world that plan envisioned.

Throughout the pandemic, Taylor has used the metaphor to guide his leadership of the school. In March 2020, “we pivoted quickly, adapting and delivering results for our students,” Taylor said. Soon after, the second horizon brought us to a new academic year, when we raised our game and “focused on one simple goal: providing world-class education during a world-changing crisis.”

Now Olin is at the third horizon, anticipating what the school must do in this new version of normal to be leaders in teaching and research, Taylor said. Yet even before the global crisis, Olin was laying a foundation for its continued success:

- We imagined lifelong learning opportunities built just for Olin alumni.
- We imagined online education and degree programs for our students.
- We imagined a robust constituent relationship management (CRM) system to serve prospective students, alumni and beyond.
- We imagined a custom-made learning platform to connect students, alumni, business friends and other constituents.

Check, check, check, check!

This is how Olin’s work—work begun before the crisis and honed in the midst of it—has positioned Olin to move into the future of business education with intention and confidence.



Andrew Knight >

## What’s on Olin’s Lifelong Learning Platform?

**Events** such as Michael Wall’s presentation on using customer data to improve a firm’s creative strategy.

**Articles** such as “Acronyms You Should Know,” a series focused on concepts with critical implications for competing in the digital economy.

**Webinars** such as “On Being a Leader,” sharing leadership philosophies and between data and values in decision making.

**Mini cases** such as “Using Facial Recognition Technology,” encouraging alumni to reflect on a business problem, choose a course of action and reflect on what others recommend.

**Lifelong Learning on Alexa**, a skill available on the smart home device inviting users to hear weekly Olin news, receive research updates and engage in mini cases.

## Log in with your WUSTL Key ID

[learn.WashU.online](https://learn.washu.online)

Watch your inbox for more instructions on the login process and support.



## The promise

HOW OLIN'S LIFELONG LEARNING PROGRAM MEETS A COMMITMENT TO ALUMNI FOR ONGOING ROI.

Promise made, promise kept:

This year, Lifelong Learning began its rollout to alumni. Its mission: Deliver on our promise to students when they join the alumni community.

"We say Olin will provide a return on investment to students across their careers," said Andrew Knight, director of Lifelong Learning, in conjunction with Olin's Center for Digital Education, and professor of organizational behavior. "Whether alumni are just starting out, transitioning to something new or well-established in their careers, the Lifelong Learning platform will provide insight and academic value to support their success."

Lifelong Learning is an online component of Olin's broader learning management platform. It's a venue for learning personally and for learning collectively. It serves up events, articles, videos, mini-cases, podcast recommendations, Olin news and more. But Lifelong Learning is more than content that Olin creates and delivers to alumni. It's a community

of graduates who connect and engage with each other, sharing perspectives and expertise on critical issues facing businesses.

Lifelong Learning, available to alumni at [learn.washu.online](https://learn.washu.online) using their WUSTL Key IDs, is always expanding. Content examples include events, articles, webinars, mini-cases, recorded events and the "lifelong learning" skill on Alexa, featuring weekly Olin news, research updates and engaging mini-cases.

"I think it's great," said Riley Hawkins, an MBA '22 candidate and copresident of Olin Women in Business. She's grateful to know there's an ongoing place to connect with her professors and classmates throughout her career.

**"Once I graduate from Olin, the resources aren't going away."**



“As artificial intelligence, big data, cloud computing and the internet of things continue to reshape how products and services are delivered, the online MBA meets the moment.”

**Digitally enabled, digitally prepared**

THE WORLD SAID ONLINE LEARNING IS HERE TO STAY. OLIN TOOK IT UP A NOTCH.

In January, Olin will enroll its first cohort for a new online MBA. The program stands apart from online MBAs elsewhere by focusing on preparing students for leadership in a digitally enabled world. The degree is specifically for those who want to use technology as a strategic advantage.

Meanwhile, Olin introduced three new online graduate business programs in 2021. Students work toward a specialized master’s degree in customer analytics, corporate finance or accounting—while earning certificates along the way.

When Taylor became dean of the school in late 2016, he thought it was too late for Olin to enter the online MBA market. He’d arrived from Britain’s Warwick Business School, a pioneer in long-distance education. Warwick’s online MBA option was then ranked second best in the world by the *Financial Times*. Taylor thought the market was overcrowded. In 2016, *US News* published a list of 225 programs in the United States alone.

When the pandemic hit, Taylor’s thinking shifted. “All institutions have been forced into teaching online,” he told *Poets & Quants* in May. “It has changed the perception of the value of online learning. The pace of acceptance and use of digital technology will be much faster because of the pandemic.”

As artificial intelligence, big data, cloud computing and the internet of things continue to reshape how products and services are delivered, the online MBA meets the moment. The 30-month program uses prerecorded content mixed with interactive live sessions that focus on discussions.

Another exciting part of the OMBA is the Digital Impact Project, which is a journey of sorts. Students will use the skills and knowledge they’re gaining to develop a high-potential digital initiative. They choose a focus—their current organization, an emerging technology, an industry segment—and create a project aspiration statement. Each semester, they apply new thinking and lessons learned from their courses.

At the program’s end, they’ll have codified their learnings into a plan with the potential to make a difference in an organization, business or society.



## A customized learning platform

OLIN'S LEARNING MANAGEMENT SYSTEM IS "A PLATFORM FOR A NEW GENERATION OF LEARNING."

We want Olin students to stay connected to courses, classmates, instructors and the school. That's why we created our learning management system: **learn.WashU**.

Learn.WashU integrates course materials, online learning experiences, recorded materials and more in an environment that is uniquely Olin, from specially designed class sessions to powerful communication tools to lifelong learning opportunities.

It's a platform for a new generation of learning," said Ray Irving, Olin's director of digital education and online programs.

Learning doesn't just take place within the structured confines of a course or a program.

The state-of-the-art Center for Digital Education is the driving force behind Olin's digital learning experience. The center's goal is to provide world-class learning support for the school, which happens in many new ways: digital course design, online course delivery, lifelong learning modules, media production, faculty training and digital publishing.

Irving and Nina Kim, associate director of the CDE, built their team and launched the CDE in late 2019. No one could have predicted how urgently Olin would need its services. The pandemic forced a full migration into virtual classrooms not even a semester after the CDE's formal launch. As the crisis waned, the CDE moved to meet its original charge:

- Instructional designers collaborating with faculty to develop curriculum.
- Multimedia experts creating media resources to support student learning.
- Publishing specialists delivering high quality, carefully edited content on time.

What's most exciting is that we get to engage with faculty members to help them be innovative and think about new ways of teaching," Kim said.

Paul Paese, an adjunct professor of organizational behavior who teaches courses for executives, had never taught in a virtual format and was skeptical. He dreaded the thought of students sitting in front of their computers listening to lectures all day.



Irving guided Paese to flip his classroom record and present lecture material online for students to watch before class. Then, in class, either via Zoom or in person, students participate in active learning and discussion with the professor and their classmates.

**I learned you can design online activities that create a very rich experience," he said. "The discussions tend to be more focused. In fact, you end up going a little deeper on the things you do delve into.**

## Interactive Learning Approaches in the Online MBA

Online learning specialists in Olin's state-of-the-art Center for Digital Education are supporting our faculty to create dynamic, interactive learning approaches:

- **Live cases** use examples of companies managing their digital environments and often include a live interview with business executives discussing their challenges.

- **Sector deep dives** are tailored to students' interests. They spend two weeks analyzing a subject from the perspective of a few key industries that they choose.

- **Experiential exercises** like simulations, role playing and peer-to-peer and group work promote collaborative, hands-on learning.

## Managing Olin relationships

ADDING VALUE FOR STUDENTS, STAFF, ALUMNI AND RECRUITERS WITH OUR CRM INVESTMENT.

Imagine one day a woman named Lisa sees a Facebook ad promoting one of Olin's Leadership Perspective events. She clicks for more info. That's her first contact with Olin, and she's now part of our CRM system.

"Suddenly, Lisa is in our purview. We see her," said Paula Crews, senior associate dean and director of strategy and marketing. Lisa loves the event. She considers classes at Olin, and we share information about classes that may interest her. She may enroll in a class or program or sign up to speak to a class. Every interaction is added to the CRM system, on the Salesforce platform. "It provides a whole life-cycle view of relationships," Crews said.

Olin's engagement with students, alumni, recruiters, business partners and others has exploded over the past couple of years, thanks to the school's CRM investment. Before, Olin lacked key data needed to make strategic decisions—data such as the ROI for marketing efforts or how to create relevant communications for constituents.

Now, the system adds value across Olin departments. For instance, the marketing team can send automated, consistent emails to potential students that increase engagement and relieve the strain on recruiters who used to call hundreds of people a day. The system also acclimates new recruiters more quickly, letting them pull up someone's data and see every engagement a previous recruiter had with prospects.

Meanwhile, in corporate relations, Dorothy Kittner uses the CRM system to see how business partners interact with the school, tracking and ranking companies' engagement in recruitment, hiring, on-campus speaking and participation in Olin's Center for Experiential Learning programs.

"We can help and deepen their relationship with us," said Kittner, associate dean and director of corporate relations. "The beauty is all of this is getting tracked in Salesforce."

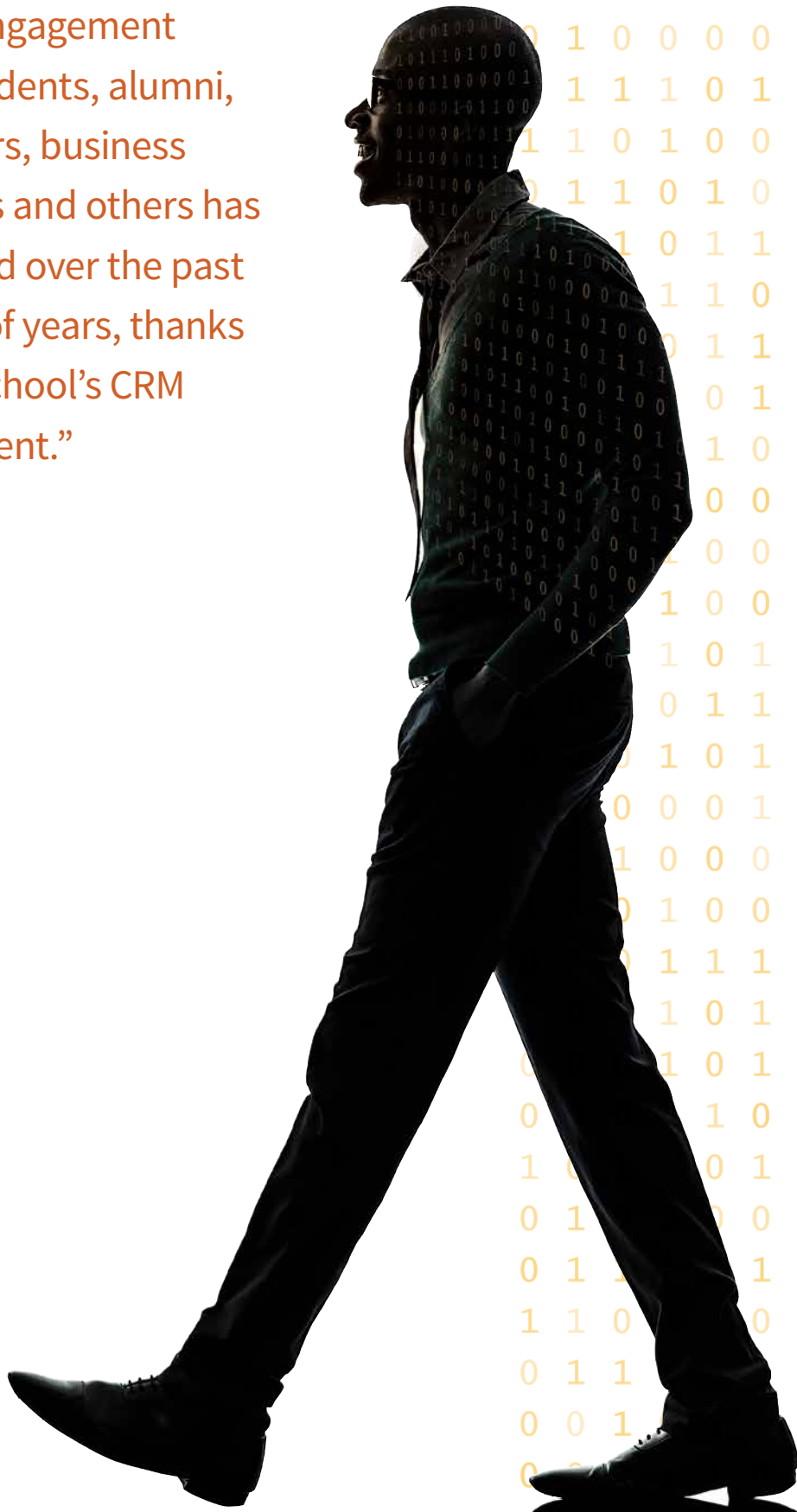
Olin's four-phase CRM implementation concluded in 2021, and Olin has migrated thousands of accounts to Salesforce. Now, the school has data on more than 245,000 constituents—and counting.

**"It's becoming central to our digital ecosystem," Crews said. "We see that as a competitive advantage."**





“Olin’s engagement with students, alumni, recruiters, business partners and others has exploded over the past couple of years, thanks to the school’s CRM investment.”





# George & Carol Bauer: Olin Impact

On May 3, 2021, WashU Olin Business School set aside time to celebrate a “day of impact” honoring George and Carol Bauer, two longtime and extraordinarily generous benefactors to the school. The day commemorated the fifth anniversary of the Bauer Leadership Center and happened to come a few days before George’s 90th birthday. These numbers only begin to illustrate the Bauers’ years of impact.

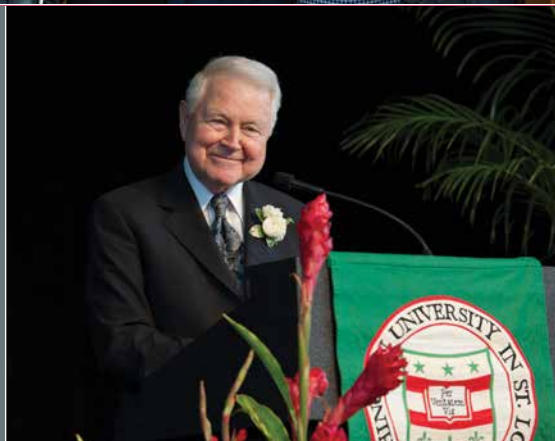


90

Bauer Leadership Fellows,  
2017–21

600+

“Women in Leadership  
student participants



# \$10,000,000

Gift toward construction of Bauer Hall

# \$5,000,000

Gift to establish Bauer Leadership Center



# 70

Defining Moments"  
speakers

# 35

Bauer Hall  
faculty offices



# 5

Years of the Bauer  
Leadership Center

# \$20,000

In research funding for  
doctoral students and faculty





# The Stories That Sustained Us

Who among us didn't seek solace in a special book, song or film over these past pandemic months? Here's our whimsical look at the media that gave life to the Olin community.

CURATED BY KURT GREENBAUM

Maybe your virtual workplace was something like ours. As WashU Olin teams collaborated over Zoom or Microsoft Teams, a popular icebreaker included sharing the books, TV shows, movies and music that lifted our spirits through lockdown.

Your intrepid magazine editor, for example, sustained himself for quite a while bingeing all 133 episodes of *Star Wars: The Clone Wars*. Meanwhile, Olin Dean Mark P. Taylor went an entirely different direction on the intellectual continuum.

Taylor read *The Diary of Samuel Pepys*, the journal of an English civil servant who chronicled a number of consequential events in England between 1660 and 1669—including the coronation of Charles II and the Great Fire of London in 1666.

"It's a good read," Taylor said, noting that "he also includes his observations about the Great Plague of London in 1665." Even when Taylor binged on something more esoteric—52 episodes of the PBS costume drama *Downton Abbey*—he ended up finding a research angle. Read about his published paper on page 46.



For **Stacey Hightower**, BSBA '92, CEO of Omnicom Specialty Marketing Group, his media sustenance came from an unexpected place. When his 50th-birthday celebration at the Montreal Grand Prix was scrapped, Hightower's wife hatched a plan, soliciting video greetings from friends and family. She unveiled the results in April for his birthday.

"There were almost 100 people who responded. I had four to six hours of videos," he said. "As we were all trying to find content to ease the pain of COVID, and at the same time we were all quite isolated, this was a way to connect with so many people."



In the spirit of connecting over our common experience, *Olin Business* magazine invited members of our community to share the media that sustained them during the months we hunkered down apart—together.

## Music



**Stacey Gopalakrishnan**  
PMBA 48 student

### "Way Less Sad" by AJR

"I found AJR for the first time during the pandemic, and I found their music to be upbeat and fun. I think 'Way Less Sad' seemed to just put to words how things felt for the last year, just making it day-to-day and finding things that made you feel less sad—like listening to music, taking a walk with the dog, gardening, hiking and/or cycling on the local greenways."



**Chris Collier**  
MBA career coach, Weston Career Center

### "Unknown Pleasures" by Joy Division

"After hearing the song 'Love Will Never Tear Us Apart,' I was motivated to listen to more Joy Division. I revisited their album *Unknown Pleasures* on a dreary, rainy day. Reading about the band, I learned the lead singer (Ian Curtis) unfortunately took his own life. The band vowed to never perform as Joy Division again. Later, the remaining band members got together to form another seminal '80s band, New Order. Blew my mind."



**Lesley Liesman**  
Brand manager, Olin marketing and communications

### Brandi Carlile livestream performances

"Starting in June '20, Brandi Carlile began a series of livestream, full-album sets to benefit her band and crew who were out of work due to canceled live tours. All proceeds benefited these special people in her life, and as the concert series went on, Brandi layered in various activist campaigns to support. Campaigns like Fund Racial Justice and Share the Mic Now gained the spotlight among a group of viewers who may not have heard about their efforts. There was something cathartic about experiencing live music in this type of setting during such an uncertain time."



## Podcasts & Radio



**Sally Pinckard**  
Weston Career Center SMP career coach

### National Public Radio and St. Louis Public Radio 90.7

"It's timely livestreaming—like a podcast, but with up-to-the-minute global news and in-depth stories—always available, 24/7."



**Katie (Hood) Sconce**  
Registrar, WashU at Brookings

### "Smartless" by Jason Bateman, Will Arnett and Sean Hayes

"Each week, one of the three comedians brings on a special guest that is a surprise to the others. Sometimes it's a celebrity they're all friends with (like Jennifer Aniston or Ricky Gervais), and you get to just listen to them joke around with each other. Sometimes it's a scientist (like Neil deGrasse Tyson or astronaut Jessica Meir), and they talk about the wonders of the universe."



**Jill Young Miller**  
Writer—research translator, Olin marketing and communications

### "The Big Fat Wide Americana Hour"

"This weekly show, which is actually 90 minutes, consistently offers a wide variety of American-based music from various eras and genres. And the producer/DJ is thoughtful, insightful and hilarious. Lots of history of music and of musicians folded in. I listened to keep my spirits up—and to energize myself to clean my house on Saturday mornings!"



**Kelsey Johnston**  
PMBA 50 student

### "The Art of the Score"

"It's a series hosted by three composers/historians/academics that discusses how different film and TV scores were created and how they are effective or ineffective in the films and movies they are used in. In non-COVID times, I played trombone in a community concert band, BandTogether STL. The podcast was a great way to tap into my love of music while being unable to play with my group. I also used the different episodes to help choose other forms of media to watch. For example, they had episodes about the music of James Bond, which led to my wife and I watching all the James Bond episodes in order of release."



**Mark Kelley**  
Enrollment and records coordinator, graduate programs

### "The Magnus Archives" written by Jonathan Sims and distributed by Rusty Quill

"Very well-crafted storytelling that kept its momentum throughout the podcast's 200-episode run; a fantastic ensemble of actors voicing characters you grow to love and emotionally invest in; astute and impressive sound design; a horror podcast that was genuinely frightening and unsettling while, at the same time, engaging and character driven; topically, a story about the power of fear and isolation and a reminder that it is those we love who keep us grounded and give us a reason to fight."

## Film & Video



**Ray Irving**  
Director of digital education and the  
Center for Digital Education

### YouTube channel "Bald and Bankrupt"

"My favorite YouTube channel features a travel vlogger who visits India and the former Soviet states. Incredibly informative, and the personal nature of it (one person with a camera) gives a real insight into life in these places. What has been so impactful for me over the pandemic has been finding out just how much great content there is on YouTube (albeit, there is 1 million times more awful content) that is freely available and how much it is shaking up the media industry."



**Sue Ugalde**  
Facilities project manager, general services

### "You Can't Take It With You" starring Lionel Barrymore

"I laughed a lot when I watched this—so much that I had to watch it again! The main character enjoys life in the most unconventional ways and encourages folks he encounters to do the things they love."





**Anna Russo**  
Academic and student affairs advisor,  
undergraduate programs

## Marvel Cinematic Universe

“Marvel Movie Nights were a spot of great joy during the pandemic! Every Thursday night, two friends and I would watch a Marvel movie in release order. It provided something to look forward to every week and was a safe and relaxing way to connect with friends. It was exciting to explore a new universe for the first time with people I care about. Once we finished the MCU, we continued on the tradition with limited series like *WandaVision*, *Falcon and the Winter Soldier* and *Loki*. And of course we had a group call to talk about *Black Widow* once it was released! What started as a fun way to pass time during the pandemic has turned into a lasting connection between three friends!”



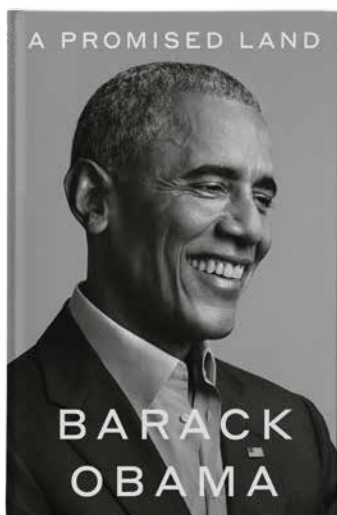
### Book



**Rhema Rimmel**  
Assistant director of alumni engagement and stewardship,  
Olin Advancement; PMBA 49 student

## “A Promised Land” by Barack Obama

“As someone who reveres the Obamas, any positive media or news involving them always brings warmth to my heart. With the pandemic bringing a lot of exhausting and uncertain feelings, reading Barack Obama’s book brought me so much joy. Even though he recounts many of the darkest times during his presidency, seeing those moments through his eyes was fascinating! I felt honored to learn and discover new information about him and his family and was happy to add this book to my collection.”



**Jackie Carter**  
Diversity and inclusion program manager

## Two books by Isabel Wilkerson

“I appreciated her ability to create portraits of history through powerful storytelling. I read both *The Warmth of Other Suns* and then *Caste: The Origins of Our Discontents*. I even facilitated a book discussion on *Warmth* with a women’s group.”



**Jessica Cissell**  
Adjunct instructor; MBA '19; director, academic initiatives  
and interim director, fellowship programs, both in the Office  
of the Provost

## “The Complete Sherlock Holmes Collection” by Sir Arthur Conan Doyle

“I have been a fan of Sherlock Holmes since I was a child but had never read the complete works. It is interesting to look at the cultural icon we know today—who has penetrated multiple media, including print, film, television and graphic novel—from the context of late-Victorian and Edwardian England. (The characterization of America and Americans is amusing.) Beyond sheer entertainment value, the impact of Conan Doyle’s character on criminal investigation and forensic techniques is notable.”



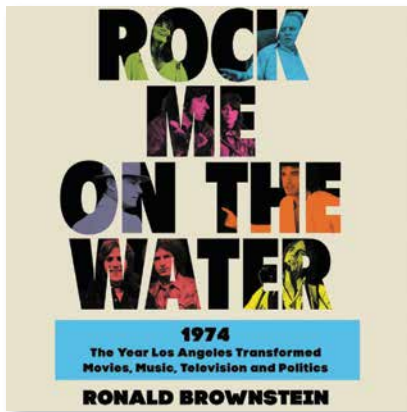


Judy Milanovits

Writer and strategist, Olin marketing and communications

## “Rock Me on the Water” by Ronald Brownstein

“This book centers on Los Angeles as the cultural epicenter of the world in 1974. It discusses the year’s most influential music, movies, television and politics. Because I was a kid during that time, I loved the in-depth storytelling and reliving my memories. What’s not to love about a book that covers *Chinatown*, Linda Ronstadt, the Eagles, *All in the Family* and my all-time favorite, *The Mary Tyler Moore Show*?”

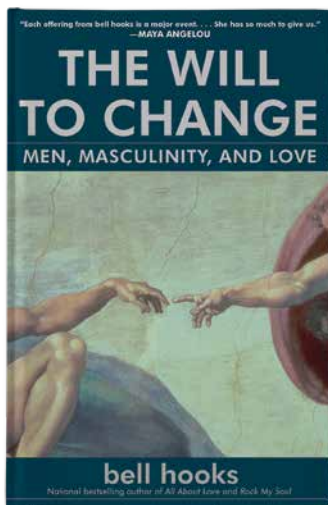


Trey Rudolph

BSBA '23 student

## “The Will to Change: Men, Masculinity, and Love” by bell hooks

“It deconstructed how men are hurt by the patriarchy and the way in which we can embrace healthy masculinity. Very thoughtful book.”



Liz Shabani

Director of global programs

## Works by Haruki Murakami

“His books follow the same themes, and it’s fun to see what themes emerge in different plots. Murakami is the only author for whom I’ve wanted to try and read all their writings. What has also been fun is that I’ve made a connection with one of my SMP advisees, for whom Murakami is also a favorite.”



Jessica Martin

Senior associate dean and chief of staff

## “What We Do in the Shadows”

“Much-needed silliness.”



Ling Lyu

MBA '22 student

## “My Brilliant Friend”

“It’s a powerful story about two girls’ lives. They grew up in 1950s Naples and kept struggling all their lives, supporting while also competing against each other. I could fully relate to their friendship, their life struggles and obstacles they met every step they took.”



Huijiao Wang

MBA '23 student

## “Parks and Recreation”

“I finished this show after knowing I was stuck in the US indefinitely due to the pandemic in 2020.”



# Tylmen

Everything started with a box of old neckties Lloyd Yates sold from his dorm room under the name Tylmen Ties. Five years later, Tylmen has pivoted twice, dropped “ties” from its name and embraced artificial intelligence and virtual reality. Now, Yates has his sights set on confronting one of the biggest challenges for online apparel retailers: the high rate of returned purchases.

It’s a problem he only began to appreciate as he considered expanding Tylmen’s product line from ties and pocket squares into suits. Body scans and virtual reality, he reasoned, would modernize the experience, letting customers virtually try on the clothes.

“As we were workshopping this, we were learning there was a bigger problem,” Yates said. “We want to tackle this bigger problem of online retailer returns”—a problem partially caused by ill-fitting purchases.

Consumers spent \$650 billion buying apparel online in 2020—the biggest online shopping category. But Yates said consumers are three times more likely to return those items. Some industry estimates put the online apparel return rate as high as 30%, costing retailers \$200 billion a year.

As a 19-year-old quarterback-turned-receiver for Northwestern University, he wasn’t seeing that far into the future when his father gifted him an old box of vintage neckties that he sold to classmates on campus—60 in his first week. Soon, he was selling ties and men’s fashion accessories online, based on his own designs. He landed Northwestern as a client in 2017. The work was a legacy to his great-grandfather, James Andrew Keyes, a Rock Island railroad porter, who instilled in those around him an appreciation for impeccable fashion.

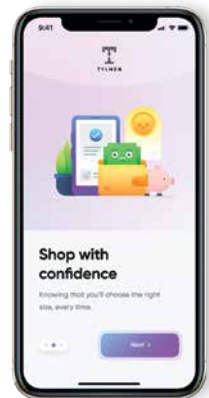
When the coronavirus pandemic erupted, Yates pivoted into producing facemasks that doubled as pocket squares and reaped a heap of publicity in the process. Now the second-year MBA student credits his professors for challenging him to look deeper—beyond selling suits out of a van—as he transitions toward an AI-driven enhancement to fashion retailing.



“We’re developing a platform where customers can take a photo through our app, which will extract 25 of your body measurements,” Yates said. “The results will include style recommendations from different brands and styles.” Think of it as a search engine that can dovetail with other apparel websites, identifying the best shirts that fit your VR-measured size and style preferences.

In early fall, Tylmen was in the development phase of a new app that would let consumers enter their photos, get their measurements and begin to generate recommendations.

“The endgame is to be the No. 1 platform to take shopping into the digital age,” Yates said. “We want to perfect how consumers shop, giving them the utmost confidence that they’ll get clothing that fits them.”



“THINK OF IT AS A SEARCH ENGINE THAT CAN DOVETAIL WITH OTHER APPAREL WEBSITES, IDENTIFYING THE BEST SHIRTS THAT FIT YOUR VR-MEASURED SIZE AND STYLE PREFERENCES.”

STARTUP STATS

- Established, 2016
- First sales, 2016
- Incorporated as LLC, April 28, 2017

FUNDING/COMPETITIONS

- \$5,000, Weston Career Center entrepreneurship grant
- \$1,000, Holekamp Seed Fund
- \$250, Big IDEA Bounce, runner-up

TEAM MEMBER

Lloyd Yates, MBA '22  
Founder and sole employee

MORE INFORMATION

[tylmen.com](http://tylmen.com)





The work was a legacy to his great-grandfather, James Andrew Keyes, a Rock Island railroad porter, who instilled in those around him an appreciation for impeccable fashion.

# Poor Measures Drive Decline in R&D Capability

BY JILL YOUNG MILLER



Research and development is the primary source of growth for 40% of companies.

“Yet companies are flying blind with respect to their R&D because they lack good metrics,” said Olin researcher Anne Marie Knott. As a result, they have overinvested in R&D to the tune of \$445 million per company per year and have allowed R&D productivity to decline 65%

over the past few decades. “It hurts the entire economy because R&D is also the primary driver of economic growth.”

Knott suspected academic studies of innovation might be contributing to the decline in companies’ R&D productivity because they, too, have lacked good measures.

She and her coauthors explored that in their 2021 Olin Award-winning paper focused on Knott’s “research quotient,” a metric she developed in 2008 that can be estimated for any firm reporting R&D. RQ allows companies to estimate the effectiveness of their R&D investments relative to expenses, the bottom line and the company’s market value.

“We conducted a horse race of four of the most common measures of innovation in the academic literature—all based on patents—together with RQ,” Knott said. While all the measures performed well in some tests, only RQ consistently predicted current and future market value. Researchers examined whether that mattered by retesting a published study that concluded analyst coverage decreases innovation.

Their finding: While analyst coverage decreases patents, it has no effect on RQ. She suspects results from other studies would also change if patent measures were replaced with RQ. Her goal: Revive company and economic growth.

“The best way to do that is for companies to increase their RQ,” she said. “The good news is we now know it’s in executives’ best interest to do so because it also increases the value of their stock.”

## TAKEAWAYS

- RQ is the only measure that reliably links innovation to company market value.
- By using the wrong metrics, companies are leaving millions on the table each year.
- By increasing their companies’ RQ, executives help increase economic growth and are rewarded for it through higher stock prices.

## PUBLICATION

“RQ Innovative Efficiency and Firm Value,” *Journal of Financial and Quantitative Analysis*, October 2020.

## OLIN FACULTY

Anne Marie Knott, Robert and Barbara Frick Professor of Business

## COAUTHORS

Michael Cooper, University of Utah

Wenhao Yang, Chinese University of Hong Kong, Shenzhen



**Olin Award: Research That Transforms Business** The Olin Award recognizes scholarly research among our faculty that has timely, practical applications for complex management problems. Richard Mahoney, Olin distinguished executive in residence and former chairman and CEO of Monsanto, initiated the award in 2007.





# RQ

Companies are flying blind with respect to their research and development because they lack good metrics. As a result, their R&D generates one-third the growth it once did, and they now overinvest in R&D. Academics contributed to these problems because their prescriptions come from studies using patent measures.

R&D  
PRODUCTIVITY  
HAS DECLINED BY  
**65%**  
Over the past  
four decades

COMPANIES ARE LEAVING  
**\$445M** IN PROFITS  
PER COMPANY  
PER YEAR  
ON THE TABLE

HELP!

**2/3**

OF COMPANIES ARE  
OVERINVESTING

## INCREASING COMPANIES' RQ INCREASES GDP GROWTH

Innovation from R&D is the primary source of companies' growth, and together their innovation is the primary source of economic growth.

GDP growth is stagnant because company R&D productivity—or research quotient (RQ)—has declined 65%.

The best way for companies to revive growth is

- 1) use RQ, rather than patent counts, to gauge performance,
- 2) use optimal R&D, rather than rules of thumb like percent of sales, to establish R&D budgets,
- 3) switch to higher RQ practices.

A **FOG** of  
UNCERTAINTY

How much to invest? Doing the right things? How to value?

GDP  
GROWTH

5%

4%

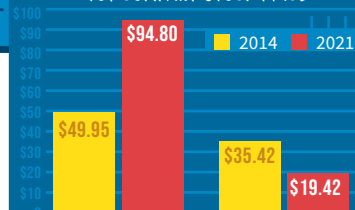
3%

2%

1%

## CASE STUDY

TOY COMPANY STOCK PRICE

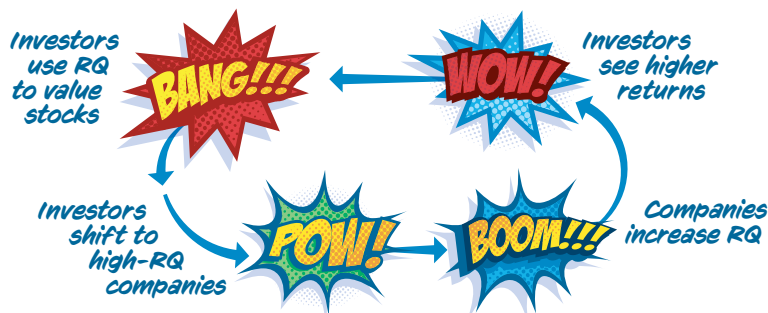


HASBRO VS. MATTEL  
(RQ = 102) (RQ = 89)

Mattel and Hasbro compete in the same market, but Hasbro's RQ is much higher, so its stock almost doubled, while Mattel's fell by half.

## RQ IS THE ONLY MEASURE THAT RELIABLY LINKS INNOVATION TO STOCK RETURNS

Our study shows RQ is important to investors as well. Using RQ to select stocks leads to higher market returns. By doing so, investors can also contribute to GDP growth.





IN THE FOUR DECADES BEFORE WWI,

100

DAUGHTERS OF  
AMERICAN BUSINESS  
MAGNATES MARRIED  
TITLED MEMBERS  
OF THE BRITISH  
ARISTOCRACY.

## The Downton Abbey Effect

Popular PBS costume drama *Downton Abbey* inspired Olin Dean Mark P. Taylor to examine a historical trend: In the four decades before the outbreak of World War I, 100 daughters of American business magnates married titled members of the British aristocracy.

“Given that British aristocracy was generally regarded as the most exclusive club in the world outside of the British royal family, this is a remarkable phenomenon,” said Taylor, who is British.

Taylor’s research premise was that the rapid decline in British agricultural prices—which shrank not only the income of aristocratic landed estates but also the income of common families who owned land—led to a significant proportion of male aristocrats marrying American heiresses. American brides with rich dowries were substituted for brides from the traditional source: British families who had no aristocratic titles but did have land.

Taylor’s empirical data analysis supports his thesis. “This is what a year of watching TV does to an academic,” Taylor joked, referring to months of quarantining because of the pandemic.

In Britain, agricultural prices dropped as American prairies opened, along with the development of US railroads and the advent of steamships, “all of which led to the flooding of the UK market with cheap prairie wheat,” Taylor said.

Meanwhile, US high society shunned the families of wealthy businessmen. So mothers set their sights on marrying their daughters into British nobility as a means of establishing social pedigree—at whatever the cost.

The whole trend likely started with the 1874 marriage of Jennie Jerome, the daughter of New York financier Leonard Jerome, and a son of the 7th Duke of Marlborough, Lord Randolph Churchill—a union that produced Winston Churchill. Leonard Jerome offered a dowry of £50,000 on the marriage, or about \$6.5 million today.

### TAKEAWAYS

- The practice of English aristocrats marrying American women is tied to economic trends.
- Those American economic trends sparked a decline in British agricultural prices.
- American, dowry-rich brides substituted for traditional British brides: those without titles but with land.

### PUBLICATION

“Peers, Buccaneers and Downton Abbey: An economic analysis of 19th century British aristocratic marriages,” published in *Economic Letters*, August 2021.

### OLIN FACULTY

Mark P. Taylor, dean and John M. Olin School of Business and Donald Danforth Jr. Distinguished Professor of Finance

## Plunkonomics

Here’s one way to look at how and when baseball pitchers throw at opposing batters after one of their own gets plunked: corporate conflict resolution. That’s part of the research findings by three business scientists—two at Olin—who, true to the 21st-century fabric of Major League Baseball, pored over 20 seasons of statistics to reach some intriguing data and conclusions with implications in the office.

For one thing, these baseball retaliations mostly arise in the fifth and sixth innings. But let’s not get ahead of the game within the game. At the heart of their study is how “negative reciprocity” leads to “destructive sequences of reprisal.”

“Ethnography and experiments have given us a lot of insight about the biology and psychology of reciprocity, including how it often generates profitable trusting partnerships but can sometimes degenerate into prolonged, highly destructive conflicts,” said coauthor William Bottom.

It translates into organizational behavior and, more pointedly, to the workplace environment under the categories of conflict, cohesion and relationships—healthy or not.

“Our findings yield insights about the origin and evolution of intergroup conflicts with implications for theories of conflict and for organizational practice,” the authors write.



### TAKEAWAYS

- Major League Baseball provided a laboratory to study conflict escalation, with detailed and highly reliable record-keeping.
- By examining bean-ball occurrences and interrelationships, researchers could predict when a conflict might likely begin.
- They could also identify individuals who were suspects for acts of retribution and likely targets.

### PUBLICATION

“Relational Aspects of Vicarious Retribution: Evidence from Professional Baseball,” forthcoming in the *Journal of Applied Psychology*, written July 2021.

### OLIN FACULTY

William Bottom, Joyce and Howard Wood Distinguished Professor of Organizational Behavior  
Tat Chan, professor of marketing

### COAUTHOR

Xing Zhang, Fudan University





## HEADQUARTERS CAN ADD VALUE

One puzzle of corporate strategy: Does the firm's headquarters add value or become a drag on overhead? The record is bleak: On average, corporations trade at a 20% discount relative to their breakup values. Anne Marie Knott, Robert and Barbara Frick Professor of Business, proposed and tested a theory of how corporations could overcome that record.

The 20% discount could mean that multibusiness firms fundamentally destroy value or that they are poorly managed. Regardless, a whopping \$5 trillion economic gain could be had from a better understanding of how headquarters add value in multibusiness firms. Bank One, a bank holding company, motivated the theory.

Testing the theory, Bank One increased the return on assets of its target banks by 40–70%. The theory relies upon dynamics between business units in which laggard units improve their performance by imitating leaders. This "competition from below" stimulates leaders to innovate more.

From "An Innovation Theory of Headquarters Value in Multibusiness Firms," *Organization Science*, revised June 2020.

## SHOW SOME FAMILY PHOTOS

When employees display family photos in the workplace, they behave better: Fraud and other unethical behavior diminishes, according to research coauthored by Ashley Hardin, assistant professor of organizational behavior.

For instance, study participants who looked at pictures of family or friends filed expense reports claiming about \$8 less, on average, than workers without pictures. While \$8 may not seem like much, it can add up quickly. "It's easy to imagine the financial impact of the reduction in unethical behavior over time," Hardin said.

From "Show me the ... family: How photos of meaningful relationships reduce unethical behavior at work," *Organizational Behavior and Human Decision Processes*, November 2020.

## INCOME GAP MEANS LESS GROCERY VARIETY

Even before COVID-19 and resulting shutdowns created gridlock for some global supply chains, the assortment at many supermarkets was dwindling. The cause was not a lack of supply, though, but a lack of demand created by a widening income gap in the United States. Raphael Thomadsen, professor of marketing, along with two other researchers, found that the amount of variety available in the market is highly sensitive to the income shares of the middle and upper-middle classes.

As the middle class has been hollowed out, so has the assortment on grocery store shelves. "As we become a more unequal society, the total set of products we have to choose from is reduced, holding the average level of income constant," Thomadsen said.

From "Effects of Income Distribution Changes on Assortment Size in the Mainstream Grocery Channel," forthcoming in *Management Science*, written July 2020.



## US HEALTH SECURITY AT RISK

In the United States, no manufacturing source exists for more than 80% of the active ingredients in medicines that the US Food and Drug Administration deems essential for public health, according to research from Olin's Center for Analytics and Business Insights. "This creates an incredible vulnerability to our public healthcare system, our healthcare security," said Anthony Sardella, senior research advisor at CABI. He conducted the study using proprietary data from across the industry.

Essential medicines include antibiotics, antivirals, blood pressure pills, steroids and many others. The reliance on foreign production means "we have a national security issue related to our public health," Sardella said. The research focused on generic medications, which represent more than 80% of US prescriptions.

From "The US Active Pharmaceutical Infrastructure: The Current State and Considerations to Increase US Healthcare Security," white paper, August 2021.

No manufacturing source exists for

**80%**

OF THE ACTIVE INGREDIENTS IN ESSENTIAL MEDICINES

## ON THE MENU: NEGATIVE REVIEWS

A price increase for carryout or delivery food means an increase in negative reviews—and a downturn in restaurant reputation, if not demand. That result emerged as researchers, including Oren Reshef, assistant professor of strategy, studied the relationship between price and reputation by looking at online orders through Yelp's Transaction Platform from 2013 until January 2019 and resulting reviews.

What they found: Ratings are price adjusted rather than objective reviews of quality. Their work showed that a price increase of just 1% drops average ratings by 3% to 5%. The study signals a new business creed: Be careful about raising prices. That may hurt sales and, down the line, a company's reputation and future business.

From "The Effect of Price on Firm Reputation," working paper, National Bureau of Economic Research, issued June 2020.





## MORE FRAUD, LESS SERVICE

New research exposed a significant increase in poor customer service, fraud and mis-selling—or misrepresentation of a product's or service's suitability—by retail banks in low-to moderate-income areas targeted by the Community Reinvestment Act, especially those with a high-minority population.

Researchers believe the regulations' quantity-based goals, meant to measure a bank's compliance, are to blame. Most regulations primarily focus on the number of loans to marginalized borrowers, said coauthor Taylor Begley, assistant professor of finance. "These goals may unintentionally encourage banks to engage in aggressive sales tactics or make loans to uninformed borrowers without proper disclosure as they seek to satisfy their regulatory requirements."

From "Color and Credit: Race, Regulation, and the Quality of Financial Services," forthcoming in the *Journal of Financial Economics*, written August 2020.

## CONSUMER VALUES CHANGE

Today's consumers are more attuned to brands' values and willing to pay a premium to support companies that share their values, according to a research survey from Olin's Bauer Leadership Center and Vrity, a brand measurement company specializing in values. Additionally, 54% of consumers now say companies should take a stand on issues.

Researchers surveyed 1,072 people living across America about recent employment changes, personal values and the brand values that matter most to them. "The most interesting findings are about generational similarities and differences in values, causes, and the effect of values and causes on purchasing behavior," said Stuart Bunderson, George and Carol Bauer Professor of Organizational Ethics and Governance.

From "Consumer Values and Brand Purchasing: Generational and COVID-19 Effects," white paper, June 2021.

## IT'S ALL ABOUT WHO YOU KNOW

As limitations on disinfecting wipes, toilet paper and drugs brought disruption to supply chains, new research showed a way to improve these lines of business: Work with who you know. Scientists, including Olin's Xiumin Martin, professor of accounting, found that personal connections between suppliers and vendors improve the efficiency of the supply chain. The rapport results in better overall performance, less restrictive and longer lasting contract terms, and crystallized communication. Researchers focused on previous education and work connections between suppliers and vendors.

From "Buying Products from Whom You Know: Personal Connections and Information Asymmetry in Supply Chain Relationships," forthcoming in the *Review of Accounting Studies*, written July 2020.

# Probing for Pandemic Insights

## WILL PEOPLE WANT TO GET VACCINATED?

New research shows consumers strongly prefer "natural," not synthetic, products to prevent ailments. That presented a dilemma as medical researchers raced to create a vaccine for COVID-19. How receptive would consumers be? Vaccines are far from natural.

"Vaccines are technically a treatment to prevent an ailment," said Sydney Scott, assistant professor of marketing. "Moreover, vaccines are unnatural insofar as humans create and alter them. Some people refuse vaccines as a preventive measure, preferring not to 'interfere with nature.'"

The research from Scott and her coauthors suggests that consumers would be more receptive to a vaccine if they viewed it more like a curative to the epidemic rather than a preventive for the self.

From "Consumers Prefer 'Natural' More for Preventatives Than for Curatives," *Journal of Consumer Research*, July 2020.

## FORECAST: CASES DOUBLE AS BIDEN TAKES OFFICE

Olin researchers forecasted an increase of confirmed COVID-19 cases—up to 20 million—by the end of January 2021, nearly doubling the levels around the time of Joe Biden's election. The model, which had accurately forecasted the rate of COVID-19 growth over summer 2020, was developed by Olin's Meng Liu, assistant professor of marketing, Raphael Thomadsen and Song Yao, associate professor of marketing.

One reason for the model's accuracy "is that this model accounts for the fact that people live in interconnected social networks rather than interacting mostly with random groups of strangers," Thomadsen said. "This allows the model to forecast that growth will not continue at exponential rates for long periods of time, as classic COVID-19 forecasts predict." The US Centers for Disease Control reported a cumulative total of nearly 26.5 million US cases on January 31, 2021. That total stood at 9.67 million on Election Day.

From "Forecasting the spread of COVID-19 under different reopening strategies," *Scientific Reports*, November 2020.





## MASK MANDATES BOOST CONSUMER SPENDING

In communities where masks were mandated, consumer spending increased by 5% on average, showing a safety rule can stimulate economic growth as well, according to a new study. Researchers found the effect was greatest among nonessential businesses, including those in retail and entertainment hit hard by the pandemic.

“We can have a strong economy with strong, commonsense public health measures,” said Raphael Thomadsen, professor of marketing. “Mask mandates are a win-win.”

Olin’s Thomadsen, Song Yao, associate marketing professor, and PhD students Nan Zhao and Chong Bo Wang used cellphone location data to track the degree of social distancing in nearly every US county—incorporating community voting patterns, COVID-19 infection rates and consumer spending rates—to gauge the impact of social distancing and mask mandates on virus spread and consumer spending. They concluded that social distancing and masks should be considered “pro-business” measures.

From “The Impact of Government Interventions on COVID-19 Spread and Consumer Spending,” working paper, June 2021.

## PARTISANSHIP AND PUBLIC HEALTH GUIDELINES

Something is out to kill you. How do you react? “One would hope when your life is on the line that partisanship drops out,” said Olin’s John Barrios, assistant professor of accounting. But as COVID-19 began its march across the United States, politicians and commentators were divided on its threat. Barrios and his coauthor examined the behavior of people whose perceptions of risk were informed by the news media and partisan leaders. They found that the partisan divide was reflected in the social distancing behavior of individuals.

Research showed that a higher share of Trump voters in a county was associated with lower perceptions of risk during the pandemic. As the share of Trump voters rises, individuals search less for information on the virus. They also engage in less social distancing behavior, as measured by smartphone location patterns.

From “Risk Perception Through the Lens of Politics in the Time of the COVID-19 Pandemic,” National Bureau of Economic Research working paper, April 2020.

All research summaries written by Jill Young Miller, Chuck Finder and Sara Savat. Read more on these and other Olin research findings at [olin.wustl.edu/research](http://olin.wustl.edu/research).

## MAKING A PANDEMIC-PROOF SUPPLY CHAIN

Resilience, once a hallmark that academics ascribed to the most successful supply chains, has become a “matter of survival,” writes a global team of nine researchers, including an expert from Olin. Why do some distribution businesses have it and others don’t? It’s all about the implementation and execution of resilience strategies.

The coauthors—including Panos Kouvelis, director of Olin’s Boeing Center for Supply Chain Innovation—interviewed 14 senior executives from 12 companies across a range of industries. They learned the businesses survived, if not thrived, because of “agile responses.” The interviews allowed the researchers to derive an integrative framework, a how-to list of sorts, split into two categories: resilience strategies and enablers.

Resilience strategies are built on policies that increase redundancy and operating flexibility. Enabler activities are best practices such as end-to-end visibility, end-to-end control, continuous IT infrastructure and organizational readiness. Said Kouvelis, “The executives were quick to point out supply chain resiliency as the attribute to guide the companies’ adjustments in the new abnormal world we will face.”

From “Putting Supply Chain Resilience Theory into Practice,” forthcoming in *Management and Business Review*, written December 2020.



# When Business Drives Policy

*A Bellwether Foundation grant sparks an Olin–Brookings initiative to analyze topics of significant business and social interest and then develop policy recommendations. The first centers on the opioid crisis.*

By Kurt Greenbaum

## Suppose the epidemic of opioids plaguing the United States could be stopped at the source?

Suppose 21st-century technologies such as data mining, artificial intelligence and machine learning could flag risky drug shipments before they land in the hands of at-risk populations?

How could it be done? And what changes in local, state and federal policies would be required to curb the problem and sharpen the response from experts in law enforcement, public health and industry?

These questions form the heart of a new initiative between WashU Olin Business School and the Brookings Institution. Broadly speaking, the Olin–Brookings Commission is a three-year initiative designed to recruit a dream team of policy experts and scholars each year who will deeply analyze a single major policy issue and present policy recommendations.

Made possible by a \$750,000 grant from The Bellwether Foundation Inc., each commission will be charged with tackling topics affecting the quality of life for people in St. Louis and across the country. Each year's panel will issue practical and realistic recommendations informing business strategy and public policy.

"We are pleased to provide multiyear support for the Olin–Brookings Commission," said Ginger Smith, president of The Bellwether Foundation. "Funding an initiative that deepens the partnership between Olin and Brookings, two leaders in their industries, is where we believe we can make an impact."

## The focus of the first commission

The first commission convened in April 2021. That six-member commission—in partnership with Olin's Center for Analytics and Business Insights—is working to demonstrate how new technologies can curb opioid trafficking and potentially more than 100 other equally destructive examples of illicit trafficking.

At the same time, the commission will evaluate existing policy obstacles and reveal opportunities for which policy changes can enable industry and government to implement a real-time detection and alert system across industry and government agencies.

"The initiative is very compelling. It leverages new advances in artificial intelligence and machine learning to proactively detect suspicious opioid orders before they are shipped," said Anthony Sardella, chair of the first commission, founder of data insight firm

evolve24 and senior research advisor to the center. "This effort holds the promise to save lives, enhance public health and protect our vulnerable populations."

Within months of launching the initiative, CABI's team—including codirectors Seethu Seetharaman and Michael Wall, and PhD candidate Luoyexin (Annie) Shi—made breakthrough progress in their analysis. Analyzing a database of more than 400 million opioid transactions from the US Drug Enforcement Administration—a database that includes 277,000 buyers from 2008 to 2012—the researchers began building a machine-learning algorithm to help authorities identify shady opioid transactions in the future.

"Using the predictive algorithm, the DEA could predict a buyer's probability of being a bad buyer," Seetharaman said. "This way, the DEA can allocate their human and capital resources wisely among high-value leads."

Work is ongoing in the analysis, which will inform the work of the six-member commission as it gathers additional data to inform policy recommendations to the White House as well as regional and national policymakers. The report of this first commission is expected in spring 2022.



ANTHONY SARDELLA



SEETHU SEETHARAMAN



MICHAEL WALL



LUOYEXIN (ANNIE) SHI

“

**This effort holds the promise to save lives, enhance public health and protect our vulnerable populations.”**



“

I’m confident that the Olin–Brookings Commission can become one of Olin’s signature programs.”

## A signature program

Another key component of the Olin–Brookings Commission is involvement from students such as Shi, who will serve as “commission fellows” in research and logistical support for each project.

The Bellwether grant empowers Olin to further leverage and expand its powerful relationship with Brookings while also convening thought leaders who can provide guidance and direction on megatrends in global business and public policy.

Each commission’s report will coincide with the springtime Olin Full-Time MBA capstone experience with Brookings.

In addition to recommendations influencing business practice and public policy, the commission is structured to provide insightful, well-researched contributions to industry about societal megatrends; inform and influence the direction of future research; and increase students’ knowledge about the confluence of business and public policy.

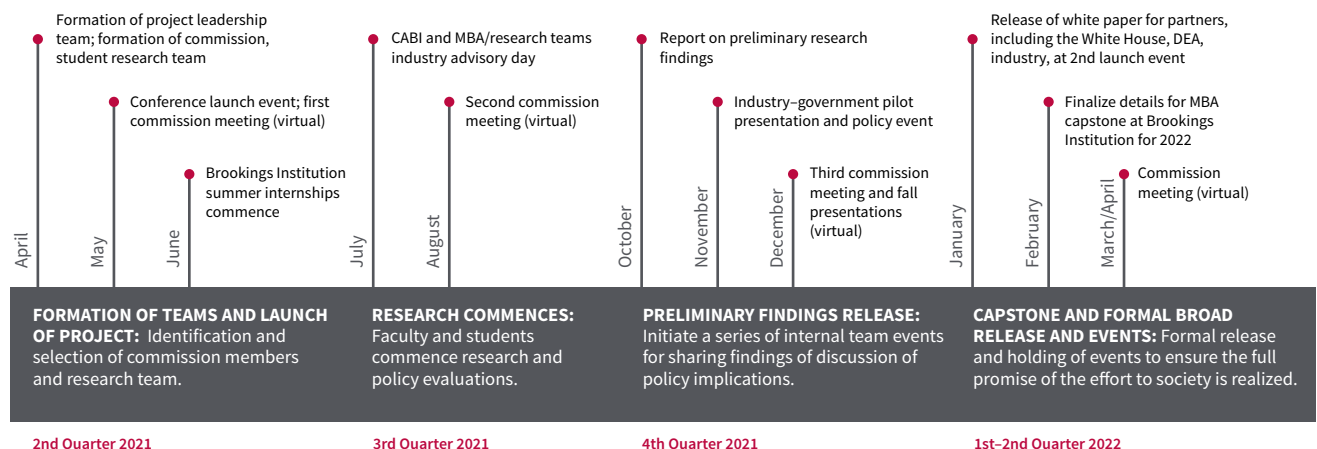
“I’m confident that the Olin–Brookings Commission can become one of Olin’s signature programs, further cementing our commitment to improving life in St. Louis—and changing the world, for good,” said Olin Dean Mark P. Taylor.

## Examining the opioid crisis

*Members of the first Olin–Brookings Commission include:*

- **Anthony Sardella**, founder, evolve24; faculty member, WashU Olin Business School; commission chair
- **The Hon. Mary Bono**, board member, Community Anti-Drug Coalitions of America; former US representative
- **Dr. Ann Marie Dale**, assistant professor of medicine and occupational therapy, Washington University School of Medicine
- **Van Ingram**, executive director, Kentucky Office of Drug Control
- **Gina Papush**, global chief data and analytics officer, Cigna
- **Darrell M. West**, vice president and director, Governance Studies; senior fellow, Center for Technology Innovation, Brookings

## PROJECT TIMELINE AND SCHEDULE





# Class Notes

## SHARE YOUR NEWS!

To submit updates, corrections and announcements, visit [apps.olin.wustl.edu/alumni/forms/classnotes](https://apps.olin.wustl.edu/alumni/forms/classnotes).

## 1950s

**Leonard J. Adreon, BSBA '50**, St. Louis, MO, now retired, reports with pride that the second edition of his memoir, *Hilltop Doc: A Marine Corpsman Fighting through the Mud and Blood of the Korean War*, is available on Amazon and is selling well. [adreon1402@gmail.com](mailto:adreon1402@gmail.com)

**Richard Plat, MBA '57**, Corona Del Mar, CA, now retired for 23 years, writes that he is "living the good life," playing golf, trading options daily and splitting his time between Palm Desert and Newport Beach. "It would be great to hear from others," he says. [richard-plat@sbcglobal.net](mailto:richard-plat@sbcglobal.net)

## 1960s

**Eric Flamholtz, PhD, MBA '66**, Los Angeles, CA, president of Management Systems Consulting Corporation, coauthored (with colleague Yvonne Randle) *The Crisis Leadership Playbook* (Vandeplas Publishing, 2020), which includes a foreword by financial guru Scott Miner. [ef@mgtsystems.com](mailto:ef@mgtsystems.com)

## 1970s

**Bruce Kelsey, BSBA '70**, West Chicago, IL, retired as associate judge in DuPage County, IL, in 2017. He is now Of Counsel at Chitkowski Law Offices, where his son, Bryan, is a partner.

**Daniel "Dan" Hazard, BSBA '74**, Huntington Beach, CA, writes that he and his wife are pleased that their daughter has joined their firm, Independent Wealth Advisor, as a registered investment advisor. In his spare time, he is active in outdoor activities, a board member of the Orange County Bicycle Coalition and a member of the Lincoln Club of Orange County.



## Russell "Russ" Shaw, BSBA '85

For contributions to technology and business in London, Shaw was one of three people Queen Elizabeth II recognized as a Commander of the Order of the British Empire in 2021. While at Olin, Shaw served as a student representative to the Washington University Board of Trustees. As founder of Tech London Advocates and Global Tech Advocates, his work centers on "putting the spotlight on critical issues that impact tech ecosystems. This includes issues around talent, diversity and inclusion, digital skills, infrastructure and access to funding," Shaw wrote for the Olin Blog.

**Craig Feronti, BSBA '77**, Plano, TX, was promoted to CEO at Air Mac Inc., an industrial supplier of pneumatic products and solutions. Two WashU classmates, **Arthur Wolf, AB '77**, San Carlos, CA, and **Phil Grossman, AB '77**, Austin, TX, joined Feronti in purchasing the company in fall 2019 as shareholders. [Craig.feronti@gmail.com](mailto:Craig.feronti@gmail.com)

**Robert Kulesher, PhD, MHA '77**, Greenville, NC, professor and director at East Carolina University, has been a faculty member of the College of Allied Health Sciences for 18 years. [kulesherr@ecu.edu](mailto:kulesherr@ecu.edu)

**Rev. John Kotovsky, BSBA '79**, St. Louis, MO, retired from Lutheran Senior Services in June after serving 14 years as president and chief executive officer and then as chief mission officer. LSS is the 15th largest nonprofit senior living organization in the US. [jkotovsky@charter.net](mailto:jkotovsky@charter.net)

**Jeffrey "Jeff" Lapidus, BSBA '79**, St. Louis, MO, president of JBL Financial Services Inc., relocated his firm in April to a building he purchased in Olivette, MO. [jeff@jblfinancial.com](mailto:jeff@jblfinancial.com)

## 1980s

**Steven Fellows, MHA '82**, Santa Barbara, CA, retired from his position as executive vice president and chief operating officer of Cottage Health in December 2020 after 40 years in healthcare leadership.

**Mark Ryall, MBA '83**, Greensboro, NC, is a strategist for Peraton. Headquartered in Herndon, VA, the company advises national security organizations on solving challenges, creating novel solutions to support their missions and managing their assets. [mtryall@lycos.com](mailto:mtryall@lycos.com)

**Michael Hickey, PMBA '84/MDP '84**, Vero Beach, FL, is the senior vice president of operations and technology for Indrio Brands, with headquarters

in Vero Beach and production facilities in Florida and Texas. [mhickey@indrio.com](mailto:mhickey@indrio.com)

**Joel (Yuspeh) Ashner, BSBA '86**, Alpharetta, GA, is major gifts officer for Jewish Federation of Greater Atlanta.

**Alan Mindlin, BSEE '80/MBA '86**, Naperville, IL, is technical project leader for Inventus Power, working on the development of custom, advanced batteries for military, medical and public-safety applications.



## Nina Leigh Krueger, MBA '94

In summer 1993, while working on her MBA, Krueger landed a brand management internship with Purina PetCare. After graduation, the company hired her. On January 1, 2020, after a 27-year rise through the ranks, she became the first female CEO for Nestlé Purina PetCare for the Americas. She is the firm's eighth leader, succeeding Joseph R. Sivewright. Krueger was honored as a WashU Olin distinguished alumna in 2017. Among her accomplishments: leading the integration of two marketing departments when Nestlé acquired Purina in 2001.



**Lisa Lewin,**  
**BSBA '96**

The 92nd Street Y in New York City, a 145-year-old culture and arts organization, recognized Lewin for extraordinary leadership through adversity for work in June 2020 to launch an initiative designed to “dismantle three of the biggest levers of racist power in this country: biased policing, electoral disenfranchisement and economic exclusion.” The organization recognized five “extraordinary women” that November. Lewin is CEO of General Assembly, a career education, staffing, training and development firm with more than 30 campuses globally.

**Donald “Don” Skelton, EMBA '86**, Naples, FL, was promoted to principal at IC Fuels. The company is building a \$4.5 billion, 30,000-barrel-per-day, carbon-negative jet fuel plant in Illinois that will sequester 8 million tons of CO<sub>2</sub>.  
[dskel777@icfuels.com](mailto:dskel777@icfuels.com)

**Charles “Chuck” Munson, BSBA '88/MSBA '94/PhD '98**, Pullman, WA, is a professor at Washington State University. The 14th edition of his coauthored textbook (with Jay Heizer and Barry Render), *Operations Management: Sustainability and Supply Chain Management* (Pearson) will be released in January.  
[munson@wsu.edu](mailto:munson@wsu.edu)

**Kevin Ryan, MBA '88**, Stamford, CT, founded Ting Tech LLC, a blockchain startup focusing on digital assets for customer engagement for businesses.  
[karyan1@optonline.net](mailto:karyan1@optonline.net)

**Sharon James, PhD, MBA '89**, St. Louis, MO, is a professor of practice in strategy and entrepreneurship at Olin Business School, Washington University in St. Louis.

## 1990s

**Joseph Schwartz, PMBA '90**, Chanhassen, MN, retired in January after stints as CEO of BRAAS Company and as president of Motion Industries Automation Solutions Group. He now is partnering with private equity firms investing in the space.  
[joe@jhschwartz.com](mailto:joe@jhschwartz.com)

**John Thomas, BSBA '90**, Charlotte, NC, is CEO of Palmetto Moon. One of the fastest-growing retail specialty stores in the country, the company has stores in North Carolina, South Carolina, Georgia, Florida, Tennessee and Alabama.

**Amos Aldaag, MBA '91**, Kfar Shmaryau, Israel, is a captain with El Al Israel Airlines.

**Carol “Lynn” (Schottel) Hudson, PMBA '91/UC '91**, St. Joseph, MO, now retired, recently received the YWCA's 2020 Women of Excellence in Volunteerism Award.

**Jason Kaminsky, PhD, MIM '90/MBA '91**, St. Louis, MO, is assistant professor of management at Missouri Baptist University.  
[jason.kaminsky9@gmail.com](mailto:jason.kaminsky9@gmail.com)

**Dea Hoover, BSBA '93**, St. Louis, MO, is the founder of Are We There Yet? LLC and Discover St. Louis LLC. At the request of local publisher Reedy Press, Hoover penned *STL Scavenger: The Ultimate Search for St. Louis's Hidden Treasures*. During the first two weeks of May, the book was No. 2 on the STL

Bestseller list; the third week, it hit No. 1.

[dea@arewethereyetdea.com](mailto:dea@arewethereyetdea.com)

**Kristin (Smith) Ladewig, MBA '95/MIM '95**, Maryland Heights, MO, retired from Edward Jones in May after nearly 26 years with the firm.

**Kevin O'Connell, MBA '98**, Cincinnati, OH, is vice president-finance: North America Family Care at Procter & Gamble.

**Shyam Singh Bishen, PhD, PMBA '99**, Basking Ridge, NJ, is deputy director of the Bill and Melinda Gates Foundation. He founded a nonprofit organization, Global Girls Scholarship Foundation ([girlsscholarship.org](http://girlsscholarship.org)), which has funded the education of dozens of underprivileged girls in India and Africa.  
[sbishen@gmail.com](mailto:sbishen@gmail.com)

**Leann Chilton, EMBA '99**, St. Louis, MO, is vice president for BJC HealthCare.  
[leann.chilton@bjc.org](mailto:leann.chilton@bjc.org)

**Jeffrey “Jeff” Gibbs, EMBA '99**, Pittsboro, NC, is director at Asphalt, where he leads the business team in supporting operations and production at BP refineries in Whiting, IN, and Toledo, OH.  
[jeffrey.gibbs@bp.com](mailto:jeffrey.gibbs@bp.com)

**Christina “Christy” Loebach, BSBA '99**, Glencoe, IL, was promoted to chief financial officer at C&W Services, a division of global real estate services firm Cushman and Wakefield.  
[cmloebach@gmail.com](mailto:cmloebach@gmail.com)

## 2000s

**Rahul Deshmukh, MBA '00**, Mason, OH, is “CEO-in-waiting” for May River Capital. He is assisting the private equity investment firm in identifying, acquiring and operating a new investment platform. Earlier, Deshmukh was an operating executive at Flow Dry Technology, Dover Corporation, Emerson and Monsanto.  
[deshmukh1120@yahoo.com](mailto:deshmukh1120@yahoo.com)

**Joseph “Joe” Jaggie, PMBA '00**, Wildwood, MO, is the owner and operator of Grazie! Box, the most affordable way to send the most delicious treats in the coolest box to the most deserving people you know.  
[graziebox.com](http://graziebox.com)

**Jeffrey “Jeff” Lash, BSBA '00**, St. Louis, MO, has been vice president of global product management at Forrester since May. In this capacity, he leads product management for Forrester's global portfolio of subscription-based research offerings. Earlier, Lash ran the product management research service since its inception at



**John Shattuck Groome, MBA '00**

*Inc.* magazine's 2020 list of the top 5,000 fastest-growing private companies in the United States placed Groome's Cage Point LLC at No. 44. The media agency specializes in research, communications planning and targeted media across all platforms and joins Zappos, Patagonia and Microsoft as growing startups that have graced the *Inc.* list. Groome said his firm made the list by exhibiting three-year revenue growth of 6,467%—well above the median of 165% for *Inc.* 5000 members.



**Katherine Fogerty, BSBA '04**

In June 2021, Shake Shack named Fogerty chief financial officer, responsible for leading financial operations across the company, including investor relations and external reporting. Fogerty came into the role with more than 15 years' experience at Goldman Sachs, where she rose to lead analyst covering the restaurant sector. In this position, she had a heavy focus on the impact of technology and growth opportunities in the sector.

SiriusDecisions in 2013 and following SiriusDecisions' acquisition by Forrester in 2018. [jeff@jefflash.com](mailto:jeff@jefflash.com)

**Eko Susetyono, MBA '00**, Depok, Indonesia, is the senior executive vice president of risk management for di SOE Gade for PT. Pegadaian (Persero). [eko\\_sy@yahoo.com](mailto:eko_sy@yahoo.com)

**Elissa Fudim, BSBA '02/AB '02**, Hoboken, NJ, joined the US Department of Justice as a trial attorney in August.

**Phillip "Phil" Daniels, PMBA '03**, Tampa, FL, executive vice president at Brand Asset Management Group, was made a partner of the firm, which he joined in 2004.

**Adam Levine, BSBA '04**, Brooklyn, NY, joined Fireblocks, a leading secure digital asset

infrastructure technology provider, as vice president and head of corporate strategy.

**Nekisha (Williams) Omotola, MBA '04**, Glen Carbon, IL, was appointed by Glen Carbon's mayor to the Village Board of Trustees. She has served the Glen Carbon/Edwardsville community through involvement in Girl Scouts of Southern Illinois and service on the boards of Friends of the Wildey Theatre, Madison County Child Advocacy Center Friends, Edwardsville District 7 School, Action Metro East, Watershed Nature Center and Signature Foundation.

**Jun Yang, PhD '04**, St. Louis, MO, is a professor of finance at Indiana University. [jy4@iu.edu](mailto:jy4@iu.edu)

**Deborah "Debbie" (Stange) Vennarini, PMBA '05**, Havertown, PA, is now director, brand finance, at AstraZeneca. [deborah.vennarini@astrazeneca.com](mailto:deborah.vennarini@astrazeneca.com)

**Adam Brown, BSBA '06**, St. Louis, MO, is chief operating officer-wealth advisor at Mike Brown Financial Group. The Brown family partnered with Raymond James in July 2020 to create its own financial firm. [brown.adamc@gmail.com](mailto:brown.adamc@gmail.com)

**Nivedita Kulkarni, BSBA '07**, New York, NY, is head of strategy and market research at The 51 Fund, a private equity fund that finances feature films that are written, directed or produced by women. The founder of Nuva.io, which empowers women in the entertainment industry through

shared information platforms, she was accepted into a highly competitive pre-accelerator program at Wharton Business School.

[nivedita@niveditakulkarni.com](mailto:nivedita@niveditakulkarni.com)

**Sally Bergmann, BSBA '08**, New York, NY, was promoted to partner at Debevoise & Plimpton LLP in 2020.

**Arvan Chan, MBA '08/MHA '08**, St. Louis, MO, was named a Young Global Leader by the World Economic Forum in 2021. Each year, the organization selects outstanding leaders under age 40 from communities and industries worldwide who exemplify the hope, empathy, authenticity and drive to develop solutions to world problems ([younggloballeaders.org](http://younggloballeaders.org)).

**Monika Panpaliya, EMBA '08**, Sammamish, WA, is managing director, global head of enterprise technology services, at JPMorgan Chase. [monikapanpaliya@gmail.com](mailto:monikapanpaliya@gmail.com)

**Leyah (Farber) Colcord, BSBA '09**, South Orange, NJ, is a senior brand strategist for Google.

**Spencer Toder, BSBA '09/MBA '09**, St. Louis, MO, is running for US Senate because he believes that everyone deserves the representation that makes their lives better. Everyone deserves the same access to safe environments, healthcare and quality education. Get involved at [spencertoder.com](http://spencertoder.com). [spencerforseenate@spencertoder.com](mailto:spencerforseenate@spencertoder.com)

## 2010s

**Erica Johnston, BSBA '10**, Minneapolis, MN, leads General Mills' Yoplait and Go-Gurt brands following her promotion to senior brand manager. [erica.n.johnston@gmail.com](mailto:erica.n.johnston@gmail.com)

**Howard Podolsky, MD, EMBA '10**, Abu Dhabi, United Arab Emirates, is group chief executive officer at Cambridge Medical and Rehabilitation Center, which operates 256 inpatient, post-acute-care beds in three centers in the UAE and Saudi Arabia.

**Dong Chuhi "Frederick" Oh, PhD '11**, Seoul, South Korea, is associate professor of finance at Korea Advanced Institute of Science and Technology.

**Lindsay (Hirsch) Schneider, BSBA '11/AB '11**, Walnut Creek, CA, is founder and CEO at Get Into The Limelight, a tanning products manufacturer.

**Ryan Spies, MBA '11**, Bala Cynwyd, PA, joined Clayco as vice president of sustainability.

**Colin Ardern, BSBA '12**, Austin, TX, is chief executive officer at Applied Bioplastics, which recently won the Social & Culture category in the SXSW Pitch competition.

**Ken Wenglewski, EMBA '12**, University Place, WA, is a mortgage loan officer at Sound Community Bank. [KWenglewski@gmail.com](mailto:KWenglewski@gmail.com)



**Jaimie McFarlin, AB '05/MBA '10**

In September, in the months leading to the election of Joe Biden as president, his transition team named its legal staff. Among them was McFarlin, appointed deputy associate counsel for the Office of White House Counsel for the Biden-Harris transition. After Biden's inauguration, McFarlin continued in the role on the White House counsel's staff. Before the appointment, and after earning her WashU MBA, McFarlin attended Harvard Law School, where she was an NAACP Legal Defense Fund Earl Warren Scholar.





**Mark Schwager, MBA '11**

As cofounder and president of Monarch Tractor, Schwager seeks to address issues farmers face regularly: labor shortages, climate change, safety and customer demand for environmental responsibility. His solution: the first fully electric and driver-optional “smart tractor,” using automation, machine learning and data analysis to maximize crop yields and cut emissions. Operating on hundreds of acres of test fields for more than a year, Monarch earned “2020 Tractor of the Year” in the AgTech Breakthrough Awards.

**Kara Conwell, PMBA '13**, Centennial, CO, is director of service sales for Vestas Wind Systems.  
[kara.conwell@gmail.com](mailto:kara.conwell@gmail.com)

**Joshua Cook, PMBA '13**, Godfrey, IL, is sales planning manager at Mars Inc.

**Karren Knowlton, PhD, BSME '09/MBA '13**, Philadelphia, PA, is a postdoctoral research fellow at Dartmouth College. She earned a doctorate in organizational behavior from The Wharton School of the University of Pennsylvania in May.

**Devoreaux Walton, MBA '14**, Atlanta, GA, is diversity and inclusion manager at IBM.  
[devoreauxw@gmail.com](mailto:devoreauxw@gmail.com)

**Curtis Cassel, EMBA '15**, St. Louis, MO, retired principal for TR,i Architects, is chair elect of the board of the Arts and Education Council, which supports arts and cultural experiences across the bistate region.

**Jason Barnes, PMBA '16**, O'Fallon, MO, is senior manager-security operations at Netskope. He manages a 24/7/365 team of security professionals that monitors, detects and remediates threats facing geographically dispersed, on-premise and cloud environments.

**Arthur Jack “AJ” Girdwood-Naddell, BSBA '16**, Austin, TX, was promoted to senior vice president of product management and sales at Imageware, a leader in biometric cybersecurity.  
[ajgaddell@hotmail.com](mailto:ajgaddell@hotmail.com)

**Irina Neveleff, PMBA '16**, Santo Domingo, Dominican Republic, is business manager for Nestlé Purina, responsible for the pet food business in the Dominican Republic, Cuba, Haiti, Jamaica, the Bahamas, St. Maarten and Bermuda.  
[inneveleff@gmail.com](mailto:inneveleff@gmail.com)

**Ying “Carrie” (Zhang) Stewart, MBA '16**, Wildwood, MO, CFO/corporate controller at Jost Chemical Company, recently

published a new thriller (under the name C.Y. Stewart). The book is called *Fatal Float*. The news about me and my book has been picked up by numerous news outlets including Yahoo!. Please visit: <https://tinyurl.com/fatalfloat>.

**Andrew Glantz, BSBA '17**, St. Louis, MO, is founder and CEO of GiftAMeal, a charitable marketing startup that successfully raised \$500,000 in funding. The nonprofit supports 250 partner restaurants and, since its launch, has provided 650,000 meals to St. Louis-area residents in need. Each time a guest takes a photo of an order from a partner restaurant, GiftAMeal makes a donation to a local food bank.  
[Andrew@giftameal.com](mailto:Andrew@giftameal.com)

**Adrian Allen, PMBA '18**, St. Louis, MO, is the owner of Landmark Sign Company, Chesterfield, MO, which he acquired after an almost two-year search. A full-service commercial signage company, Landmark provides project management, consulting, design, service and installation.  
[adrian@landmarksignusa.com](mailto:adrian@landmarksignusa.com)

**Sontaya (Sherrell) Golliday, MBA '18**, St. Louis, MO, is manager, executive analytics, for The Resource Group.

**Yunqi “Amber” Zeng, MACC '18**, St. Louis, MO, is a valuation analyst with Wipfli LLP, an assurance, accounting, tax and consulting solutions firm. She also provides pro bono financial consulting services to startups.  
[amber.zeng@wustl.edu](mailto:amber.zeng@wustl.edu)

**Xiangxiang “Joy” Zheng, MBA '18**, St. Louis, MO, is an affiliate marketing manager with All Web Leads, an online lead-generation company that sells quality sales leads to top insurance producers.  
[joyzheng16@gmail.com](mailto:joyzheng16@gmail.com)

**Abdul Rehman Azmat, MBA '19**, Fairfax, VA, is senior business analyst at Capital One.  
[Abdulrehman@wustl.edu](mailto:Abdulrehman@wustl.edu)

**Jeffrey “Jeff” Brown, MBA '19**, Evanston, IL, is an associate in the Chicago office of McKinsey & Company.

**Madalyn “Laini” Cassis, MBA '19**, Vista, CA, is senior product manager-UX for Thermo Fisher Scientific, where her work focuses on improving infectious disease detection technology for the company's genetic sciences business.



**Doug Villhard, EMBA '13**

Olin's academic director for entrepreneurship reaped the rewards of his own entrepreneurship when he sold his St. Louis-based startup for \$30 million in January 2021. With Matt Coen, Villhard founded Second Street in 2007, giving clients the capacity to provide contests, interactive content and emails that help grow revenue, consumer databases and engagement. “I teach students to first fall in love with the customer's problem. If you get that right, it can lead to amazing things.”

**Jingying “Irene” Tang, MACC ’19**, Royal Oak, MI, works at A&A Management LLC, where she was promoted from accountant to certified public accountant after passing the Michigan license exam.  
*jingyingtang@wustl.edu*

## 2020s

**Alexis “Lexi” Jackson, BSBA ’20**, Springfield, MO, is external partnerships and development coordinator at Gateway to the Great Outdoors.  
*alexismjackson@gmail.com*

**Jordan Kettler, PMBA ’20**, Mount Olive, IL, is product manager of marine outdoor for Dometic Group.  
*jordan.kettler@wustl.edu*

**David Lardizabal, MD, PMBA ’20**, St. Louis, MO, is national director, neurology, at ChenMed, providing curbside consultation to the organization’s primary care physicians, reviewing referrals and charts of admissions, and promoting best-practice guidelines in neurology.  
*dlardizabal@gmail.com*

**Timothy “Tim” Nikolouzos, MBA ’20**, Boston, MA, is vice president, private banking, at Bank of America.

**Venus Patel, EMBA ’20**, Chesterfield, MO, is a principal consultant with Daugherty Business Solutions.  
*venus.patel@wustl.edu*

**Martin Seng, MBA ’20**, Hong Kong, is a management trainee with Hung Hing Printing.

**Sabrina Baxamusa, BSBA ’21**, Northbrook, IL, is an equity research associate with William Blair and Company.

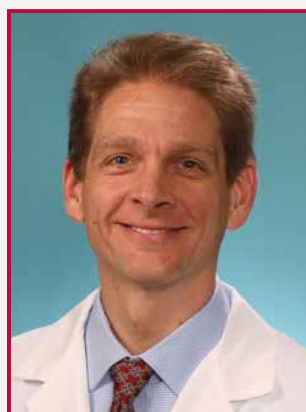
**Ty Dalinghaus, BSBA ’21**, New York, NY, is an investment banking analyst with Capstone Partners.  
*tydalinghaus@wustl.edu*

**Lainie Esralew, BSBA ’21**, Livingston, NJ, is an associate consultant with Bain & Company.



**Marc Bernstein, BSBA ’15**

Balto, cofounded by Bernstein in 2017, raised \$10 million in October 2020 to fund the use of artificial intelligence software in employee training. The firm will fund improvements in its software, which analyzes customer-service conversations in real time and coaches employees on what to say while a customer is on the line. The firm, which had previously raised \$14.3 million from 12 investors, also announced plans to expand its staff to more than 100 by the end of 2021.



**Dr. Jeffrey Davis, EMBA ’19**

On vacation with family in San Diego, Davis, a St. Louis–area ER doctor, was just looking for time to recharge. Instead, he spent what should have been his last day on vacation saving a man whose leg was nearly amputated by a boat propellor. On March 26, Davis and his family boarded a whale-watching boat. Returning from the successful outing, the captain noticed a nearby vessel with three people overboard—one with a severe leg wound. Davis’s training kicked in as he used his belt as a makeshift tourniquet, allowing time for the boat to dock and the man to be loaded into an ambulance.



**Dr. Patrick Aguilar, EMBA ’20**

QuikTrip, a convenience store chain with 850 stores in 11 states, has begun to expand into healthcare with Aguilar’s help. As chief medical officer for MedWise Urgent Care, a QuikTrip initiative, he’s spearheading a class of customer service–minded urgent care clinics that launched in September 2020. Aguilar was formerly an assistant professor of medicine and the director of medical critical care at the Washington University School of Medicine and has served at the medical schools of the University of Texas at Austin and Baylor University.

**Isabella Faife, BSBA ’21**, Boca Raton, FL, is an associate consultant in the New York office of Bain & Company.

**Alyssa Huffman, EMBA ’21**, Springfield, MO, invites current students and graduates of the Executive MBA program to join WashU EMBA Startups and asks those interested to email Professor Ron King

(*rking@wustl.edu*) to receive monthly emails and notices of meetings.  
*alyssa.huffman@gmail.com*

**Mitchell Lynn, MBA ’21/MD ’21**, St. Louis, MO, is a resident physician with BJC HealthCare.

**Gabriel Samanez Gliksman, MBA ’21/MSA ’21**, Los Angeles, CA, is a senior program manager with Amazon.com.  
*gabriel.samanez@gmail.com*

**Maria Walsh, MBA ’21**, Chicago, IL, is an associate with Adams Street Partners.

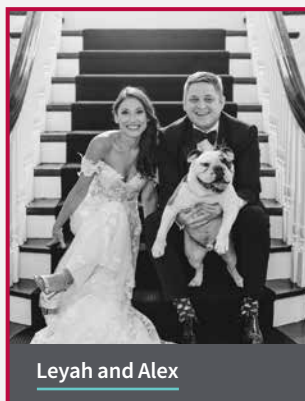
**Shuyu Zhang, MSF ’21**, Nanjing, Jiangsu, China, is a product manager with Alibaba Group.  
*Shuyu.z@wustl.edu*

## Marriages & Engagements

**David Perlman, BSBA '04**, New York, NY, married Michele Straite, March 27, 2018.

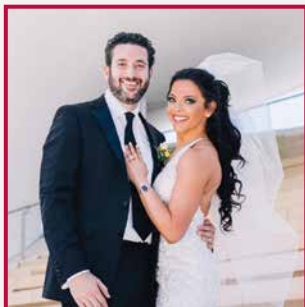
**Adam Brown, BSBA '06**, St. Louis, MO, married Vicki Viefhaus, July 22, 2016.  
[brown.adamc@gmail.com](mailto:brown.adamc@gmail.com)

**Leyah Rayzl Farber, BSBA '09**, South Orange, NJ, married Alex Colcord, August 2, 2020.



Leyah and Alex

**Lindsay Hirsch, BSBA '11/AB '11**, Walnut Creek, CA, married Dustin Schneider, May 23, 2020.  
[lpschneider324@gmail.com](mailto:lpschneider324@gmail.com)



Lindsay and Dustin

**Kara Conwell, PMBA '13**, Centennial, CO, married Brian Wilkins, June 20, 2021.  
[kara.conwell@gmail.com](mailto:kara.conwell@gmail.com)

**Daphne Benzaquen, PMBA '17**, St. Louis, MO, married Kevin Barnes, BSBA '12/MBA '17, October 30, 2021.

**Kameryn Moore, BSBA '17**, Tulsa, OK, married Garrett Chapman, March 28, 2021.

**Chad Wherley, MSF '17**, Washington, DC, married Amy Rosenthal, October 9, 2021.

**Sontaya (Sherrell) Golliday, MBA '18**, St. Louis, MO, married Antwyne Golliday Jr., August 2, 2020.

**Kaeli Kimes, PMBA '18**, St. Louis, MO, and Benjamin "Ben" Cutting, PMBA '17/BSSSE '12, St. Louis, MO, became engaged at the top of Jackson Hole Mountain Resort, January 24, 2021. Will tie the knot in summer 2022.

**Alexis "Lexi" Jackson, BSBA '20**, Springfield, MO, married Zeke Hall, November 14, 2020.  
[alexismjackson@gmail.com](mailto:alexismjackson@gmail.com)



Kameryn and Garrett

## Births & Adoptions

**David Brenner, BSBA '06/BSCOE '06**, New York, NY, and his wife, Jenny, welcomed a beautiful daughter, Mia Sylvia, October 19, 2020.  
[d.b.brenner@gmail.com](mailto:d.b.brenner@gmail.com)

**Adam Brown, BSBA '06**, St. Louis, MO, and his wife, Vicki Viefhaus, are the proud parents of Michael, 12, and Messi Cece, 3.  
[brown.adamc@gmail.com](mailto:brown.adamc@gmail.com)

**Lindsay (Hirsch) Schneider, BSBA '11/AB '11**, Walnut Creek, CA, and her husband, Dustin, welcomed Noa Gray, February 10, 2021.  
[lpschneider324@gmail.com](mailto:lpschneider324@gmail.com)

**John Witt, MBA '14**, Plano, TX, along with his wife, Yuliya, and their two-year-old daughter, Evelyn, welcomed Nicholas, April 10, 2020.  
[wittj86@gmail.com](mailto:wittj86@gmail.com)



Noa Gray



# In Memoriam

## 1940s

- Mrs. Mildred A. (Yanow) Wallach, BSBA '41/MSW '43,** St. Louis, MO, October 9, 2020
- Mrs. Jeanette B. (Koenker) Dempster, BSBA '45,** St. Louis, MO, January 25, 2021
- Mrs. Kathryn Sue (Kesi) Aylward, BSBA '46,** Cleveland Heights, OH, December 30, 2020
- Dr. William D. Hermann, BSBA '47/MA '62/PhD '67,** Oakland, CA, October 31, 2020
- Mr. Harry "Newton" Pollock Jr., BSBA '47,** Ft. Worth, TX, September 18, 2020
- Mr. Carl H. Barthold, BSBA '48,** Collinsville, IL, March 21, 2021
- Mr. Paul Bukstein, BSBA '48,** Laguna Hills, CA, April 19, 2021
- Mr. Jack A. Shank, BSBA '48,** Kansas City, MO, November 1, 2020
- Mr. Donald E. Waldemer, BSBA '42/BS '64,** St. Louis, MO, August 16, 2021
- Mr. Francis J. Foley, BSBA '49,** Alton, IL, December 14, 2020
- Mrs. Terry L. (Lazar) Hieken, BSBA '49,** Saint Louis, MO, August 4, 2020
- Mr. Kenneth W. Jones, BSBA '49,** Peoria, IL, October 20, 2020
- Mr. Louis J. Mirjanich Jr., BSBA '49,** Broken Arrow, OK, February 11, 2021



**Mr. Stanley L. Zerman, BSBA '49,** Chesterfield, MO, July 30, 2020

## 1950s

- Mr. Stanley F. Abrams, BSBA '50,** Chesterfield, MO, February 17, 2021
- Mr. Herbert "Lee" Brintnall, BSBA '50,** Marshalltown, IA, January 7, 2021
- Mr. Kenneth R. Chatten, BSBA '50,** Quincy, IL, January 27, 2021
- Mr. Stanford B. Goldman, BSBA '50,** St. Louis, MO, December 14, 2020
- Mr. William C. Hassall, BSBA '50,** St. Peters, MO, April 9, 2021

A St. Louis native whose career led him to the pinnacle of retail at the time, Mr. Abraham died at his home on May 2, 2021, at 93. Mr. Abraham began his retail career in 1954 as a floorwalker at Famous-Barr. By 1971, he was appointed chairman and CEO of May Merchandising in New York. A year later, he opened offices in Europe and the Far East for May Company. His extensive international experience opened the door to be among the first Americans invited into China for the 1973 Canton Trade Fair. In 1977, he was named chairman and CEO of Associated Merchandising Corporation, the world's largest retail and sourcing organization for many fine department and specialty stores around the globe. In 1990, he received WashU Olin's Distinguished Alumni Award.

**Mr. Gerald W. Murphy, BSBA '50,** San Marcos, CA, December 9, 2020

**Mr. Billy E. Rikard, BSBA '50,** Ashland, MO, December 2, 2020

**Mr. Marvin Shapiro, BSBA '50,** Chesterfield, MO, January 8, 2021

**Mr. Thomas W. Starkey, BSBA '50,** Rockingham, VA, October 3, 2020

**Mrs. Dorlene L. (Lauferski) Alaynick, BSBA '51,** New Orleans, LA, January 16, 2021

**Mrs. Esther (Salzberg) Langsam, BSBA '51,** St. Louis, MO, February 19, 2021

**Mr. Jerome Sylvan Levy, BSBA '51,** St. Louis, MO, January 20, 2021

**Mr. Alan S. Greenspan, BSBA '52,** Wilmington, VT, April 22, 2021

**Mr. Harold Hoffman, BSBA '52,** St. Louis, MO, August 1, 2020

**Mr. Louis Kilo, BSBA '52,** St. Louis, MO, August 7, 2020

**Mr. Marvin A. Muchnick, BSBA '52,** St. Louis, MO, July 7, 2020

**Mr. James P. Torma, BSBA '52,** Macomb, IL, December 26, 2020

**Mr. Leo A. Guenzburger, BSBA '53,** Carlyle, IL, July 18, 2020

**Mr. Jack N. Gonz, BSBA '54,** Lewisville, TX, March 24, 2021

**Mr. Fred C. Ungar, BSBA '54,** Greenville, SC, August 13, 2020

**Mr. Robert E. Cockrum, BSBA '55,** Houston, TX, March 19, 2021

**Mr. Stephen G. Dardick, BSBA '56,** St. Louis, MO, February 21, 2021

**Mr. Richard C. May, AB '50/MBA '56,** Belleville, IL, October 21, 2020

**Mr. Robert L. Meyer, BSBA '56/JD '57,** St. Louis, MO, November 10, 2020

**Mr. Erwin H. Mild Jr., BSBA '56,** St. Louis, MO, November 9, 2020

**Hon. Paul J. Simon, BSBA '56,** Ballwin, MO, June 6, 2021

**Mr. Richard A. White, BSBA '56,** Chesterfield, MO, February 2, 2021



## Richard A. and Carol L. Roth, BSBA '50

One was a former St. Louis Cardinals batting practice pitcher and Secret Service agent on President Eisenhower's detail. The other was an avid athlete—tennis player, skier and golfer with two holes-in-one to her credit. The Roths—married 72 years—died a day apart: Richard on January 18, 2021, at 93, and Carol on January 19, at 92. Among his career highlights, Richard worked four years on the 34th president's protection detail, including on a world tour, and later served undercover in the early 1960s to make the largest bust of a counterfeiting gang up to that point. He and Carol later owned and operated an apartment complex for low-income seniors in Omaha.



**Mr. Richard W. Arter, MBA '57,**  
Sarasota, FL, January 22, 2021

**Mr. Lloyd D. Doerflinger Jr.,  
BSBA '57,** Naples, FL, July 7, 2021

**Mr. Howard L. Finlay, BSBA '57,**  
St. Louis, MO, February 28, 2021

**Mr. Richard "Dick" Wayne  
Johnson, BSBA '57,** Torrington,  
CT, December 29, 2020

**Mr. Arthur C. Schrieber Jr., BSBA  
'57,** Wildwood, MO, November 11,  
2020

**Mr. Norman J. Tice, BSBA '57,**  
St. Louis, MO, December 31, 2020

**Mr. Robert E. Althoff, BSBA '58,**  
St. Louis, MO, August 15, 2020

**Mr. Jack S. Berman, BSBA '58,**  
Chesterfield, MO, August 27, 2020

**Mr. Milton H. Goldberg,  
BSBA '58,** St. Louis, MO,  
August 7, 2020

**Mr. Alan F. Lazaroff, BSBA '58,**  
Richmond, KY, January 12, 2021

**Mr. Michael L. Posen, BSBA '58/  
MBA '64,** Newtown, PA,  
March 10, 2021

**Mr. Gene H. Schwach, BSBA '58,**  
St. Louis, MO, November 7, 2020

**Mr. James C. Tompras, BSBA '58,**  
Chesterfield, MO, September 12,  
2020

**Mr. David L. Dau, BSBA '59,**  
St. Louis, MO, May 25, 2021

**Mr. Arnold Kreitman,  
BSBA '59,** Ballwin, MO,  
November 23, 2020

**Mr. Joseph D. Nolan, BSBA '59,**  
St. Louis, MO, December 4, 2020

**Mr. Alwyn E. Wolfarth, BSBA '59/  
JD '63/ML '68,** Vero Beach, FL,  
July 5, 2021

**Ms. Sandra "Sandy" (Sullens)  
Ziegenfuss, BSBA '59,**  
Chesterfield, MO, July 13, 2021

## 1960s

**Mr. Robert E. Beitel, BSBA '60/  
MBA '61/BS '70,** St. Louis, MO,  
August 28, 2020

**Mr. Bill C. Downs, BSBA '60/MBA  
'63,** Morrison, CO, July 16, 2021

**Mr. Gordon B. Lowell, BSBA '60,**  
St. Louis, MO, January 14, 2021

**Mr. Fred H. Steward Jr.,  
BSBA '60,** Sikeston, MO,  
October 30, 2020

**Mr. William A. Sullins Jr.,  
BSBA '60,** St. Louis, MO,  
June 14, 2021

**Mr. John L. Applegate,  
BSCE '59/MBA '61,** Prescott, AZ,  
June 20, 2021

**Mr. Irvin T. Chazen, BSBA '61,**  
Chesterfield, MO,  
January 29, 2021

**Mr. Edward C. Ahlheim,  
BSBA '62,** St. Charles, MO,  
May 9, 2021

**Mr. Daniel W. Cadigan,  
BSBA '62,** Springfield, IL,  
April 16, 2021



## Karen (Engster) Margo, MBA '79

A gifted banker in her earlier career and, later, a fundraiser for WashU Olin for nearly 29 years, Ms. Margo died July 17, 2021, after a 10-year battle with Alzheimer's disease. After joining Olin Advancement in 1985, Ms. Margo was appointed executive director of development for the business school in 2009. Beloved by Olin staff, faculty and alumni, she had an extraordinary talent for fundraising on behalf of the business school and was known for tripling scholarship support and increasing Olin's endowment to \$309 million—a sixfold increase under her tenure. She retired from the role in 2014.

**Mr. Robert E. Lischer, BSCE '53/  
MBA '62,** Omaha, NE, April 2, 2021

**Mr. Keith B. Johnson, MBA '63/  
DBA '63,** Mansfield Center, CT,  
August 21, 2020

**Mr. Richard W. Lampertz, BS '54/  
MBA '63,** Leesburg, FL,  
December 31, 2020

**Mr. Charles R. Nuttmann,  
BSBA '65,** Ballwin, MO,  
May 11, 2021

**Dr. Robert W. Kaps, BSBA '66,**  
St. Louis, MO, January 26, 2021

**Mr. Don H. Stuerke, MBA '68,**  
St. Louis, MO, March 1, 2021

## 1970s

**Mr. James B. Harris, MBA '70,**  
St. Louis, MO, December 15, 2020

**Mr. Wallace L. Bennett, MD, MBA  
'72,** Myrtle Beach, SC,  
September 2, 2020

**Mr. Frank Paul Preissle IV,  
MBA '73,** Columbus, OH,  
March 26, 2021

**Mr. Francis Gerard Grelle,  
MBA '74,** St. Louis, MO,  
September 10, 2020

**Mr. Thomas L Schlesinger,  
AB '73/MBA '75,** Chesterfield, MO,  
August 27, 2020

**Mr. Donald H.M. Currie,  
BS '70/MBA '76,** St. Charles, MO,  
December 3, 2020

**Mr. Donald Edward Klamon,  
BSBA '76/MBA '76,** San Francisco,  
CA, September 3, 2020

**Mr. Andrew Morrison Catford,  
MBA '77/MArch '77,** Ft. Collins,  
CO, April 6, 2021

**Mr. Daniel William Fridrich,  
PMBA '79,** St. Louis, MO,  
July 17, 2021



## William "Bill" Walker Hausman, AB '66, MBA '67

After a 40-year career as president and owner of contract cleaning firm Columbia Maintenance, Mr. Hausman died November 25, 2020, at 83. A native St. Louisan, he was remembered as an avid storyteller. He served in the US Army, noting that his time in Ranger School had changed his life. Following his MBA, Mr. Hausman held marketing and management positions with Ralston Purina and a small St. Louis steel company before founding Columbia Maintenance. In his free time, he maintained a cabin cruiser on the Mississippi, ran marathons and triathlons, and loved to bike and snow ski.



## Craig McBride, EMBA '15

An institutional bond broker and senior vice president at a local bank, Mr. McBride died April 1, 2021, at 53. After earning his WashU degree, Mr. McBride started at Morgan Stanley, awakened each morning by a cellphone message exhorting him to “make something happen today.” He earned his bachelor’s degree in economics from the University of Missouri-St. Louis and served in the US Air Force. He globally in Brazilian jujitsu, winning a world championship in 2018. In addition to other charity work, Mr. McBride was known to regularly distribute clothes, blankets and food at homeless shelters.

## Matthew “Matt” Nyman, EMBA '17

An Army veteran, wounded warrior, government innovator, husband and father, Mr. Nyman died in an avalanche with two other climbers in Alaska on February 3, 2021. He was 43. Mr. Nyman was an experienced climber who was featured in the 2012 documentary *High Ground*, following 11 veterans as they climbed the Himalayan Mount Lobuche. An Army Ranger turned Delta Force operator, Nyman was injured in a 2005 helicopter crash in Iraq. After fighting his way back to health and building a career developing and launching threat-assessment centers in the military and public sector, he pivoted to the private sector.



**Mr. Maury J. Tamarkin,**  
AB '61/PhD '79, Brimfield, MA,  
July 12, 2021

## 1980s

**Mr. Howard Adam Denemark,**  
BSBA '81, Dallas, TX,  
August 1, 2020

**Mr. Steven Channing Kapsar,**  
BSBA '83, San Antonio, TX,  
June 28, 2021

**Ms. Leslie Joan Waltke,**  
MBA '83, St. Louis, MO,  
January 1, 2021

**Mr. Joseph Henry Hempen,**  
PMBA '84, St. Louis, MO,  
March 23, 2021

**Mr. David Neil Geier, BSBA '85,**  
Washington, DC, March 22, 2021

**Ms. Mary Ellen Movshin,**  
PMBA '88, St. Louis, MO,  
October 17, 2020

**Mr. Daniel Clifford Whithaus,**  
PMBA '88, Ballwin, MO,  
June 15, 2021

**Mr. Michael James Pollock,**  
MBA '89, St. Louis, MO,  
February 20, 2021

## 1990s

**Mr. Paul Louis Luchini,**  
BSBA '90, Shelbyville, KY,  
March 10, 2021

**Mr. Robert Wayne Kurzu,**  
EMBA '92, Ft. Walton Beach, FL,  
September 26, 2020

**Mr. John Gilbert Stallings**  
Jr., MBA '93, Richmond, VA,  
November 2, 2020

**Ms. Laura Myers Reeb,**  
EMBA '94, New York, NY,  
September 12, 2020

**Mr. Scott Joseph Casey,**  
MBA '98, St. Louis, MO,  
February 10, 2021

## 2000s

**Ms. Richelle S. (Simmons)**  
Clark, EMHS '01, St. Louis, MO,  
November 6, 2020

**Ms. Lisa Josephine Vaccaro,**  
MBA '06, St. Louis, MO,  
December 30, 2020

## 2010s

**Mr. Philip Joseph LeFevre,**  
EMBA '11, St. Louis, MO,  
February 8, 2021

## Friends of Olin

**Mr. Neil S. Hirsch,** New York, NY,  
June 24, 2021

**Mrs. Evelyn Williams,** St. Louis,  
MO, October 25, 2020



## Harris Frank, Friend of Olin

A longtime benefactor to WashU Olin whose vision and support of Olin students launched the Computer Comfort program for seniors, Mr. Frank died on October 19, 2020. He was 95. Mr. Frank worked for Gershman Commercial Real Estate and was a supporter of numerous civic organizations, receiving the Spirit of Philanthropy Award from the Association of Fundraising Professionals of St. Louis in 2014. That year, Mr. Frank inspired Computer Comfort, a project begun originally with Olin MBAs, underwriting student-run classes for senior adults who want to understand how to better use computers.

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