Illage weatherhead collection

What’s in a frame? You can frame a house, a painting, proposition, a question, or a reply. You can simply change your frame of reference, perspective, or even your entire frame of mind. You can frame things many different ways, and the Weatherhead School of Management can help you with that.
Collage
A collage is a collection of different forms borrowed from disparate sources and reassembled to form a new whole. In a collage—whether it be comprised of news clippings, ideas, photographs, or theories—we are called to reexamine our own perspectives on individual elements as they relate to the position and character of all other elements. A collage can challenge the traditional, express the unorthodox, or inspire unique points of view.

Book
We discover how the Weatherhead School of Management’s faculty, students and friends are coming together from various backgrounds, experiences, and perspectives to research and pioneer practical applications of our School themes of Manage by Designing and Sustainable Enterprise. As in a collage, these themes, along with a composition of elements from varied disciplines, combine to uniquely inspire our students—the leaders of tomorrow.
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Weatherhead by the Numbers

7 Academic Departments
74 Full-Time Faculty
1,413 Students
3,000+ Alumni
3 Undergraduate Degree Programs
4 Master’s Degree Programs
4 Doctoral Degree Programs
16 Endowed Professorships
4 Editors of Academic Journals

Top 30 Design Thinking in Management School

10 Small Full-Time Enrollments

#3 Organizational Behavior Department

#10 Small Full-Time Enrollments

#13 Undergraduate Microeconomics Program

#14 Part-Time MBA

#15 Undergraduate Accountancy Program

#15 Undergraduate Business Program

#15 Undergraduate Business Program

#21 EMBA

#24 Undergraduate Accounting Program

#24 Undergraduate Microeconomics Program

#3 Full-Time MBA

#3 Undergraduate Business Program

#3 Undergraduate Business Program

#3 Undergraduate Business Program

#3 Undergraduate Business Program

#3 Undergraduate Business Program

Weatherhead represents the cutting-edge of modern business education, imbuing a foundation for sustainable development driven by thoughtful design. The School challenges everyone to open their minds, be a positive influence to those around us, and to leave a large legacy with a small footprint. As a career development professional, it is a privilege for me to be able to help our students maneuver an important curve through their lives.”

Weatherhead is about people, an amazing collection of bright minds and warm hearts. Weatherhead is about learning, for even those who have come to teach. Weatherhead is about thoughtful change. Weatherhead is about helping to build a better world and leads by example. Weatherhead is nice, a very nice place to be.”

Weatherhead is a vibrant community of an intellectually diverse faculty, staff, and student body who share common interests in learning. Its aim is the discovery and infusion of insights relevant to management concerns without compromise in analytical rigor. It is a school of management with a history of excellence and the promise and means for preserving it. It’s simply a fun place to work with people who like to think.”

Meenakshi Sharma
International Development Specialist, Career Development Center

Gary Hunter, PhD
Assistant Professor, Marketing and Policy Studies

Betty L. Bowers
Program Manager, Multidisciplinary Professional Studies
We triangulated and integrated three sources of information to develop a theory of entrepreneurial passion. Published scholarly and practitioner work was reviewed and summarized to extract the meaning of entrepreneurial passion in the life experiences of entrepreneurs. These meanings were uncovered with the philosophical and psychological literature on the epistemology and neurobiology of passion. Finally, we interviewed over thirty entrepreneurs and reviewed the biographies of many others to understand the nature of entrepreneurial passion and its evolution over the entrepreneur’s lifespan. We were guided in these interviews by questions such as “Why do some nascent entrepreneurs who evidence high passion for entrepreneuring lose the fire of passion as the venture grows, while others continue to experience the fire of passion throughout their entrepreneurial career?”, “Why are some entrepreneurs who had seemed passionate about their ideas willing to give them up for others to grow the venture and extract its market value?”, and “Why do some entrepreneurs continue to persist, despite considerable obstacles and impediments experienced during the process of entrepreneuring, while others do not?”

By Jagdip Singh, PhD
H. Clark Ford Professor
Marketing and Policy Studies

Stories and studies of entrepreneurial passion tell of an intriguing inner motivating power that sometimes overpowers reason and logic. Michael Dell, founder and CEO of Dell Inc., speaks of passion as “the fire that drives your life’s work,” and Anita Roddick, who pioneered ethical consumerism and founded the Body Shop, left a legacy to affirm her dictum that “to succeed you have to believe in something with such a passion that it becomes a reality.” Indeed, dating back to Schumpeter’s early writings, the idea of entrepreneurial passion has been invoked to explain why entrepreneurs defy reason with such unconventional risk taking and an unwavering belief in a dream. For many, much entrepreneurial creativity would simply not exist if passion “did not stir” the hearts and minds of individuals.

Yet, passion is not without its dark side. Tracing its roots to the Western philosophy of mind and body separation, many argue that passion limits information search, leads to rosy forecasts, impedes reason (act-first, think-later), and emphasizes the superiority of reason-based decisions for exploiting opportunities. Cases abound of entrepreneurs who obsess about their ventures to the point that it curbs growth, while others perish with failing ventures long after they should have moved on. Undoubtedly, entrepreneurial passion is associated with response patterns that are obsessive, blind, or misdirected.

In a recent study, my co-authors, Melissa S. Cardon from Pace University, Joakim Wincent from Luleå University of Technology, and Mateja Drnovsek from the University of Ljubljana, and I aimed to understand the intriguing power of entrepreneurial passion. Our initial review of the past research on entrepreneurial passion surprised us. Although much has been written and said about the nature and experience of entrepreneurial passion, there is little to show for conceptual development and theorizing of this intriguing phenomenon. Most studies neither adequately define entrepreneurial passion nor explain its role in the entrepreneurial process and its outcomes. Lack of systematic attention and fragmentation characterize current research. The idea of entrepreneurial passion remains shrouded in mystery.

To peel this shroud, we sought to develop a theory of entrepreneurial passion that addresses three questions:

1. What is at the core of entrepreneurial passion?
2. What does the experience of passion entail?
3. What does passion do for entrepreneurs?
The proposed theory of entrepreneurial passion conceptualizes what passion is, and explores how it influences important entrepreneurial outcomes. These outcomes include opportunity recognition, venture creation, and venture growth.

The mechanism by which entrepreneurial passion affects these outcomes is complex. Specifically, entrepreneurial passion activates goal cognitions which, in turn, motivate the entrepreneur toward creative problem-solving, perseverance, and attention that together positively influence outcomes (see Figure 1). Moreover, the theory posits that studies of entrepreneurial passion that ask what passion is must begin by addressing passion for what. At its core, entrepreneurial passion is for one or more meaningful and central identities that are salient to the self-identity of the entrepreneur. It involves intense positive feelings consciously experienced by engagement in entrepreneurial activities associated with the self-identity. As co-authors and I have previously discussed, these role identities: inventor, founder, and developer. An entrepreneur identity is relevant when the entrepreneur’s passion is for activities involved in identifying and exploring new opportunities, while a founder identity indicates that the entrepreneur’s passion is for activities involved in establishing a venture for commercializing and exploiting opportunities. Finally, a developer identity is relevant when the entrepreneur’s passion is for activities involved in growing, and expanding the venture once it has been created. Undoubtedly, some entrepreneurs may be equally passionate about all three of these identities, while others may weigh one identity as significantly more meaningful.

Once activated, we theorize that entrepreneurial passion catalyzes full-blown goal-directed behavior that the resulting adaptation and coping is necessarily functional (see Figure 2). The passion experience facilitates an entrepreneur’s efforts to adapt and cope with environmental challenges without presuming that the resulting adaptation and coping is necessarily functional (see Figure 2).

Thus, passion is aroused not because some entrepreneurs are inherently disposed to such feelings, but rather as a result of entrepreneurs’ engagement in something that relates to a meaningful and salient self-identity for them. Moreover, the theory posits that entrepreneurial passion can alter entrepreneurial practice by providing the theoretical and practical foundation for developing interventions that can help entrepreneurs keep the fire of passion burning and create the conditions that can observed its power for effectiveness.

There is an emergent need for understanding what entrepreneurship is and what drives different individuals to become entrepreneurs. There is also a need for understanding what entrepreneurship can do for individuals, and what role passion plays in entrepreneurship. There is also an urgent need for understanding what entrepreneurship is and what drives different individuals to become entrepreneurs. There is also a need for understanding what entrepreneurship can do for individuals, and what role passion plays in entrepreneurship.

We expect our work to change entrepreneurs’ effectiveness, entrepreneurial practice, and entrepreneurial education.

1. Knowing what something is allows us to do something about it. By defining and describing what entrepreneurial passion is, entrepreneurs would be more prone to consciously access their feelings of passion and channel them for functional outcomes. We do not presume that entrepreneurs necessarily be trained to feel more or less passion for entrepreneurship. Rather, we posit that passion is a panacea for a sense of identity for some entrepreneurs. Our theory can help entrepreneurs keep the fire of passion burning and create the conditions that can observed its power for effectiveness.

2. Venture capitalists make decisions motivated by experience rather than reasoning. The theory we develop describes how entrepreneurial passion can alter entrepreneurial practice by providing entrepreneurs with a fine-grained understanding of what passion does, and why. This understanding allows new insights into questions such as “Why do some entrepreneurs succeed in achieving impossible goals despite the odds and failure along the way, while others burn out so quickly, resulting in grief and disappointment?”

3. Our theory moves beyond global assertions about passion versus reason to provide a fine-grained understanding of what passion does, and why. It focuses on the theoretical understanding of what passion does, and why. It focuses on the theoretical understanding and methods that were developed in the study of adaptive and coping mechanisms that were not readily hindered by temporary setbacks, impediments, or failures.

Like Wayne Huizenga, Anita Roddick, or Stephen Wozniak may have succeeded because they had high levels of passion for their entrepreneurial identities, in particular for the entrepreneur identity. It was this passion that kept their energy high and focused on overcoming, albeit challenging, goals and promoted creative and adaptive mechanisms that were not easily hindered by temporary setbacks, impediments, or failures.

Likewise, we can theorize that some nascent entrepreneurs may lose focus on their passion because less meaningful role identities are invoked as the venture grows. For example, in the early stages, entrepreneurial activities are more likely related to an entrepreneur identity. In later stages, activities are more likely related to a founder or developer role, and are less central to the entrepreneur’s self-identity. Some entrepreneurs may find identity meaning in each role and harmoniously shift from one identity to the other as the venture emerges and grows. Similarly, some entrepreneurs who appear passionate yet struggle to maintain the fire of passion may have passion for the inventor or founder role, but not for the developer identity.

The insights we theorize allows us to do something about it. By defining and describing what entrepreneurial passion is, entrepreneurs would be more prone to consciously access their feelings of passion and channel them for functional outcomes. We do not presume that entrepreneurship necessarily be trained to feel more or less passion for entrepreneurship. Rather, we posit that passion is a panacea for a sense of identity for some entrepreneurs. Our theory can help entrepreneurs keep the fire of passion burning and create the conditions that can observed its power for effectiveness.
“Good management is not just about design concepts to reevaluate and improve; it is also about designing new and better ones. The local institutions are now using fundamental tenets of Weatherhead’s Manage by Designing initiative to reframe their roles and impact, which will enable them to design better experiences for their stakeholders. One of the founding principles of Weatherhead’s Manage by Designing initiative is to adopt a design mindset to reframe challenges and imagine fresh solutions.”

“A September 30, 2009 special report by Beyond Grey Pinstripes listed the Weatherhead School of Management as one of the world’s thirty best university programs for teaching both business and design, emphasizing design strategic, social, and business ventures. The School has ranked thirty-third on the 100 Best University Programs for Business and Technology, recognized by BusinessWeek as an emerging theme of business schools. The school has demonstrated significant leadership in integrating environmental, social and ethical issues into its MBA program, according to the Aspen Institute’s 2009-2010 Beyond Grey Pinstripes, a biennial survey and alternative ranking of two- and three-dimensional representations of go-forward ideas. It was facilitated by Lucy Kimbell of the School of Business at Cleveland University and Youngh Ju Kim of Temple University in Philadelphia.

To access additional Weatherhead news visit weatherhead.case.edu/about/news.

MBA PROGRAM RANKS THIRTY-THIRD WORLDWIDE, CELEBRATED BY THE ASPEN INSTITUTE

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Sustainable Enterprise is an overarching theme at Weatherhead,” said Mohan Reddy, Weatherhead Dean. “With the inception of our newly formed Fowler Center for Sustainable Value, we continue to take the lead in researching and teaching sustainable business practices.”

To begin the process for University Circle, Weatherhead recently sponsored “Reimagining Boundaries in Art, Design, and Management.” The three-day workshop drew forty-five participants from nineteen Cleveland institutions, including Case Western Reserve University, Cleveland Institute of Art, Cleveland Museum of Art, Cleveland Playhouse, Museum of Contemporary Art, and Karamu House, and the Cleveland Clinic. The workshop involved a series of interactive group exercises, and the creation of two- and three-dimensional representations of go-forward ideas. It was facilitated by Lucia Kimbell of the School of Business at Cleveland University and Young Ju Kim of Temple University in Philadelphia.

The 36th Annual David A. Bowers Economic Forecast Luncheon, Banking and Finance Senior Lecturer Sam Thomason, PhD, will examine current business and financial news while presenting an unbiased, academic view of the state of the economy.

Dr. Thomason will make predictions for 2010’s economic outlook and discuss implications on business and policy. Tickets are $50. Visit www.weatherhead.case.edu/economic-forecast for more information.
This past spring, the Aspen Institute Business and Society program announced the inaugural class of First Mover Fellows, a group of sixteen diverse individuals who have been chosen for their desire and ability to implement breakthrough strategies that create profitable business growth and, at the same time, contribute to a sustainable society.

In collaboration with the Aspen Institute, the Weatherhead School of Management, along with Babson College; and the Fetzer Institute, has helped craft a program that will help the First Mover Fellows develop their passion and skills that will make their innovations a reality.

The fourteen-month program is built around three core themes—reflection, innovation, and leadership. Fellows will have time to reflect on their personal convictions that underpin their decisions. They will also develop their personal capacity to lead. As part of their program, each Fellow will commit to complete a project that has clear business and social impact objectives.

Congratulations to the team of Sameer Patel, Surabhi Pilgaonkar, Kevin Harman, Nidhi Khanna, and Tejas Maniar, winners of the first annual B. Charles Ames Business Plan Competition. The students, now Weatherhead alumni, were selected as part of a year-long course directed at developing a viable business plan for a small to mid-sized northeast Ohio company. Six teams presented their detailed management strategies to a panel of industry judges, and the winning group was awarded a cash prize. This competition was made possible through Ames' financial support and vision to position Weatherhead as a driver for economic development of our region.

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Fowlers, who were co-nominated by Case Western Reserve University, the Weatherhead School of Management, and University Hospitals of Cleveland, have made an overwhelming impact on the achievements of Weatherhead students and alumni, the development of our faculty, and the legacy of future generations. Their most recent support comes in the form of a $7.5 million gift to establish the Fowler Center for Sustainable Value. The Center is an important component of Weatherhead and will serve to advance extraordinary business innovation and social entrepreneurship by discovering new social and global issues of our day, can become bona-fide business opportunities.

Dr. Previts served as a panel member at the 2009 AAA Annual Meeting in New York to discuss developments in federal financial regulation.
Professor J.B. Silvers, PhD, collaborates with Weatherhead Faculty on several articles. For instance, in a special appearance on WCPR’s Sound of Ideas, Prof. Collopy, PhD, and Dr. Helper, who was recently named chair of the Economics Department, co-authored the article, “Can Price Hikes Save GM?” in The Daily Reboot, and was also quoted in the Washington Post and on CNNMoney. Earlier this summer, Helper appeared on a panel with MSNBC’s Ed Schultz to discuss the government’s investment in GM.

Professor Susan Helper, PhD, speaks out about the auto industry. The A. Malachi Mixon III Professor of Entrepreneurial Studies at the University of Southern California, and was listed in the top ten journal download list in Social Sciences Research Network for Undercapitalized Banks Different?

He recently began blogging for the Entrepreneurship blog called “You’re the Boss: The Art of Running a Small Business.” Dr. Shane is also writing a summer, Helper appeared on a panel with Weatherhead Faculty on the government’s investment in GM.

Professor Ajai Singh, PhD, and Dr. Krishnan have several works forthcoming. The Journal of Financial Intermediation: Krishnan co-authored “Predicting Credit Spreads” with three Weatherhead professors: the Kenneth Walter Hailer Professor, and an outside co-author. Krishnan also collaborated with Associate Professor Ali S. Singh, PhD, and outside co-authors on “Taxing Bank 2012: Are Ottos Made By Undercapitalized Bank Differently?"

His article, “Law Firm Reputation and Mergers and Acquisitions” was accepted for presentation at the 2009 Conference on Empirical Legal Studies at the University of Southern California, and was featured in the top ten journal Roundtable in Social Science Research Network for October 2009.

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The thought of the nurturing type of work sounds comforting, but for the women playing this part, being an organizational wife comes with a cost. The title organizational wife doesn’t necessarily increase a female’s work productivity or help advance her career. According to the U.S. Department of Labor, women currently hold about 50 percent of managerial positions. Yet, at senior levels, women comprise less than 12 percent of corporate officers and board director roles, and only 5 percent of the highest title holder positions in the Fortune 1000 companies (Catalyst, 2001).

A number of reasons have been put forth to explain the scarcity of women at these senior management levels. Attempts to explain this occurrence have focused primarily on racial and gender discrimination, stereotypes, a lack of mentors, heavier domestic responsibilities, and lack of line experience. Many women in the private sector report that one of the main glass ceiling issues they face is that their contributions are not recognized or valued (Catalyst, 1998). This may point to the fact that women’s contributions in the workplace, similar to the traditional “wifely” contributions in the home, are not properly appreciated or rewarded. Many times women engage in these activities because they face more of a relationship focus or because of others’ expectations. The important thing to note is that, despite the potential career drawbacks, the helping behaviors organizational wives provide are important.

She is the one going out of her way to help colleagues with heavy workloads. She is skilled at passing along information to others, orienting new employees, sharing expertise, listening to personal problems, taking action to prevent dilemmas, and voluntarily doing more than her job description requires. In her entirety, an “organizational wife” takes on the invisible helping activities that assist colleagues, the department, and the organization—the outcome is that the entire system is more successful.

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The organizational wife classification is not gender specific. Men also engage in helping behaviors. The research trends that are seen more with men include more visible and less time-consuming, and include making changes in the work environment, such as challenging the status quo and making constructive suggestions. Men aren’t discussed nearly as much, or at all in the organizational wife conversation because typically there is more expectation and attention focused on women who fall into this category.
On the individual level, it is true that helping behaviors exhibited by organizational wives contribute to positive performance evaluations and rewards, including salary increases. However, the same research shows that job behaviors carry more weight than helping behaviors in determining these evaluations and rewards.

My research focuses on resource allocation in the form of time. For example, a common complaint of managers and professionals is that they do not have enough time. In reality, time is a 24-hour-a-day fixed resource—something that cannot change no matter who we are or where we work. In a specified time interval, individuals make certain resource allocation decisions as to where to spend their time. Within the period allocated to work, organizational wives choose to participate in two main activities that constitute job performance: in-role activities (what is part of their job) and helping activities (tasks that go beyond their job but that help make the department or their colleagues more effective). Because there is a fixed amount of time, any time spent on helping activities comes at the expense of in-role activities. Thus, a tradeoff exists. Since research shows that in-role job activities are more rewarded, spending time on helping activities can come at a cost to women's own productivity and, ultimately, their career advancement.

I conducted a similar study for my dissertation, but instead of researching corporate America, I chose to explore the field of academia. I sampled more than 600 faculty at seventy research universities for two key reasons. First, the reward system is similar across research universities. Faculty are rewarded based on the number of articles they publish and are generally promoted every seven years. Second, the number of publications and career advancement were both easily quantifiable outcomes. These institutions use the same “up or out” system as many consulting, accounting, and legal firms.

Ultimately, this research can give both employees and organizations a new perspective on barriers to female career advancement. In many cases, organizations may be unintentionally encouraging activities that negatively impact women and lead to an increase in turnover. If companies become aware of the problem, they have the ability to change the reward system or work to more equitably distribute helping activities between men and women. They can also be aware of their expectations that women should do more of these helping behaviors. Organizations can also heed specific advice for coaching women.

And for professional women, particularly the ones who fall into the organizational wife category, these findings may show empirically what most already knew intuitively. Enlist the help of a mentor or a manager to more evenly distribute the burden of helping activities. Or simply choose to spend time differently. In the broad framework, the time required by helping activities may seem trivial, but over a distinct period, relatively small differences in day-to-day behavior can lead to major differences in long-term outcomes, such as career advancement.
The GEOGRAPHY OF EXECUTIVE COMPENSATION

Christa Bouwman, PhD
Assistant Professor, Banking and Finance

Various papers have recently documented that distance matters in executive compensation. There are several reasons to believe it could matter in executive compensation as well, in the sense that CEO compensation (salary and cash compensation) may depend on how much geographically close CEOs earn.

THEORETICAL CONSIDERATIONS

1. The force of local labor market competition: Without relying on the traditional economic model with fixed effects, the results should still be robust to using a variety of alternative specifications, including CEO age, CEO tenure, firm size, growth options, and firm performance. All regressions also include proxies for local market conditions to help ensure that the results are not driven by differences in per capita income or the cost of living. Year and industry fixed effects are included in all regressions; the results are similar when state fixed effects are added instead of industry fixed effects. The results are robust to a variety of alternative specifications, including CEO age, CEO tenure, firm size, growth options, and firm performance. All regressions also include proxies for local market conditions to help ensure that the results are not driven by differences in per capita income or the cost of living. 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"You're the Boss: The Art of Running a Business"

First, do no harm. Evidently those words don’t apply to Congress and the American businesses, but here is my best guess. According to 2006 census data, the average revenue of firms of this size was $1,385,000. Among businesses that employ 10 to 199 employees, 22 percent of companies with 10 to 24 employees per year pay 1.7 percent of its revenue as a penalty under the new law. The profits from the 22 percent of businesses that don’t offer employee health coverage will be charged a penalty, on average, of $158,451. According to census data, average revenue, average revenue of firms of this size was $1,768,000. So these businesses with less than $250,000 are exempt under the new law. If enacted, the law will eat into small-business profits severely. It won’t affect small businesses, just the ones with bigger payrolls. That’s because employees with payrolls of less than $50,000 are exempt under the proposed law, and only about one-quarter of small-businesses in the United States are employer firms. Moreover, 75.5 percent of the businesses with at least one employee employ only one to nine employees, and these firms have average payrolls of only $1,551. Because firms with payrolls between $250,000 and $1 million in payroll are exempt from providing health coverage, the tax penalty will be on businesses that pay between $1 million and $2 milllion in payroll, or about 2 percent of the payrolls of the businesses with 20 to 99 employees who, in 2006, provided employee health insurance for their employees. But those affected—the 5 percent of U.S. businesses that employ 10 to 199 employees, who, in 2006, provided employee health insurance for their employees, will receive only about $158,451 per firm in compensation. For the 8 percent of payroll that they will pay as a penalty under the new law, and economists at the Congressional Research Service to estimate the share of small-business profits that the proposed health insurance penalty will eat up, and the potential job losses that could occur as companies try to deal with these penalties. Then Congress should ask the statisticians and actuaries at the Census Bureau and the Internal Revenue Service to estimate the size of the share of small-business profits that the proposed health insurance penalty will eat up. Before it rushes to pass this legislation, Congress should ask the statisticians and actuaries at the Census Bureau and the Internal Revenue Service to estimate the size of the savings that could occur as companies try to deal with these penalties. Then Congress should ask the statisticians and actuaries at the Census Bureau and the Internal Revenue Service to estimate the size of the share of small-business profits that the proposed health insurance penalty will eat up, and the potential job losses that could occur as companies try to deal with these penalties. Then Congress should tell the American people the numbers. To me, this would be the equivalent of looking to see if it’s the right foot that has gangrene before starting to hack one of them off.

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To access additional Weatherhead faculty research visit weatherhead.case.edu/research.
LET’S ENVISION A FUTURE; LET’S USE DESIGN TO HELP US GET THERE

A Report from the 2009 Global Forum for Business as an Agent of World Benefit

One of the world’s most respected designers, IDEO’s Peter Coughlan, opened the design sessions at the 2009 Global Forum for Business as an Agent of World Benefit (BWB) and got to the heart of what the entire event was about: learning to use design principles to help business do good in the world.

From June 2-5, 2009, 600 leaders of design, sustainability, business, policy, and management came together in action-oriented work that married two of the Weatherhead School of Management’s core exploration areas: Manage by Designing and Sustainable Enterprise. Over the Forum’s three days at Case Western Reserve University’s Veale Center—packed with Appreciative Inquiry (AI) collaboration, group discussions, breakout panels, plenary speakers and keynotes, and evening events—participants envisioned and designed ways to enhance their fields and meet today’s pressing social and environmental needs.

The crowd was diverse, with more than a dozen countries represented, a dozen leading business schools in the room, and stakeholders present from IBM, P&G, Dow Chemical, Accenture, Herman Miller, Ford Motor Company, Cisco Systems, WorldBlue, Patagonia, Walmart, and Fairmount Minerals, among others. At the end of day one, Global Forum participant Ed O’Brian Tweeted: “First day, met people that ended two wars in Africa, trained 17,000 election workers in Bosnia, and started microfinance in Mozambique!”

“Let’s envision a future. Actually, lots of futures. Futures in which business is an agent of positive change. Let’s use design to help us get there…”

– Peter Coughlan Partner, IDEO
The Aniruddha Upasana Trust is an organization in India that designed a teen-point program that helps villagers become self-sufficient and engaged in their economies with respect to food, education, and standard of living.

During all three days of the Forum, participants explored Global Forum themes. As a partner at the design firm IDEO, Coughlan was well suited to guide the forum’s versatile, and sometimes novice, designers. He regularly organizes teams and processes that shape the daily lives of hundreds of millions of people; think of the gummy grip on your toothbrush or the shallow pumps used by entrepreneurial projects in the developing world.

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William Conway's story began in Cleveland, where he was one of thirteen children. The eventual founder of Fairmont Minerals, Conway learned the value of hard work and education from an early age by watching his father. Despite not matriculating past the eighth grade, his father had a knack for numbers and a good way with people. This passion allowed his father to work his way up the corporate ladder and eventually become president of Fisher Brothers and Company. Under his father's tutelage, the company became the largest grocery chain in Cleveland until it was sold in the 1960s.

Conway's career spans many decades and includes a large number of high-level positions. He rose to be the Executive Vice-President of Pickands Mather & Co. for twenty years, then became the Executive Vice-President of Administration at Demoulas Shamrock, and in 1981, Conway joined the Marathon Petroleum Company as Group Vice-President of Capital Goods.

After a lengthy tenure in corporate business, Conway made the decision to pursue a career on his own. In 1989, with the support of friends and family, he invested in Best Sand Corporation, headquartered in Chardon, Ohio. The company produced high-purity silica sand and silica gravels.

Conway's support of AI led him and Fowler to introduce and reinforce this method to Fairmont Minerals. "Believing in, and using AI systematically spread throughout the organization and has become the way Fisher Brothers and Company operates," commented Conway.

Through the industry association, Conway became acquainted with Chuck Weatherhead. B. Charles Ames, a friend and early investor in Best Sand Corporation, was head of the Weatherhead Visiting Committee during Dean Theodore M. Alf's tenure. Ames asked Conway to join the Committee. Once he accepted, a solid relationship blossomed with both Alfred and his wife, Catherine. "I really admired Ted's approach," reflected Conway. "His ability to build a faculty and cross departmental lines was outstanding. Many of those faculty members are still at Weatherhead including the current Dean, Mohan Reddy. Ted had a wonderful ability to bring people together and make communities."

Weatherhead is currently in the process of developing a chaired professorship to commemorate Dean Alf's legacy, via the Theodore M. & Catherine C. Alfred Fund. During the 2008-2009 fiscal year, Conway became one of the first individuals to donate to the Weatherhead Annual Fund. "The Weatherhead School has truly become a key player in the growth of business in this region," Conway said. Weatherhead's MBA program is one of the most diverse in the nation; its MBA and the part-time program are 59% women and 35% minority, with 81% of its students coming from outside northeastern Ohio.

"By treating human beings with respect and giving them the opportunity to grow and develop their potential, organizations can be more productive because of it," said Conway.

In addition to his support of AI, Conway has always looked for new ways to support the Weatherhead School and the University. "The Weatherhead School has truly become a key player in the growth of business in this region," Conway said. Weatherhead's MBA program is one of the most diverse in the nation; its MBA and the part-time program are 59% women and 35% minority, with 81% of its students coming from outside northeastern Ohio.

Conway’s commitment to Cleveland, Weatherhead, and AI has remained steadfast throughout his career. His generous and successful endeavors are appreciated by the many individuals with whom he has worked, and the many companies in which he has helped make a difference.

“We’re a couple of sayings that I like to use when looking at life and my career,” laughed Mr. Conway. “No matter what, always look at the glass as half-full, especially when you’re dealing with people. In my view, people want to do their best. If you treat them right, they’ll help develop their best traits and they will be happier and more productive for the organization.”
Linda Rae is executive vice president and chief operating officer at Keithley Instruments Inc. She is the first female officer of the company, and has over fourteen years of experience leading market and product development efforts, facilitating strategic planning and business development, and overseeing ongoing operations for the company. Rae has received numerous recognitions, including being named to Crain’s Cleveland Business’ Forty Under 40, Northern Ohio Live’s Rainmakers, and a recipient of two NorTech Innovation Awards for her work at Keithley.

The inspiration behind Rae’s litany of accomplishments first took shape in high school. “From the beginning, I was always interested in math. When it came time to start thinking about college, math seemed like the logical major for me,” she reflected. “Believe me, I made that decision though, I talked with my high school calculus teacher, who believe it or not, encouraged me not to major in the subject.” Engineering, Rae was told, was a more versatile option, which is fitting considering that she hails from a family of engineers: her father, grandfather, and great-grandfather.
Rae attended the University of Florida and majored in engineering during the early 1980s. Continuously blown away by the results in her career, Rae envisioned herself as an aspiring engineer. While she really wanted to do involved more management skill, her father told her, “Most bosses have their MBA,” and so right after she graduated, she went into a management program. Most bosses have their MBA. Rae thought about the next steps in her life. She moved to Cleveland together with Keithley for her Master of Science in Electrical Engineering at Weatherhead. Rae was hired at Keithley as a Systems Engineer. In 1993, Rae started working at Bailey Controls as a design engineer. What she really wanted to do involved more management skill, and so she continued working at Keithley in Cleveland influencing external organizations to bring more opportunities to participate in community service activities.

When she entered Weatherhead, she looked forward to finding an opportunity to connect with community service activities. Rae realized that there was no structured program, so she and a few other classmates joined together to create a community service club. Together, they worked with external organizations to bring service projects and opportunities to the Weatherhead community.

Rae graduated from Weatherhead in 1995. She was hired at Keithley immediately after graduation in 1985. Rae’s goals for the School are many: be part of a committee with so manyfulfilling and experienced people, both faculty and alumni,” said Mansour. “As a member of the Visiting Committee, I feel that I can provide entrepreneurial guidance and opportunities in the banking and finance sectors to help increase the diversity of learning and access to these types of programs,” said Mansour.

Bassem Mansour

“Weatherhead’s best asset is its people, both faculty and alumni,” said Bassem Mansour, co-CEO of Resilience Capital Partners. As a member of the Visiting Committee, it is this personal appreciation for the School that makes Mansour a valuable addition to the group.

Mansour graduated with a BS from the University of Dayton in 1992 and an MBA from the Weatherhead School of Management program in 1995. After working in Cleveland and Columbus as chief executive officer, he graduated in 1996 with a concentration in finance, and took a full-blown career path in an investment banking firm.

Seven years later, in July 2021, Mansour established Resilience Capital Partners in Cleveland. The private equity fund, which employs investment professionals throughout the country, focuses on investments in lower middle market companies. Petersen is chairman of the Board of Directors.

The Weatherhead School of Management

The Weatherhead School of Management at Case Western Reserve University is celebrating its 90th anniversary. The school is home to the full-time MBA program and the part-time MBA program, as well as undergraduate programs in accounting and business administration.

The school’s newest addition is the new Weatherhead Center for Entrepreneurship, which focuses on providing education and resources for entrepreneurs. The center offers courses, workshops, and networking opportunities to help students develop their entrepreneurial skills.

The Weatherhead School of Management is also home to the Case Western Reserve University Entrepreneurship Fund, the only private equity fund in the country that invests exclusively in lower middle market companies. The fund is managed by a team of six experienced professionals and has invested in over 30 companies over the past 14 years.

The Weatherhead School of Management is committed to providing a world-class education to its students, and to preparing them for successful careers in business. The school is proud of its rich history and its ongoing commitment to excellence.

For more information, please visit weatherhead.case.edu.
Mansour believes that the focus on sustainability in Weatherhead’s new MBA curriculum is also integral to the success of the program. “You need to learn business fundamentals, but at the end of the day, there are no black and white problems or answers,” he said. “Weatherhead’s new curriculum forces you to think in a way that will be more practical in the future.” Sustainable Enterprise and Manage by Design are relevant business models to a firm like Resilience Capital Partners, which, according to Mansour, deals with abstract problems each day. Mansour commented, “We are always asking ourselves: Is it a good company? Will it be sustainable? Should we make the investment?”

In addition to his role on the Visiting Committee, Mansour is active in community service with the Western Reserve Land Conservancy as a member of their Finance Committee. He was also recently named to the 2010 class of Leadership Cleveland. Mansour is a member of several professional organizations and a frequent speaker on acquiring underperforming companies and distressed investing. He sits on the board of directors of numerous Resilience portfolio companies.

“I think now that Dean Reddy is in charge, he has really cleared the School in a critical direction,” said Mansour. “He has helped develop an innovative curriculum, is engaging our alumni base, is running the school in a fiscally responsible manner, and despite the state of the economy, Weatherhead has had great fundraising results. When you couple all of these positives together, I think Weatherhead will approach the rankings and continue to attract the best and brightest faculty and students.”

Learn more about the Visiting Committee at weatherhead.case.edu/support/visiting-committee.
You're beyond the textbooks. You're grounded in the basics. You've got the experience. You've got your network. You have a mentor—you may even be a mentor. So who's got your back? Who's your wingman?

As Weatherhead continues to work with organizations, that demand has grown to the need to make individual coaching available, not just for the corporate officer, but for other individual professionals such as physicians or small business owners.

“Our coaches tap into what the individual desires for his future,” Van Oosten says. “This is not a company goal, but a discovery of the individual person’s deepest desires and aspirations. It’s important that the desired change is enduring,” she says. “It’s a thought-provoking, twenty pounds taking it back, thought provoking change.”

This individual creates a personal vision statement, along with the outcomes of the work done with the coach. Whether that statement is a page or simply a coaching tool, the coach understands, “There’s never a shortage of demand for this coaching,” Van Oosten notes. “People are investing in people who play key roles in the organization. Coaching helps individuals develop to their full potential. Second, leadership futures are costly—it’s worth a company’s time to develop its potential workforce, encouraging ways. Finally, the best leaders, those who can orchestrate the leadership change desired, that empowerment, and also self-awareness and self-costume, are much more likely succeeding in leadership roles.”

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Dr. Boyatzis’ theory documents how emotions, sustained, and desired change is created and occurs in different groups of human organizations including teams, communities, and countries.

Ongoing research supporting his theory encompasses developing new and increased levels of expertise. Emotional, social, and cognitive intelligence as well as abilities that demonstrate the relationship between these abilities and performance.

In the past five years the demand for coaching has grown exponentially at both the individual and organizational level. Senior Director, Business Development for Weatherhead, Eric Van Oosten, is perfectly positioned to observe this movement in the coaching industry. “What I’ve seen both organizations and individuals is there’s never a shortage of demand for this coaching,” Van Oosten notes. “People are investing in people who play key roles in the organization. Coaching helps individuals develop to their full potential. Second, leadership futures are costly—it’s worth a company’s time to develop its potential workforce, encouraging ways. Finally, the best leaders, those who can orchestrate the leadership change desired, that empowerment, and also self-awareness and self-costume, are much more likely succeeding in leadership roles.”

"I received very honest feedback from Miggy. I developed my plan, reinforced by the coach, and keep it on my computer. I read it from time to time. It’s a personal action plan. Today, I’m closer to 100% of employees’ relationships and leadership communication. Because of this there’s a huge positive, sustained, and desired change in their leadership levels. Senior Director, Business Development for Weatherhead, Eric Van Oosten, is perfectly positioned to observe this movement in the coaching industry. “What I’ve seen both organizations and individuals is there’s never a shortage of demand for this coaching,” Van Oosten notes. "People are investing in people who play key roles in the organization. Coaching helps individuals develop to their full potential. Second, leadership futures are costly—it’s worth a company’s time to develop its potential workforce, encouraging ways. Finally, the best leaders, those who can orchestrate the leadership change desired, that empowerment, and also self-awareness and self-costume, are much more likely succeeding in leadership roles.”

"So many organizations are seeking to develop leaders at all levels in accounting, are the faculty by whom the corporate officer, but for other individual professionals such as physicians or small business owners.

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From August 12-14, David Cooperrider, PhD, from the Weatherhead School of Management facilitated Appreciative Inquiry (AI) work with 700 Greater Clevelanders at Sustainable Cleveland 2019, an AI summit that he called one of the most energized of his career.

Mayor Frank G. Jackson and the city of Cleveland enlisted Weatherhead’s Fowler Center for Sustainable Value in the region’s work to “build an economic engine to empower a green city on a blue lake,” and worked closely with Weatherhead over the past year to make the summit a success.

The summit took place after more than eighteen months of designing the summit process and collaborating with researchers from northeast Ohio and top sustainability consulting firm Sibila Skye in San Francisco.

Sustainable Cleveland 2019: Building an Economic Engine to Empower a Green City on a Blue Lake

“It was as if everyone in the room had pent-up ideas about how to improve Cleveland and had been waiting for years for an opportunity like this,” Dr. Cooperrider said at the summit as he watched groups of participants prototype their action initiatives in the Cleveland Convention Center’s Public Hall.

At the summit, twenty action groups worked over three days to design sustainable initiatives that would bolster the economy in northeast Ohio in specific opportunity areas, including food, advanced manufacturing, urban real estate, transportation, water, and health.

Greater Clevelanders also had the opportunity to hear outside experts speak about northeast Ohio and the region’s opportunities to embrace sustainable economic drivers. In their talks, Van Jones of the White House, Peter Spear of MIT, Ray Anderson of Interface, Marc Lautenbach of IBM, and Holden Shannon of Continental Airlines all reiterated that northeast Ohio had the resources and know-how to become a global leader in sustainable business in the coming years.

Previously, most AI summits have addressed the whole system of a business or industry. Sustainable Cleveland 2019 was one of the first city-based AI summits, and showed that the AI methodology can be an effective tool for activating a geographic region’s economic goals. Cities around the world are now inquiring with Weatherhead about how AI can work for them.

Learn more about Sustainable Cleveland 2019 at portal.cleveland-oh.gov/CityofCleveland/Home/Community/ThingsToDo/AISummit.

From: [image] Sustainable Cleveland 2019: Building an Economic Engine to Empower a Green City on a Blue Lake
GLOBAL FORUM INSPIRES LOCAL CHANGE

Notes from the Global Forum for Business as an Agent of World Benefit

I attended the 2009 Business as an Agent of World Benefit Global Forum at Case Western Reserve University both as a Weatherhead MBA student and as a young professional working for a local financial institution in community development. Inspired by this Forum, I have decided to focus my MBA program on creating sustainable advantage for corporations using social opportunity as the lens for innovative design in business practice and development of business culture.

By Christina N. Tracy

Key Community Development Corp. MBA Candidate, Class of 2010

In his welcoming address, David Cooperrider, PhD, recalled a personal story of a special encounter with Peter Drucker, long considered the father of modern management. Drucker told Dr. Cooperrider, “Every single social and global issue of our day is a business opportunity in disguise.”

Cooperrider then led an Appreciative Inquiry (AI) session. AI questions are intended to create the element of simultaneity, “recognizing that inquiry is not about innovation and design, but about the future of business and how that sustainable, innovative design creates an opportunity for extraordinary ‘mutual inquiry’.”

In a breakout session, I listened as Tom Minety, president of Lube Stop, told of his success in implementing EcoGuard oil changes. Ultimately, this decision resulted in additional revenue and an increase in oil changes overall. “Our EcoGuard oil change is a more sustainable service—more sustainable business.” Chuck Fowler, president and CEO of Fairmount Minerals, would describe this as the leading-edge concept for the future of business and society.

In his triangle theory of balance in equity, ecology, and economy, McDonough stated “When design is successful, it is silent. It becomes a part of our lives and we can’t imagine life any other way.” As the field of Biomimicry evolves, it will certainly be interesting to see how nature-inspired Biomimicry inventions we can’t imagine without.

Bruce Mau, a global thinker and a world-leading design innovator, evokes a personal sense of pride and empowerment. With these outstanding innovations happening first-hand at Weatherhead, there has never been a better time to be an MBA student.

“Value is sustainable only when it is positive for stakeholders and shareholders.”

Chris Laszlo

Co-founder and Partner, Sustainable Value Partners

“…a new kind of distributed potential.”

Arnold J. Toynbee

Economic Historian

“The 20th century will be remembered by future generations not as an era of political conflicts or technical inventions, but as an age in which human society dared to think of the welfare of the whole human race as a practical objective.”

Terms such as Manage by Designing and Sustainable Enterprise seemed abstract to me; and I was looking forward to conversations on both topics. Chaoticians speakers such as co-entrepreneur and passionate proponent of green development work, Guri Skaal, spoke at the welcome reception by challenging my expectations. I embarked upon this Forum with the idea that it was not about a single place or a single person, or a single country, single aesthetic or single designer. It’s actually about a new kind of distributed potential.

Bruce Mau
Alumni are an essential part of advancing the mission of the Weatherhead School of Management. Because of this, the School has established an Alumni Advisory Council (AAC) representing the diverse strengths, degrees, geographic distribution, and professional accomplishments of our alumni.

The newly formed Council convened on June 12, 2009 in Cleveland during Reunion Weekend. The group will be expected to communicate interests and concerns of Weatherhead alumni worldwide, positively represent the Weatherhead School in their respective cities, and advance the School’s mission and programs.

Additionally, the team will achieve important objectives including the generation of significant funding for programs, and the enhancement of student experiences through the mentoring, interviewing, and hiring of Weatherhead graduates. Council efforts will also serve to strengthen and encourage alumni relations through support of local, regional, and international programming.

The Weatherhead Collection had the opportunity to profile AAC members, Valbona Bushi, MAcc ’09 and Nick Neonakis, MBA ’02.
Valbona Bushi is the face of Weatherhead. Throughout the past year, the 2009 Weatherhead School of Management advertisements that graced the pages worked for the Office of Greek Life and was an active member of the Alpha Chi Omega sorority. She also added several internships to her resume; including those with GE Energy, Cohen & Company, and the Ohio Society of CPAs. One of Bushi’s biggest achievements was her role in the community outreach project, “Weatherhead Awards.”

Bushi has always been my biggest supporter, and although I am the one serving on the Alumni Advisory Council, she is really the driving force behind me on all of this.”

“Everyone here, including the members of the Council, wants to see Weatherhead take its elite group of schools. We already have the renowned faculty and student body, why not the rankings?” asked Neonakis. “This can be furthered through brand recognition. It only adds to the letter of what we want: to become more involved to help our School in its prominence.”

Nick Neonakis, MBA ‘02
How Fascinating Enterprises is Re-Branding a Franchise Company

The Neonakis family, including daughter Megan, and sons, Alex and Max, recently moved back to Cleveland from Los Angeles when First Service offered Neonakis a position with Floor Coverings International. Stephanie works for the Richmond Heights branch of University Hospitals Health Systems as their Human Resource Manager. They reside in Shaker Heights.

Imagine a product designer from Oakley, Inc. guest teaching a class on Manage by Designing. What if New York City alumni were invited to attend a twilight cruise around Manhattan? These are just a few of Alumni Advisory Council member Nick Neonakis’ big ideas for engaging various stakeholder groups with the Weatherhead School of Management. They may seem intangible, but Neonakis is determined to prove that events like these really aren’t such big steps to take.

Now that Bushi has moved into the role of an alumna, she has signed on as vice president in which he oversaw worldwide branding and development for American Airlines.

Dr. Gary Previts, toward increasing overall financial literacy for the School, its prospective students, particularly at the Dean’s Weekend gathering. This impressed with Weatherhead and the level of caring that the School showed for alumni to let them know what current Weatherhead students are achieving.

“People really took to it,” smiled Bushi. “I even had one of my inquisitive groups on campus. “You have the power to bring your work experience and best practices back for your students, but you don’t always have enough time in the day to influence change on a grand scale. Once you become part of Case Western Reserve’s alumni network though, you have the opportunity to influence change in many different aspects: people have to care, people have to be motivated, and the gathering has to be fun. We literally want people to say ‘Wow, Weatherhead!’”

“Valbona is the face of Weatherhead, especially in the Accountancy Department,” she said. “The school really gives you the chance to connect with professors who challenge you in the best ways possible.”

“Now that Bushi has moved into the role of an alumna, she has signed on as vice president in which he oversaw worldwide branding and development for American Airlines. The Neonakis family, including daughter Megan, and sons, Alex and Max, recently moved back to Cleveland from Los Angeles when First Service offered Neonakis a position with Floor Coverings International. Stephanie works for the Richmond Heights branch of University Hospitals Health Systems as their Human Resource Manager. They reside in Shaker Heights.

Nick Neonakis commented on the focus of the Alumni Advisory Council. “We are looking to form a greater connection with alumni and the student body. I really want to reconnect on a deep level with Weatherhead alumni—make it a family by creating and continuing that bond. It’s good for the school, the community, and the people who come through Weatherhead.”

The Council meets quarterly as a whole, but has a number of independently functioning areas including a Fundraising Committee on which Neonakis serves. Neonakis is also a chair of the Alumni Fund Endowment that has generated a consistent level of alumni giving over a long period of time. He feels that this can happen by connecting with alumni to let them know what current Weatherhead students are achieving.

“Everyone here, including the members of the Council, wants to see Weatherhead take its elite group of schools. We already have the renowned faculty and student body, why not the rankings?” asked Neonakis. “This can be furthered through brand recognition. It only adds to the letter of what we want: to become more involved to help our School in its prominence.”

Neonakis is proposing unique and exciting events across the country to draw in alumni. “The common thread that will bring alumni together includes three aspects: people have to care, people have to be involved, and the gathering has to be fun. We literally want people to say ‘Wow, Weatherhead!’”

Currently, the AAC is split into four smaller sub-committees: Alumni Relations, Fundraising, Student Services, and Career Development. Bushi will play a prominent role in the alumni relations side, while also offering assistance to the fundraising team.

Relay for Life. As the leader for Weatherhead’s fundraising efforts for Relay for Life, her team brought in the second-highest amount on campus at $88,000. Bushi’s goal was achieved in September when she began her accounting career in New York with PricewaterhouseCoopers as a member of the assurance practice in financial services.

Her life has been a collage of experiences beginning twelve years ago when her family moved from Albania to Lakewood, Ohio. Bushi assimilated to American culture, attending the local high school and then Case Western Reserve University as an undergraduate, majoring in accounting and economics. She received her accounting degree from the University of Bucharest. Bushi’s mother was five years old. They settled in Summit, New Jersey and he eventually went on to attend Trinity College in Connecticut. Neonakis moved back to Santorini, Greece to run a jewelry business after graduation, but by the mid-1990s, he was back in the States, working on Wall Street for Morgan Stanley and then Charles Schwab.

“ valuation Bushi, MAcc ’09
Valbona Bushi is the face of Weatherhead. Throughout the past year, the 2009 Weatherhead School of Management advertisements that graced the pages worked for the Office of Greek Life and was an active member of the Alpha Chi Omega sorority. She also added several internships to her resume; including those with GE Energy, Cohen & Company, and the Ohio Society of CPAs. One of Bushi’s biggest achievements was her role in the community outreach project, “Weatherhead Awards.”

Neonakis commented on the focus of the Alumni Advisory Council. “We are looking to form a greater connection with alumni and the student body. I really want to reconnect on a deep level with Weatherhead alumni—make it a family by creating and continuing that bond. It’s good for the school, the community, and the people who come through Weatherhead.”

The Council meets quarterly as a whole, but has a number of independently functioning areas including a Fundraising Committee on which Neonakis serves. Neonakis is also a chair of the Alumni Fund Endowment that has generated a consistent level of alumni giving over a long period of time. He feels that this can happen by connecting with alumni to let them know what current Weatherhead students are achieving.

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Now that Bushi has moved into the role of an alumna, she has signed on as vice president in which he oversaw worldwide branding and development for American Airlines.

Dr. Gary Previts, toward increasing overall financial literacy for the School, its prospective students, particularly at the Dean’s Weekend gathering. This impressed with Weatherhead and the level of caring that the School showed for alumni to let them know what current Weatherhead students are achieving.

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Thirty-Sixth Annual David A. Bowers Economic Forecast Luncheon featuring Dr. Sam Thomas
Join us on December 11 from 11:30 a.m.-2:00 p.m. to hear Dr. Sam Thomas’s economic predictions for 2010. The event will take place downtown at the Renaissance Cleveland. The cost is $50 per person (tables of 8). Register online at weatherhead.case.edu/economic-forecast.
Please contact Angela Weaver at angela.weaver@case.edu for more information.

Upcoming Events Class Notes

Class of 2009
Hussain Almora (MBA) received Israel & Young as an engagement dealer.

Emily Barken (MBA) received a new year (graduate-adjunct) scholarship program in New York, Connecticut this past year with the Governmental Accounting Standards Board.

Barton Boucher (MBA) was promoted to Your President and Portfolio Manager at Key Bank, Ohio.

Amanda Fischer (MBA) was selected to Senior Associate at SSG Financial Services, Inc.

Emily Frey (MBA) is located in Cazenovia, New York for putting her skills into action for a Cleveland non-profit agency.

Michelle Hinchliffe (MBA) was promoted to Your President of Barnes Companies.

Natalie Hoyes (MS) developed and leads Thestor International Corporation’s ISO 9001:2008 quality and development initiatives on a full-time basis.

Kathleen Rudis (JD/MBA) joined Kathleen Rudis (JD/MBA) as an attorney in the firm’s Litigation department.

Class of 2006
Jennifer Butler (BS) passed all four parts of the CPA exam to become a fully licensed Certified Public Accountant.

Teresa Lafortune (MBA) was appointed to the Risk Process Senior Staff at Chase headquarters.

Susan Steinbrick (MBA) was promoted to Vice President at the Federal Reserve Bank of Cleveland.

Class of 2007
Mirek V. Hadnag (MBA) was appointed to Director of the Carl Lindahl and Donna Berta Lindahl Family Business Center at the University of San Francisco.

Dr. Rob Hilton (EDM) was featured in The Plain Dealer for improving living conditions for low-income elders through innovative ideas.

Andy Hudson (MBA) recently got engaged.

Paul Latin (MBA) was re-elected as President of the Cleveland Area Alumni Chapter of Beta Gamma Sigma.

Thomas Maness (MBA) was recently promoted to Mechanical Project Engineer at TeC Inc. Engineering & Design.

James O’Toole (EDM) was selected for special recognition at the 2010 Black Engineer of the Year Awards Conference.

Kachuee Shih (BS) was appointed Business Analyst at BrandMuseum, Inc.

Class of 2008
Jace Klotz (MBA) was promoted to Functional Process Owner—Supply Chain for Robert Bosch enterprise-wide implementation of SAP.

Paul Lounder (MBA) has progressed through the ranks at Crowe Horwath Corporation and currently provides high-quality affordable financial advice on M&A activities, asset development, and large capital expenditures.

Kevin Poe (MBA) was named to the Board of Directors for Towards Employment.

Todd Calculator (MBA) has been providing Enterprise Performance Management (EPM) consulting and Oracle Hyperion software implementation and development services for over nine years.

James Regan (EMBA) (MBA) was recently promoted to Director of Operations for Sager Company.

Bart Morrison (EMBA) was named to the Board of Directors for Metro Home Care Services, headquartered in Dearborn, Michigan.

Dr. Thomas Stellato (EDM) was appointed to the Board of Directors of Hospice of Cleveland and was also elected as Vice President of the Board of Cleveland Social Venture Partners.

Class of 2009
Sydney Bane (MBA) was named Executive Director of The Oakridge Home in Streetsboro, Ohio.

Eric Cuffman (MBA) recently joined Parthenon, Ryne, Koos, Weller & Company as Senior Financial Advisor after serving as Vice President of Investment Services at Wallrock’s Securities, a national independent broker dealer.

Randy Markey (EMBA) was named as Executive Vice- President of AGI Cleveland and was also elected as Vice President of the Board of Cleveland Social Venture Partners.

Class of 2010
Ann Arbor, Michigan.

Dr. Robert Markey (eMBA) was named to the Board of Directors of the American Cancer Society for Training and Development.

Reginald Stover (MOD) was featured in the August issue of Cleveland Business Connects.
Class of 1999
Christopher Adams (MBa) was recognized in Crain's Cleveland Business 2003 CFO of the Year Awards.
J. William Tingle (MBa) and his company, Tingle Bros., have received the following recognitions:
Strategy Magazine November/December (2008 and 2009)
Dallas Business Journal
Fort Worth Business Press
Jerome Kovach (MBa) was appointed 2009 CFO of the year awards.
Class of 2000
Chris Clegg (MBa) was selected to the Manufacturing advocacy & Growth Network (MaGnet) President and Chief Executive Officer.
Class of 2001
Carol Clevenger (MBa) was featured in the Leadership Cleveland Class of 2010.
Jairacce Knox (MBa) was selected as Vice President for Research and Development for_vcience, Inc.
Todd Martin (BS, BS '96) was elected to Principal at Capital Works, LLC.
Dr. Jacqueline Stewart (DBA) published SOAR: Building Strengths Connects.
Class of 2003
Paul Apelgren (EMBA) was featured in the June issue of Cleveland Business Connects.
Jocke Dalton (MBa) was featured in Cleveland Business Connects.
Michael Dolhins (MBa) began a new position with CHG in Group.
Class of 1990
Mikelann Rensel (MBA) was elected to the Global Board of Directors of the Leadership Cleveland Class of 2010.
Class of 1991
Katharine Strickland (MBa) was appointed Treasurer of the Board of the Greater Cleveland Sports Commission.
Class of 1992
David Chilcote (MBa) was recently selected as a partner at Walter & Haverfield LLP.
Mitchell Wasserman (MBa) was elected Secretary/Treasurer of the Greater Cleveland Chapter of the Association of Fundraising Professionals.
Class of 1993
John Flick (EMBA) was appointed to the National Employee Benefit Plans expert Panel of the American Institute of Certified Public Accountants.
Marilynn Brown (MBA) announced her candidacy for Ohio secretary of state.
Class of 1994
Rag Goswami, Jr. (MBa) was appointed Vice President of Commercial Real Estate in the Solo office of First Federal of Lakewood.
Katherine Strickland (MBa) was recognized in Crain's Cleveland Business 2003 CFO of the Year Awards.
Class of 1995
J. William Tincup (MBa) was elected to President of Westfield Group.
Megan O'Bryan (MBa) was appointed to Key Equipment Finance.
Shriva Miller (MBa) was promoted to Chiefof Officer at Huron Hospital.
John Terrakh (MBa) was promoted to President & CEO of Israel Nano Resources Co.
Class of 1996
Dr. Jerry Marty (PFP) is Chair of Physician executive Institute (1999) and Case Western Reserve (1993-1994).
Eric Rayno (MBa) was elected as an Officer of the nonprofit group, Medical Alliance for Support Housing.
Andrew Silvernol (MBa) was elected as an Officer of the Cleveland Sight Center.
Howard Slater (MBa) was named Partner for Walter & Haverfield LLP.
Class of 1997
Marilyn Brown (MBA) was named to Principal at Capital Works, LLC.
Dawn Stavros (MBa) was announced as Chair of the top 100 CeOs in Africa.
Class of 1998
Bryn Mawr College.
Michael Dealioia (MBa) was appointed to President for Community Partnerships at Case Western Reserve University.
John Tingle (MBa) was elected to Treasurer of the Boston Side Catholic Center.
Alayne Feder-Gopalakrishna (MBa) was elected Treasurer of the Board of Recovery Resources.
Class of 1999
Bassem Mansour (MBa) was selected to the Leadership Cleveland Class of 2010.
Morgan D'orson (MBa) was appointed to the Leadership Cleveland Class of 2010.
Linda Roo (MBa) was featured in the June issue of Cleveland Business Connects.
Class of 2000
Dr. Darlyne Bailey (PhD) was appointed as an Officer of the nonprofit group, Dr. Marty previously attended the Physician executive Institute (1999) and Case Western Reserve (1993-1994).
Eric Rayno (MBa) was elected as an Officer of the nonprofit group, Medical Alliance for Support Housing.
Andrew Silvernol (MBa) was elected as an Officer of the Cleveland Sight Center.
Howard Slater (MBa) was named Partner for Walter & Haverfield LLP.
Class of 2001
Dr. Doruker Bailey (MBa) was appointed Chief and Professor of the Graduate School of Social Work and Social Research, and Special Assistant to the President for Community Partnerships at Bryn Mawr College.
Class of 2002
Sai Ramanathan Kanuri (MBa) was appointed to the Frontier 100 Steering Committee and the initiative for Global Development Board of Directors to join the inaugural class of Frontier 100, a list of the top 100 CEOs in Africa.
Sean Richardson (MBa) was named to Principal of Westfield Group.
Class of 2003
Peter Bulken (MBa) was promoted to Senior Vice President and National Sales Manager of The Direct Sales Group at Key Equipment Finance.
Shriva Miller (MBa) was promoted to Chief Financial Officer at Huron Hospitals.
John Terrakh (MBa) was promoted to President & CEO of Nano Resources Co.
Class of 1983
Larry Cruise (MBA) was selected to the Leadership Cleveland Class of 2010.
Kathryn Kaesberg (MBa) was appointed Vice-Chairman of the Board of the Benjamin Rose Institute.
Nancy Rendell (MBa) was featured in the August issue of Cleveland Business Connects on continuing education and individual development.

Class of 1982
Gerard Schmitz (MBa) was a finalist in Crain’s Cleveland Business 2009 CFO of the Year awards.

Class of 1981
Kurt Smidansky (BA) joined Ogletree, Deakins, Nash, Smoak & Stewart, P.C. in their Cleveland office as a shareholder.

Class of 1977
Benjamin Bishop (MBa) has been a twenty-year U.S. Army Reserve Officer in Special Forces with thirty years of experience in property development, both in the U.S. and Southeast Asia, and is owner of the home building company, Bishop Development LLC, which produces classic single-family ranch homes in Southwestern Wyoming.

Class of 1974
William De Donno (BS) received his MS in Industrial Engineering at Universidad Anáhuac in 2002, and is a PhD candidate working the full in Public Policy and Strategic Planning.

Class of 1973
John Paganie (MA) was recently promoted to Vice-President of Utility Operations at FirstEnergy Corp.

Class of 1972
Anthony Gartlan (MBa) was elected an Officer of the Shaker Historical Society.

Michael Salvador (PhD, MS ’70) is Director of Executive Education Programs at the Michael J. Coles College of Business at Kennesaw State University in Georgia. He also serves as Editor-in-Chief of the Journal of Executive Education, the only journal of its kind dedicated to the mid-career education sector. Salvador is also a member of the DianeRehm Market Advisory Board.

Class of 1970
Chandrasekar Ramamurthy (MBa) was elected President of the Board of the Central School of Practical Nursing.

Class of 1967
William Robertson (MBa) was appointed to Huntington Bancshares’ Board of Directors.

Class of 1963
Henry Ott-Hansen (MBa) was elected Treasurer of the Board of the Central School of Practical Nursing.

IN MEMORIAM
Kudrat A. Najari (MBA ’98), 12-09
Henry E. Casalu (MBA/MA ’57), 4-09
John T. Davis (MBA ’91), 4-09
Samuel A. Fremont (MBA ’10), 6-09
Raymond Bennett Female (MBA ’15), 5-09
Robert R. Fickus (MBA ’77), 10-09
James Lawrence Hitch (MBA ’75), 2-09
David Marcus Smith, MD (MBA ’93), 4-09
Kirt R. Sumrion (BA ’98), 1-09
Howard Charles Swift (MS ’75), 5-09
Keri Thorne (MBA ’79), 5-09
Merton H. Weiners (MBA ’17), 5-09
Jay Robert Wise (MBA ’82), 3-09
William R. Yunker (MBA ’48), 5-09

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2. Join the Weatherhead School of Management group on LinkedIn.com and start networking with more than 2,500 colleagues and alumni. As part of the LinkedIn platform, we are now offering a subgroup option for alumni in the following locations: Chicago, Cleveland, India, Japan, New York, Southern California, San Francisco, Texas, and Washington D.C.
We encourage you to get involved and start making connections today!
3. Follow us on Twitter @caseweatherhead.

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