

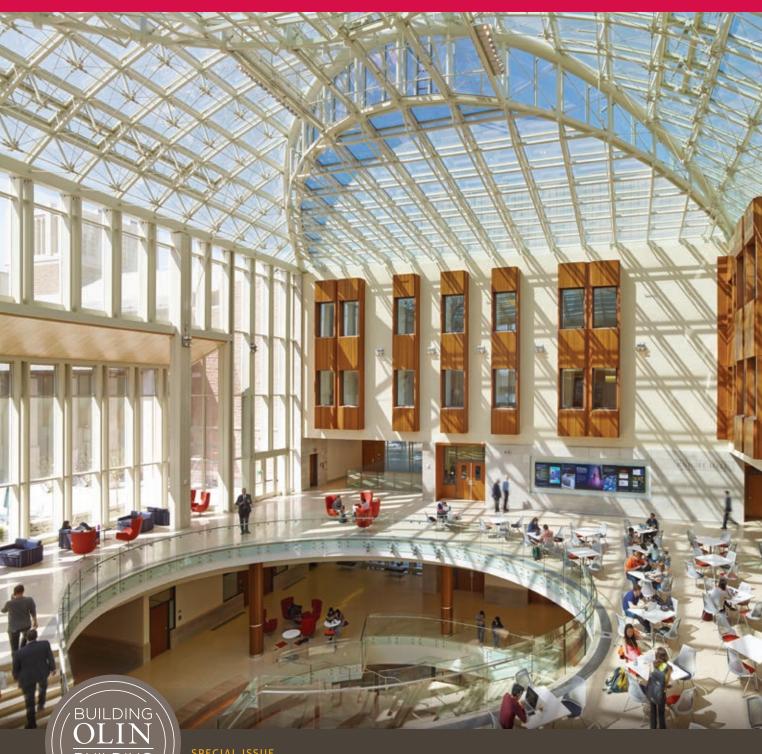
Simon Hall Face-Lift

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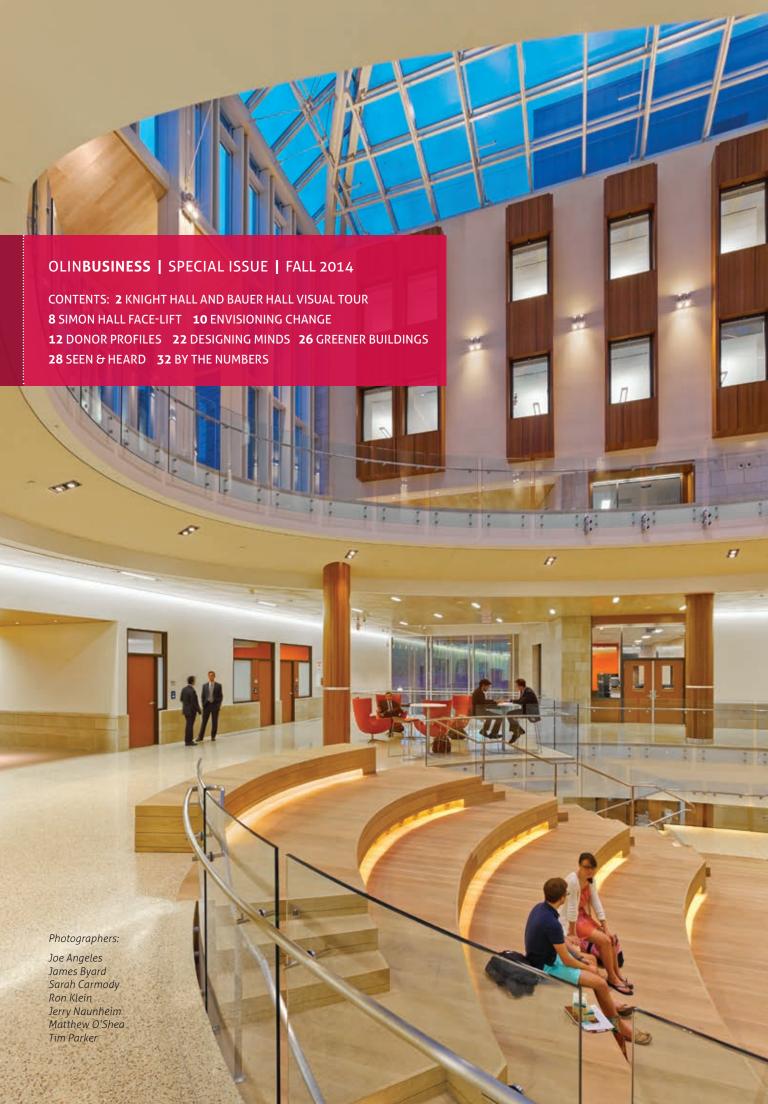
# LINBUSINESS

CREATE KNOWLEDGE. INSPIRE INDIVIDUALS. TRANSFORM BUSINESS.



SPECIAL ISSUE

Celebrating Knight Hall and Bauer Hall





# Our Second Century of Business Education

By Mahendra Gupta

For many years, it was apparent that Olin was in need of more space. Overcrowding was a way of life, and scheduling classrooms each semester was difficult at best. Faculty, staff, and students were all challenged by a lack of space. Eventually there was no denying that to keep up with the needs of our students—and to stay at the forefront of business education—we would need to expand our school.

As we considered how to approach additional space, we focused on three factors: capacity, change, and culture. The "three Cs" are crucial for a vital campus life and learning experiences. We wanted our spaces to enhance our peoplecentered community, which is always preparing tomorrow's business leaders.

#### CAPACITY

When Simon Hall was opened in 1986, we had 37 faculty members and 735 full-time students in five degree programs. Today, we have more than 80 full-time faculty members and 2,000 students in 11 degree programs. Although we had considered expansion in 2008, the recession tabled those plans. Just four years later, in 2012, the time was right, and we were able to begin the much-needed construction of two new buildings, thanks to generous gifts from Charles and Joanne Knight and George and Carol Bauer through the Bauer Foundation.

#### **CHANGE**

We firmly believed that increasing our footprint and enhancing our facilities would strengthen Olin's competitive edge and facilitate our growth. In addition to growing our square footage, we needed flexible spaces to accommodate changes in teaching and collaborative learning. We needed spaces to grow our faculty and the services we provide students. We needed flexibility to introduce new technologies to facilitate teaching, learning, and connectivity.

#### **CULTURE**

Culture is not something you can measure or display in a graph, but we know it is extremely important. We strive to create a community where collaboration, diversity, and innovation are truly part of our daily interactions in and outside the classroom. Designing new spaces for learning, studying, and social engagement presented us with a unique opportunity to allow our community's culture to blossom. This is reflected in the design of Knight Hall and Bauer Hall, as well as in the renovations at Simon Hall.

#### AN INSPIRATION TO ALL

These buildings were designed to inspire everyone who walks through the doors today—and for years to come. The thoughtful decisions we made, from the sustainable and recycled elements to the soaring Atrium skylight, send a message of transparency, collaboration, accountability, and excellence—the very same attributes that we seek in leaders today.

#### **IMMEDIATELY AT HOME**

Within two days of opening the doors to Knight Hall and Bauer Hall, the students were right at home. They naturally found the places designed for collaboration, quiet study, contemplation, and celebration. They discovered people they had never had the opportunity to meet before. They had room to spread out, see each other, connect, and soak up the natural light that illuminates every level of the new buildings.

In many ways these spaces are energizing the school, our community culture, and defining our mission for Olin's second century in business:

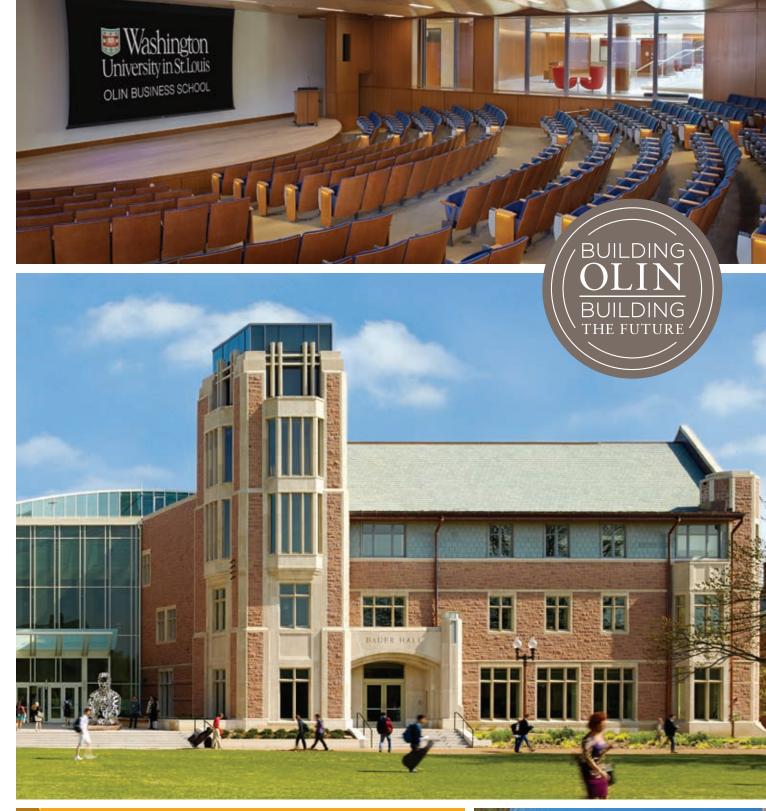
Create knowledge. Inspire individuals. Transform business.

Knight Hall extends to the east of The Charles F. Knight Executive Education & Conference Center, forming a seamless façade of Missouri red granite that welcomes visitors from an expanded plaza along Throop Drive. Emerson Auditorium is located just inside the main entrance to Knight Hall. Glass walls and open stairways connect spaces throughout the building ensemble and allow natural light to filter from the fifth to the first level.









Bauer Hall's arched stone entrance faces Mudd Field.
Knight Hall and Bauer Hall provide 177,000 square feet
of new space, including seven completed classrooms,
21 group study rooms, 75 faculty offices, graduate program
offices, the Weston Career Center, a café, and a Starbucks.
Donors and dignitaries cut the red ribbon at the May 2
Dedication Ceremony. Boles Plaza provides a dramatic
entrance to the glass Atrium with a sculpture by Spanish
artist Jaume Plensa.





The three-story glass Atrium that soars above the open amphitheater of the Frick Forum allows sunlight to flood all five levels of Knight Hall and Bauer Hall. 360 glass panels, averaging five feet in length, form the Atrium roof.











A glass curtain that frames the Wrobley Atrium Alcove separates the Atrium from the Knight Center open-air courtyard. Due to the transparent elements and spacious design, the exterior and interior environments blend harmoniously throughout the new buildings. A digital billboard centrally located on the third level keeps the community up to date on world and campus news.









and group study rooms with video recording equipment and Skype capability, students have a variety of areas to work alone or in teams. Tiered and flat classrooms feature multimedia software. Mobile furniture in the Active Learning Lab allows for infinite configurations to accommodate creative brainstorming and critical thinking.



The South Tower Room in Bauer Hall is available for meetings, receptions, and seminars, and features panoramic views of campus. It is set off by a unique blue ceiling.

The curved white oak benches of the Frick Forum gently slope from the second to the first level in the heart of the Knight-Bauer complex. The Forum is suitable for informal gatherings as well as class lectures, guest presentations, and town hall meetings. The Weston Career Center is located on the second level.









# Simon Hall Undergoes Major Face-Lift

Phase one of a three-part renovation plan for the John E. Simon Hall took place this summer. Demolition began on May 19 in the eastern half of the building on all three floors, and construction was complete in time for the first day of classes on August 25.

**ON THE FIRST FLOOR, Piper Grand Hallway (formerly** known as Flag Hallway) has been widened and opened to the north with glass walls that lead to the new BSBA Administration offices and a new BSBA lounge. The flags have been removed to increase illumination from the skylights. Einstein Bros. Bagels dining area is expanded and open to Piper Grand Hallway. The new Management Communications Center and a Weston Career Center satellite office are located in the former BSBA student lounge.

ON THE LOWER LEVEL, May Auditorium was redesigned and capacity was increased to 340. A lounge area and restrooms were added in addition to the replacement of 50 percent of Simon Hall's air-handling units, which will result in better performance and energy savings.

ON THE SECOND FLOOR, the Kopolow Library has a different layout featuring collaborative space and quiet study space on the mezzanine. Seventeen offices were converted into group study rooms.

The former Dean's Suite will be converted for use as a faculty lounge, and the dean will maintain a satellite office in Simon Hall.

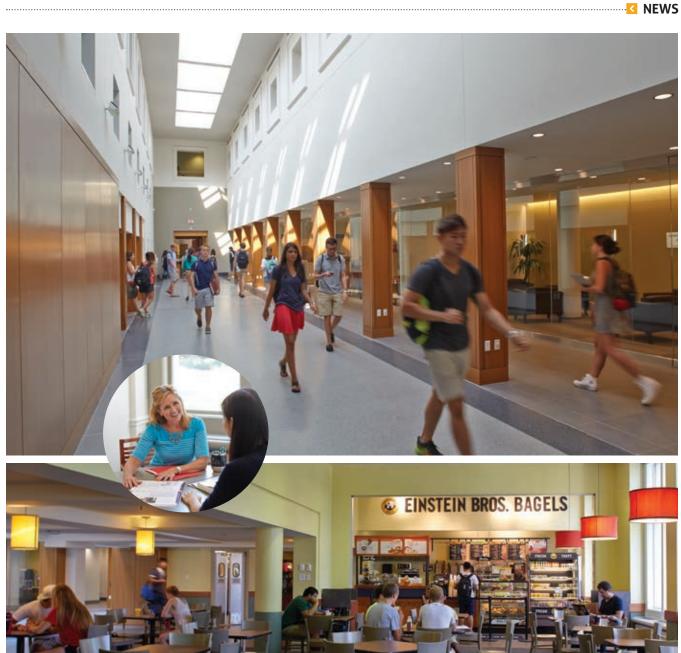
Phases two and three will take place over the summer months of 2015 and 2016 and will include renovations to existing classrooms and offices, and the creation of six new classrooms on the lower level.

View videos of Simon Hall renovations on the Olin Business School YouTube channel Magazine playlist.













**BUSINESS SYMPOSIUM** 

# Envisioning Change: Making an Impact on the World



Andy Taylor, Executive Chairman, Enterprise Holdings, and Diane Sullivan, CEO, President, and Chairman of the Board of Brown Shoe Company, were the keynote speakers at the May 3 Business Symposium that inaugurated the new Emerson Auditorium in Knight Hall.

Leadership, planning for the future, and managing technology that connects companies and customers were topics of discussion for Taylor and Sullivan, both members of Washington University's Board of Trustees. "Twenty-first century companies need speed, flexibility, and creativity to succeed," Sullivan told the audience of alumni and friends of Olin. Both executives addressed the role technology plays in how they anticipate and respond to customers' needs in the digital mobile marketplace.

When the symposium shifted focus from legacy conglomerates to the startup scene, the conversation switched to "Innovation in the Era of Entrepreneurism." Founders of three young tech-based companies participated in a discussion during the second half of the event, led by Thomas Hillman, AB '78, Managing Partner, FTL Capital, a St. Louis-based principal investing firm and operating holding company he cofounded in 2001. Hillman facilitated a lively conversation with Seth Burgett, EMBA '09, Chairman and CEO, Yurbuds; Mary Jo Gorman, MD, EMBA '96, Founder, Advanced ICU Care; and Gabe Lozano, Cofounder and CEO, Lockerdome.

#### HIGHLIGHTS FROM THE PANEL DISCUSSION

**Hillman:** Which qualities best define those who succeed with startups?

Gorman: One of the most important things is willingness to listen to feedback, because it is, by definition, an iterative process to go from your genius idea to something that will make money and employ people and make an impact. Sometimes you get feedback you don't necessarily want to

hear. That's a critical part of being successful as an entrepreneur.

Hillman: Define success.

**Lozano:** Learn that failure is okay and learn from your mistakes.

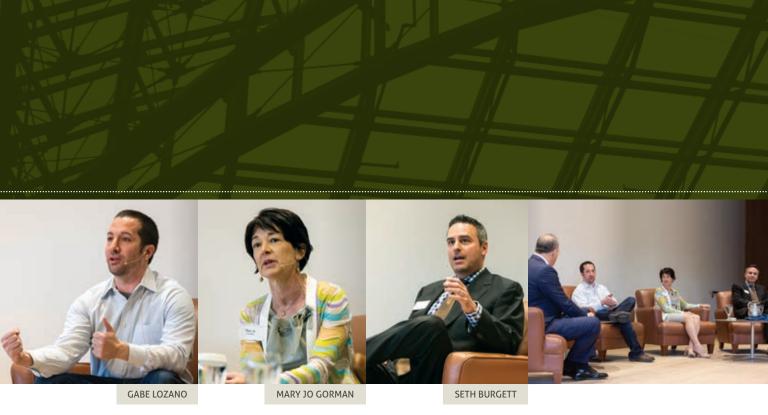
**Hillman:** Define your leadership traits.

**Gorman:** You have to lead with purpose, and I have worked at getting more purposeful in my

leadership because it comes back to building an environment where everybody is willing to give you 110 percent every day.

**Hillman:** Name one entrepreneur who inspired you.

**Burgett:** Nikola Tesla was a brilliant man, but died penniless. So, what I've come to conclude is that you can be an inventor, but you have to be an inventor and a businessman to capitalize on it.



**Hillman:** I'm a big believer in failure and talking about mistakes. How have you failed forward?

**Lozano:** We spent too much time talking and not doing.

The St. Louis startup ecosystem is exploding. Across the board, people are starting to realize something special is happening. I always say, "If this were a video game, we're on level two of a game with many levels."

Great entrepreneurial ecosystems need a great university. Washington

University is a world-class university, and it's contributing to this system by attracting, training, and retaining talent.

**Burgett:** The best business advice I received as a young manager was don't be afraid of hiring someone more intelligent, older, more experienced than yourself.

Hillman: I encourage everyone to be a mentor, be around a young Turk, because over time you will become the mentee, and they are the mentor to you. It keeps you fresh, it keeps you current, and it's very exciting.

The Symposium panel discussion is available on the Olin Business School YouTube channel Magazine playlist.

# yurbuds | JBL

In 2009, Forbes named Yurbuds the ninth "Most Promising Company in America." In less than five years, Yurbuds has become the number one sport earphone in the United States and has raised more than \$10 million in capital from equity, mezzanine, and debt sources. In June 2014, Harman International Industries, Incorporated, acquired St. Louisbased Yurbuds LLC.

### Advanced ICU Care® LEADERSHIP. EXPERTISE. RESULTS.

Advanced ICU Care is the nation's largest tele-ICU program provider. During her tenure as Chairman and CEO from 2006 until 2014, Gorman raised venture capital funds and grew the company to profitability, with revenues growing over 50 percent annually.

### lockerdome

Lockerdome is a social media platform built around what you like, as opposed to who you know. More than 50 million people per month use LockerDome to discover, collect, and engage around things they like with others who share the same passions.





Charles F. and Joanne

# KNIGHT HALL



Charles P. Keight is a entireasy Pastress leader, distinguished philambrophic and Imprior supposes of Westington Colours

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### Joanne and Charles F. Knight

Joanne and Charles F. Knight's generosity to countless organizations has strengthened the region in the fields of cancer research, healthcare, and education. "Chuck," leader of Emerson for three decades, has been devoted to Olin Business School since 1980, when he chaired the Business Task Force that helped launch the school on its current trajectory. In 1988, he was instrumental in its naming by the John M. Olin Foundation. In 1995, Knight became the inaugural chair of Olin's National Council and paved the way for The Charles F. Knight Executive Education & Conference Center, dedicated in 2001. Chuck was a member of the Washington University Board of Trustees from 1977–90. In 1999, he received the university's Robert S. Brookings Award. He was awarded Olin Business School's Dean's Medal in 1993, and in 2012,

both Charles and Joanne Knight received that honor. In late 2011, the Knights stepped forward with a transformative gift of \$15 million to expand facilities with Knight Hall. Their visionary gift provides the foundation for Olin's second century of top-ranked undergraduate and graduate business programs.

"We must believe that each one of us can make a difference. We must never move away from the belief that the efforts of each individual can have a great effect upon this city, and upon this state and this nation."

—CHARLES F. KNIGHT

Alumni and benefactors embody our core values of collaboration, integrity, diversity, leadership, and excellence when they support the school with generous gifts that ensure our legacy will continue to build leaders for the future.

On the following pages, we would like to recognize donors who have provided special named spaces and classrooms in Knight Hall and Bauer Hall.



### Carol and George Bauer

Carol and George, EN '53, SI '59, Bauer have helped organizations from their home community in Connecticut to St. Louis and around the world. Their impact on Olin Business School and Washington University has been tremendous. In 2007, they established the George and Carol Bauer Professorship in Organizational Ethics and Governance. George Bauer serves on the university's New York Regional Cabinet, the Board of Trustees, and Olin Business School's National Council. Carol and George Bauer received the Robert S. Brookings Award in 2011 in recognition of their extraordinary generosity and commitment to the university, and they were awarded the Olin Dean's Medal in 2012. In late 2011, the Bauer Foundation stepped forward

with a transformative gift of \$10 million to expand facilities with Bauer Hall. The expansion will provide the foundation for Olin's second century of top-ranked undergraduate and graduate business programs.

"Through these portals will pass the men and women who, because of their time here, will be well prepared with the skills, values, and entrepreneurship to meet the future."

—GEORGE BAUER

ston

### Bellwether Foundation





Scott and Michele Budof

The Bellwether Foundation, established by Robert Brookings Smith, is a generous supporter of Washington University and Olin Business School. In 2012, the foundation endowed three annual student internships in the university's Skandalaris Entrepreneurial Summer Internship Program.

Earlier, the foundation and Nancy Morrill Smith made a combined \$1.7 million commitment to help establish and endow the Robert Brookings Smith Distinguished Professorship in Entrepreneurship, in memory of Mrs. Smith's husband, Robert Brookings Smith. Mr. Brookings Smith was a former Washington University trustee and entrepreneur, and also the great-nephew of Robert S. Brookings, who served as the president of the university's governing board from 1895 to 1928 and for whom Brookings Hall is named.

"Our goal in making this gift is not only to provide educational space but to inspire the current and future students using it to demonstrate a commitment to character and public service in their lives."

-ROBERT BROOKINGS SMITH III, MBA '94

Gil, BSBA '66, and Marty, AB '66, Bickel are Danforth Circle Dean's Level members and life patrons of the William Greenleaf Eliot Society. Mr. Bickel is currently in his second term as the society's president.

F. Gilbert Bickel received a Distinguished Alumni Award from the university in 2002 and from Olin in 2005. He is senior vice president–investments at Wells Fargo Advisors, LLC, chairman of Innovate St. Louis and the St. Louis Arch Angels, and a director of the St. Louis Regional Chamber.

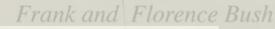
"Marty and I are delighted to celebrate Olin's expansion and help inaugurate the Art on Campus program with Jaume Plensa's sculpture, Ainsa I. Letters from nine alphabets form the larger-than-life seated human figure that embodies and welcomes the university's diversity and the global nature of the business world. We hope everyone will delight in and embrace the inspiring presence of public art on campus."

—GIL BICKEL

Sarah L. Boles and Family

#### BUSH FACULTY WING

Frank and Florence Bush









Sarah L. Boles, BSBA '80, MBA '81, has used her education to positively impact the lives of those around her. She has worked on Wall Street for competitive, profit-driven organizations, as well as for nonprofit entities whose sole mission is to help individuals where they hurt the most. Boles has advised families in selling or restructuring their treasured family businesses, and she has chaired strategic planning committees, capital campaigns, and executive director searches. Five members and two generations of the Boles family have graduated from Washington University.

"I hope the new facilities and the outdoor plaza bearing my family's name will provide a sense of place, a sense of significance, and a sense of purpose for the students who study there."

—SARAH BOLES

Frank, BSBA '30, and Florence, AB '31, (Austin) Bush were founding sponsors of the Scholars in Business Program at Olin Business School, and their significant gifts to Washington University have also supported facilities and an endowed professorship in art.

Mr. Bush, who retired as vice president of Lawton-Byrne-Bruner in 1973, received a Distinguished Alumni Award from the university in 1986 and the Dean's Medal from Olin in 1998. Mr. Bush died in 2003, and Mrs. Bush died in 2006.

"My aunt and uncle, who had a long association with the university, made arrangements for a donation before their deaths. They would be delighted that their gift has funded a beautiful wing where Olin faculty can interact in comfort."

—FRANK J. BUSH III





Emerson has been instrumental in the development and growth of Olin Business School for more than 30 years. The St. Louis-based company's support includes significant commitments to the school's endowment, the construction of John E. Simon Hall and The Charles F. Knight Executive Education & Conference Center, and the establishment of the Executive MBA program with Fudan University in China.

The company's philanthropy extends throughout Washington University, including substantial contributions to the Alvin J. Siteman Cancer Center, endowed professorships, and scholarships.

"This important facility will have an impact on business and the world economy in ways we cannot see or dream of today. It's also a great challenge to all of us—the teachers, the administrators. St. Louis citizens. and the business leaders—to be properly focused and engaged. We are holding the students' futures in our hands. We have to do our jobs consistently well so they can succeed."

-- DAVID FARR, CHAIRMAN AND CEO, EMERSON

Robert, BSCE '60, MBA '62, and Barbara Frick are generous benefactors and longtime supporters of Olin Business School. A gift from Mr. and Mrs. Frick established the Robert and Barbara Frick Professorship in Business, and they have named annual scholarships for students. They also are life patrons of the William Greenleaf Eliot Society.

After Mr. Frick's retirement from a distinguished career with Bank of America, the couple formed K.E.S. Management Company to provide quality housing for low- and moderate-income families in ethnically diverse neighborhoods. Mrs. Frick has been widely recognized for her community service.

"Olin Business School's excellent and caring professors provided me with a very important educational experience that helped prepare me for my career. We are very proud that our gift will contribute to preparing the business leaders of tomorrow."

—BOB FRICK

Lin-Kuei Jackson Ling and Family





omas Lavender

reen Morriso

Bobbi and Sidney Guller

Sidney Guller, BSBA '47, is cofounder and chairman of Essex Industries. A longtime member of Olin Business School's National Council, he received the Founders Day Award in 1990.

Mr. Guller was a founding sponsor of the Scholars in Business Program at Olin, which honored him with the Distinguished Alumni Award in 1998 and the Dean's Medal in 2011. He and his wife Bobbi have supported scholarships for more than three decades. Bobbi Guller passed away in 2010.

"Classrooms are central to the unique experience that Olin Business School offers students. There, world-class professors share their knowledge and insights with high-caliber men and women eager to help guide companies to success in a high-tech, competitive global economy."

—SID GULLER

Lin-Kuei Jackson Ling, EMBA-Shanghai '04, is founder of Shanghai-based Enhance Holding Corporation, the world's largest neon sign manufacturer, and Enhance Biomedical Holdings, Ltd., which conducts anti-aging research and operates stem-cell collection centers in China and Taiwan.

Olin Business School presented Mr. Ling with a Distinguished Alumni Award in 2006. He is a member of the school's National Council and Washington University's International Advisory Council for Asia.

"The purpose of putting my name on the Lin-Kuei Jackson Ling Classroom is a reminder to posterity. It is to encourage others to inspire Olin students to be brave and chase after their dreams. I hope my name and my story will be remembered."

—LIN-KUEI JACKSON LING

W. Patrick McGinnis



Steven and Ellen Segal





Steven and Ellen Segai

Patrick McGinnis

W. Patrick McGinnis, MBA '72, had a successful career with Ralston Purina after earning a master's degree from Olin Business School. He was named president and CEO in 1997 and remained CEO when the company became Nestlé Purina PetCare Company in 2001.

A longtime member of Washington University's Board of Trustees and Olin's National Council, Mr. McGinnis has made significant gifts to the school that have supported scholarships and the establishment of the W. Patrick McGinnis Professorship in Business. He received a Distinguished Alumni Award from the university in 1999.

"Olin's new multipurpose spaces reflect an important trend in today's business world: we need to be nimble and ready for change to succeed. From the classroom to the marketplace, I know these beautiful new facilities will help prepare many generations of innovative business leaders."

—PATRICK MCGINNIS

Steven, BSBA '82, and Ellen, BSBA '82, (Binstock) Segal are longtime and generous supporters of Olin Business School and Washington University. Mr. Segal, who cofounded the private equity firm J.W. Childs Associates in 1995 and remains a special limited partner, serves on the university's Alumni Board of Governors and Olin's National Council. He received the Olin Distinguished Alumni Award in 2013.

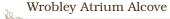
An active community and Washington University volunteer, Mrs. Segal is a longtime interviewer for the Alumni and Parents Admission Program. Mr. and Mrs. Segal are members of the Boston Regional Cabinet and serve as cochairs of the Boston Regional Campaign Committee.

"It's important that Olin's facilities match the school's high-quality teaching. A great facility and classrooms help attract talented faculty, maximize learning, and enhance the interaction between faculty and students."

—STEVEN SEGAL

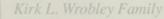
Weston Career Center and Interview Suites

Roger L. Weston



Kirk L. Wrobley Family









Roger L. Weston, MBA '67, founded GreatBanc, Inc., in 1986 and was president and CEO until it was acquired by Citizens Financial Group Inc. in 2007. With his support, the Weston Career Center was established at Olin in the 1980s.

A member of the school's National Council since 1995, Mr. Weston received a Distinguished Alumni Award from Olin in 1997 and from Washington University in 1998. The school awarded him the Dean's Medal in 2013.

"Assisting students with career plans and job interview preparation is a crucial component of a business school education. The expanded Weston Career Center will serve all Olin students and alumni to help them achieve their long-term career goals."

-ROGER WESTON

Kirk L. Wrobley, MBA '91, is a partner at Lockton, the world's largest private insurance brokerage and employee benefits consulting firm. He is a former president of the Olin Alumni Board and current chairman of the Olin Past Presidents Advisory Council.

Mr. Wrobley's gift to Olin honors his parents, Ralph G. and Madeline C. Wrobley, who modeled the value and responsibility of philanthropy and community service throughout their lives.

"As Olin alumni, we benefit from Olin's vast network and resources and, in turn, our support helps Olin grow and expand. Each time I interact with fellow alumni and students, I see a tremendous return on investment for our contributions."

—KIRK WROBLEY

#### Zimring Classroom

Miki and Morrie Zimring



Morrie, BSBA '52, and Miki Zimring are generous philanthropists and longtime supporters of Olin Business School. Mr. Zimring is a well-known entrepreneur and investor. After graduating from Washington University, he founded several successful businesses in the St. Louis area.

The Zimring Classroom, named in honor of Mrs. Zimring, commemorates the couple's dedication to the school and to each other.

"Classrooms are the laboratories in which future business and community leaders are molded and inspired, and lifetime personal and business relationships evolve. Quality classrooms inspire quality leaders and quality relationships."

-MORRIE ZIMRING

#### OTHER NAMED SPACES

Meeting Rooms, Lounges, and Study Rooms

Anup and Narmata Agarwalla, Study Room David and Rona Baizer, Passageway Michelle and Nick Bhambri, Study Room Todd and Barbara Bluedorn, Study Room Scott and Michele Budoff, Study Room Donald and Lydia Dorsey, Study Room Jon and Lauri Flaxman, Study Room Stuart and Elaine Greenbaum, PhD Suite HNI Corporation, Staircase William and Sarah Hyman, Meeting Room Albert Yuk Keung and Pasy Ip, Study Room Xin Ji and Kari Song, Study Room Paul and Elke Koch, Meeting Room Veronica and Alfred Koh, Study Room Michael and Paige Kaplan, Study Room Judy and Jerry Kent, Recruiter Lounge Doris and Gunther Kohn, Study Room Mr. K. Munir Mashoogullah and Dr. Zeelaf Munir, Study Room Greg and Maureen Morrison, Study Room James and Merry Mosbacher, Study Room Herbert A. Reznikoff, Study Room Gerry and Bob Virgil, Meeting Room Howard and Marilyn Wood, Lounge

#### The Weston Career Center

Lisa Marcus Abramowitz and Steven Abramowitz, Interview Room John and Crystal Beuerlein, Interview Room Reid S. Buerger, Interview Room Citi, Opportunity Center Health Administration Program 1946–2008, Hepner Director's Office Towle Family Foundation, Meeting Room

#### Gardens

Steven and Jocelyn Cohen, Garden George and Carol Bauer Family, Garden

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Zheng Family, in honor of Wang, Hong

Donors as of September 15, 2014

Naming opportunities are still available. For more information on planning a facilities gift, please contact:

Office of Alumni and Development John M. Olin School of Business Washington University in St. Louis Campus Box 1202 One Brookings Drive St. Louis, MO 63130

314.935.9209

# The Designing Minds Behind Knight Hall and Bauer Hall

By David Sheets

Matt Pfund is quick to voice pride over all the Washington University work he has managed for Tarlton Corporation over the years. But a special excitement he felt in building Knight Hall, Bauer Hall, and the adjoining Atrium prompted him to do something unusual.

He would bring his children to the worksite on occasion.

"They know all about what kind of work I do, so none of it really surprises them," said Pfund, a senior vice president who oversaw a 12-member construction management team. "But I had to show it off. For me, this is the crown jewel of my career."

The same seems true for many people on the design and development team for the \$90 million project, and is noticed by practically everyone who enters the 177,000-square-foot result. Knight Hall and Bauer Hall show in stunning detail how a deft mix of Indiana limestone and Missouri granite, glass, and steel can maximize function and convey artistic wonder at once.

"I walk through the Atrium and I find myself looking up and then all around, and I see others who come through doing the same," said Brian Bannister, associate dean for administration at Olin. "We knew it was going to be an outstanding space, and yet, there are still moments when I can't believe how good it is."

Knight Hall and Bauer Hall and the Atrium serve a simple purpose: they allow needed space for Olin's aspirations to expand and flourish. Achieving that purpose, however, required peeling back layer after layer of historic and geographic complexity.

"Anytime you work on an iconic university, you face the challenge of how do you meet 21st-century needs in a campus whose physical form was established in the beginning of the 20th century," said Hank Webber, Washington University executive vice chancellor for administration. "There is a practical set of needs for classrooms and offices in a modern business school. There is also a fundamental need to create great spaces that build a sense of community."



MATT PFUND TRACY HART



Add to that the project's small footprint abutting the Knight Center and McMillan Hall (where Eliot Hall once sat), a height limit constrained by the surrounding campus buildings, a sloping foundation that rises more than 30 feet, and a desire to find a contemporary solution that still fit within the traditional style of the Danforth Campus, and it became clear early in the project that meeting Olin's modern needs would induce old-fashioned head scratching.

Furthermore, the window for construction was very narrow, only 18 months, and was complicated by the removal of Eliot Hall, according to Tracy Hart, CEO of Tarlton. Work was complete by Feb. 28, 2014.

"I think this project set the bar on how quickly we can deliver projects," Hart said. "And the things we used on this project—such as lean project management, whole-planning scheduling, among others—were not necessarily new to Tarlton or Washington University, but were certainly new on a project of this scope."

Fortunately, daunting challenges inspire Buzz Yudell, a partner at Moore Ruble Yudell (MRY) Architects & Planners in Santa Monica, CA, and the lead designer on the project.

"We often find that the more complex a particular site, the more interesting the work becomes and the more creative the solution becomes," Yudell said.

Yudell and his partners have designed spectacular academic buildings for UCLA and MIT as well as schools in Europe and Asia. The three-story glass Atrium at the center of the Olin project was integral to MRY's proposal, which won the design competition. Figuring out how to construct it required extensive collaboration between the architects, engineers, and the builders.

An elliptical arch alluding to the Gateway Arch had been part of a proposal to expand Simon Hall in 2008. That plan was shelved when the financial crisis hit, but it did provide some inspiration for creating a structure to support the Atrium above the open amphitheater-like Forum. "From that, the idea



BUZZ YUDELL (RIGHT) TALKS WITH GEORGE BAUER (CENTER) AND EDWARD LAWLOR, DEAN OF THE BROWN SCHOOL.

for this Atrium's twin elliptical trusses evolved, removing the need for intrusive supports," said John P. Miller, BSCE '87, MSE '91, a principal at KPFF, the Knight-Bauer project's structural engineer. "Plus, the team was playing with and doodling out and testing other design ideas. And it happened in just a few minutes, that spurt of creativity and inspiration based on all the studies we were doing."

Bannister said the Atrium succeeds beyond expectation in uniting Knight Hall and Bauer Hall, two adjoining outdoor common areas, and a mix of multifunctional large and small meeting spaces, all around a central forum area that represents the "O" in Olin and is bracketed by sweeping stairways extending through three levels.

"The Atrium and the Frick Forum came about in relation to our desire to make maximum use of natural light as well as some of the unique characteristics of the site," Bannister said. "The Forum, with its tiered seating, gives a sense of being the center of activity. It connects to many of the other spaces and creates an openness extending downward so that the lower levels do not feel as if they were part of a subbasement."

"The result is that no matter where you enter, you feel as if you are in the center of everything," Bannister said.



Two levels of faculty and administrative offices and classrooms overlook the Atrium on three sides, allowing the natural light and perception of openness to spill into those spaces. Apart from the Atrium, skylights draw natural light down into the faculty office access areas and stairwells.

"To maintain interior comfort and energy performance, glazing with ceramic frit and high-performance coating were used on the glass panels in the Atrium," said Gene Mackey of Mackey Mitchell Architects, the associate architectural firm on the Knight-Bauer project. To maximize safety, the Atrium design underwent nearly 200 different stress tests and includes a series of passive-response panels that open automatically in a fire emergency, allowing smoke to drift out of the building.

"At any university today, the more connectivity, engagement, and collaboration that can be created programmatically and physically for various departments to work together, to gather together, to celebrate together, to engage in programs together, that is where we need to be," Mackey said. "And these buildings do that."



DEAN GUPTA AND BRIAN BANNISTER

Dean Mahendra Gupta concurs. He, too, played a crucial role in the planning and evolution of the new buildings. "This expansion project was not just a transformation of a concept and a design into buildings. It was an organic development where the many minds came together, again and again, and did what needed to be done to make this a special place."





### Project Engineer Turns Trees into Art

When three large trees stood in the way of construction for Knight Hall and Bauer Hall, structural engineer John Miller, BSCE '87, MSE '91, envisioned a way to keep some portion of the trees' beauty at Olin.

Miller is a principal at KPFF, the consulting engineering firm for the Olin expansion project. He applies structural knowhow to an architect's vision. The \$90 million project was his largest project and, he believed, warranted a memorial for his effort.



"I've always wanted to make a piece of furniture out of the trees that came from a site where I helped design the building . . . and this was the first opportunity I could do that," Miller said.

Not for himself, however. For Olin.

So, before the trees—a burr oak, a cypress, and a sycamore—were hauled away, Miller cut enough from them to fashion a large elliptical worktable and two side tables. The side tables were cut and sanded in the original shape of the burr oak's 22-inch-wide trunk.

For the worktable, Miller had another inspiration, the same one that formed the Atrium at the center of the complex: the "O" in Olin's name. For six months in his spare time, and with the help of three colleagues, Miller cut, sanded, and glued pieces from all three trees into a 96-inch-long ellipse that splits in two so both halves of the table can be placed flat against a wall.

Miller's smaller tables reside in the Dean's Suite. His larger work of art is in the South Tower Room, adjacent to the faculty seminar room.

"I just happen to be a structural engineer who embraces art," said Miller.





**LEED Certification** 

# **GOING FOR THE GOLD** WITH GREENER BUILDINGS

IT'S NOT EASY BEING GREEN. Especially when you're constructing large buildings like Knight Hall and Bauer Hall. But the architects, designers, construction workers, and managers working on Olin's newest buildings have included environmentally friendly materials and practices at every stage of the project. One of the goals of this green strategy is to earn Gold certification from the US Green Building Council by meeting standards set by the Leadership in Energy and Environmental Design (LEED) System.

From reducing the amount of debris taken to landfills to using locally sourced wood and hardware made from recycled metals, the construction process was carefully planned to reduce the impact on the environment and maximize the efficiency of the new buildings. Lighting, heating, and cooling systems are also designed to meet high standards of sustainability.

A high-efficiency HVAC system reduces overall energy consumption and uses refrigerants with reduced ozone depletion and global warming potential. Building energy use is regularly measured and verified to maintain peak performance. The buildings' high-efficiency systems increase overall energy cost savings by more than 21 percent.

Washington University's Strategic Plan for Sustainable Operations has set a goal for all new construction and major renovations on campus to pursue LEED Silver certification or higher. The university currently has 15 LEED certified buildings: seven at the gold level, six at the silver level, and two certified. Knight Hall and Bauer Hall are currently being evaluated and should complete the certification process in 2015.

Going for the Gold video is available on the Olin Business School YouTube channel Magazine playlist.

1 Metal fixtures, including handrails, door handles, and door frames, are made from recycled materials. 2 12,000 feet of pipe pump cooled and heated water under the floor of the Atrium to maintain comfortable temperatures and regulate energy use. 3 The buildings have access to multiple public transportation options and bike paths. Shower and locker rooms are available for commuters. 4 The Atrium skylight and curtain walls have a low-emissivity glazing with a graduated ceramic frit pattern for improved thermal performance. 5 Electric water coolers are equipped with bottle-filling stations to reduce waste from disposable containers.



Electric car charging stations are located in Millbrook Garage

of all wood materials and wood products used came from sustainably managed forests and are Forest Stewardship Council (FSC) certified







Location is served by 4 bus lines and St. Louis' MetroLink light-rail system



Over

of construction waste was diverted from landfill

of all materials used have recycled content



High-efficiency, low-flow plumbing fixtures reduce overall water use by more than



### **PROJECT TEAM**

**OWNER: WASHINGTON UNIVERSITY IN ST. LOUIS** 

**ARCHITECT: MOORE RUBLE YUDELL** 

**ASSOCIATE ARCHITECT:** MACKEY MITCHELL ARCHITECTS

**GENERAL CONTRACTOR: TARLTON** 

**CIVIL ENGINEER:** COLE

**STRUCTURAL ENGINEERS:** KPFF CONSULTING ENGINEERS

MEP/FP CONSULTANT: BURO HAPPOLD, WILLAM TAO & **ASSOCIATES** 

**LEED CONSULTANT: OPEN FIELD DESIGNS, INC.** 













## Seen & Heard at Dedication

More than 1,000 alumni, students, faculty, staff, and friends of Olin attended the formal Dedication Ceremony under a giant tent on Mudd Field. Stephen Brauer (Washington University Board of Trustees Chair, 2009–2014), Chancellor Mark Wrighton, Dean Mahendra Gupta, Emerson CEO David Farr, Lester Knight, George Bauer, student speaker Kasey Joyce Grelle (AB '06, MBA '14), and Professor Stuart Bunderson spoke before the ribbon cutting.















- 1. Jim (BSBA/MBA '74) and Patricia Miller O'Donnell
- **2.** Lester Knight, Anne (Knight) Davidson, Jennifer (Knight) Beckman, and Steven Knight
- 3. David Norris grabs a quick snapshot of Boles Plaza
- **4.** John Beuerlein (MBA '77) speaking with friends before the ceremony begins
- **5.** Bauer family poses by the Bauer Family Garden
- **6.** David Farr speaking at the Dedication Ceremony
- 7. Former Provost Ed Macias with his wife Teddy Macias
- **8.** Elaine Greenbaum, Dean Emeritus Bob Virgil (MBA '60, DBA '67, honorary JD '09), and Joyce Wood (BSBA '76, MBA '77), surround Gerry Virgil



















- **9.** Ward Klein and Larry Thomas (BSBA '77) share conversation before the day's festivities begin
- **10.** Washington University Chancellor Emeritus William Danforth
- **11.** Stephen Brauer kicks off the Dedication Ceremony

- **12.** James Bullard, CEO and president of the Federal Reserve Bank of St. Louis
- **13.** Paul (BSBA '61, JD '64, MBA '68) and Elke Koch in the Koch Meeting Room
- **14.** William Reed (KC EMBA '11) stands near Reed Bench

# Seen & Heard at Dedication

After the ribbon cutting, the festivities moved inside to allow guests to explore Knight Hall and Bauer Hall, where they were treated to appetizer buffets on every level of the buildings. A photo booth printed instant souvenirs for attendees with customized frames to mark the occasion.

















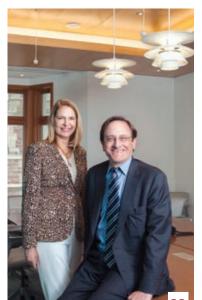
- **15.** EMBA '14 grads Doug McLaren, Corey Gibson, Drew Caylor, and Josh Dickinson with Professor Bart Hamilton
- **16.** Karen Branding (EMBA '03) with retired Senior Associate Director of Development Brenda Christensen
- **17.** Incoming Washington University Board of Trustees Chair Craig Schnuck with former Dean Stuart Greenbaum

- 18. Building donors Koichi (MBA '90) and Mikiko Kawabata
- **19.** Michael (EMBA '88) and Margaret Heinz admire their donation, the Heinz Bench
- **20.** Executive Vice Chancellor Larry Shapiro (LA '68, MD '71) with his wife Carol Uetake-Shapiro
- **21.** A cappella group the Greenleafs perform at the celebration
- **22.** Sarah and William (MBA '83) Hyman in the Hyman Meeting Room

Three student a cappella groups—the Greenleafs, the Stereotypes, and the Pikers—performed and the Tommy Halloran Guerilla Swing Band provided music for the reception, which united professors and former students, classmates, and friends from across many of the business school's programs and generations.

















- 23. Mark (MBA '75) and Margie Harris
- **24.** Jim and Merry (MBA '82) Mosbacher in the Mosbacher Study Room
- **25.** Music fills the buildings as the Tommy Halloran Guerilla Swing Band plays in Frick Forum
- **26.** Dr. Zeelaf Munir (HS '98) and Khawaja Munir Mashooqullah (EMBA '98) with sons Khawaja Mustafain Munir (LA '14) and Khawaja Khizar Munir (BSBA '13) in the Zeelaf and Munir Family Study Room
- **27.** Todd Sanders (MBA '98) and David Aschheim (MBA '98) standing next to the Elarco Management Bench
- Watch the Dedication celebration on the Olin Business School YouTube channel Magazine playlist.

## DEDICATION BY THE NUMBERS

390,00C

square feet in all 4 Olin buildings on the Danforth campus





# 195 selfies

taken for Olin's 4 Buildings/ 1 Olin photo contest for students, faculty, and staff



of granite used in the construction of Knight Hall and Bauer Hall

a cappella singers performed at the Knight Hall and Bauer Hall Dedication event





# $2,\!086$ people

attended events to celebrate the Dedication of Knight Hall and Bauer Hall





workers were on the construction crew to build Knight Hall and Bauer Hall



length the metal studs (used to support the buildings) would span if laid end to end

# 725 days

between the Groundbreaking and the Dedication for Knight Hall and Bauer Hall



Phase 1 of the Simon Hall renovations completed August 2014—renovations to continue during the summers of 2015 and 2016