There's an aspect of Chinese philosophy that holds that the harmony of the universe—the Tao—depends upon a balance of opposites. Think yin and yang: neither can exist without the other. To live well is to find equilibrium between countervailing forces. Between these covers, you'll find a balanced diet of research and practice, student and faculty projects, news from the classrooms and libraries of academia and from the front lines where good ideas can falter...or become great ones. Read on to discover how theory and practice come together in balance, how, poised between thought and action, research drives the day-to-day work of business, and true stories drive thought leaders to ever clearer insight.
“Weatherhead is inspiring! The synergy across the core curriculum is unexpected and jolting because it pulls together theories across disciplines and offers the opportunity to directly apply what we’ve learned. Discussions outside the classroom are much more rewarding thanks to these efforts.”

Amelia Hough-Ross  
MBA Candidate, Class of 2011

“Weatherhead is truly a global melting pot—our students, staff, and faculty represent numerous countries from all continents. It is a research-driven business school that excels not only in disseminating knowledge, but also in creating it. It is a creative place that seeks to design sustainable business solutions for the betterment of people, businesses, and societies worldwide.”

Anurag Gupta, PhD  
Associate Professor, Banking and Finance

“For me, Weatherhead is all about collaboration. As a member of the IT group, it is extremely rewarding to partner with academic departments and administration to streamline operations, support teaching and research efforts, and promote our world-class programs through the use of technology. This teamwork truly makes us an innovative institution.”

Eileen Connell  
Director of Information Technology

Weatherhead by the Numbers

- 7 Academic Departments
- 72 Full-Time Faculty
- 72 Full-Time Staff
- 1,485 Students
- 17,000+ Alumni
- 7 Undergraduate Degree Programs
- 6 Master’s Degree Programs
- 4 Doctoral Degree Programs
- 18 Endowed Profesships
- 4 Editors of Academic Journals

Top 30 Design: Thinking in Management School (Harvard Business Review, Annual)

- #1 Undergraduate Accounting Program (#1 Worldwide, #1 in the U.S.) (Public Accounting Report, 2009–2011)
- #2 Undergraduate Business Program (U.S. News & World Report, 2010–U.S.)
- #3 Part-Time MBA/#3 Full-Time MBA (U.S. News & World Report, 2009–U.S.)
- #3 Full-Time MBA in the U.S. (Beyond Grey Pinstripes, 2009–Global)
- #3 Undergraduate Business Program (Harvard Business Review, Annual)
- #47 Full-Time MBA in the U.S. (#51 in North America) (Beyond Grey Pinstripes, 2009–Global)
- #48 Full-Time MBA in the U.S. (#46 in North America) (Beyond Grey Pinstripes, 2010–Global)
- #51 Undergraduate Accounting Program (#55 in North America) (Public Accounting Report, 2010–2011)

#33 Full-Time MBA/#25 in the U.S. (Beyond Grey Pinstripes, 2009–Global)
#38 Undergraduate Business Program (U.S. News & World Report, 2010–U.S.)
#48 Full-Time MBA in the U.S./#80 in the World (Financial Times, 2010–Global)
Then I thought about why we called this publication Weatherhead Connection. It has a certain ring.

The connection that happens when a problem meets the perfect solution. It ignites when a student grasps a difficult concept her professor has just explained. It goes on when you open the fridge door. The connection, the magic spark, that sense of shaking the right hands at the right meetings, but more broadly. The connection between the turbine harnessing the wind’s energy and the light that goes on when you open the fridge door. The connection, the magic spark, that gives me pause.

One of our most esteemed community advisors asked a question not long ago: “Why not The Weatherhead Connection?” he asked. “Why not?” The Weatherhead Connection? After all, your magazine enables alumni, collaborators, and well-wishers all over the place to connect to what’s happening here.”

He had a point. Today, businesses about making connections—not just in the sense of shaking the right hands at the right meetings, but more broadly. The connection between the turbine harnessing the wind’s energy and the light that goes on when you open the fridge door. The connection, the magic spark, that ignites when a student grasps a difficult concept her professor has just explained. The connection that happens when a problem meets the perfect solution. The Weatherhead Connection? It has a certain ring.

Then I thought about why we called this publication The Weatherhead Connection at conception. Think about the word: Connection. It’s not the contents of your kitchen junk drawer. A collection is deliberate, curated, valued. That’s just how we feel about what you’re holding in your hands: we highlight people and achievements we believe are of lasting importance. And we want The Connection, first, to last: it’s more a portfolio than a magazine, something we imagine taking its place on your bookshelf or coffee table with other works you revisit.

Weatherhead is situated in Cleveland’s historic University Circle—a square mile’s worth of unique buildings housing great history, great art, and great ideas. Just as our colleague artistic institutions exist to show off examples of the highest cultural attainment, The Weatherhead Collection exists to bring together some of our students, alumni, and faculty in their proudest moments over the previous months and to “frame” our ongoing initiatives. It strikes a balance between the ephemeral nature of the news cycle and the permanence of achievement.

We hope you enjoy it now—and come back to it again.

ReCollection: What’s In A Name?

Rebecca Murphy
Senior Director
Marketing, Communications and External Relations

In This Issue
Feature Stories
Helping Managers (and Management Schools) Learn Design .................................................. 08
The Fowler Center for Sustainable Value: Introducing Project Selfish .................................. 18
Decade of Determination: Building an Economic Engine Empowering a Green City on a Blue Lake .... 24
Doctoral Program Expands Its Focus with Designing Sustainable Systems Track ....................... 34
Choose Your Own Adventure: The Learning Way ................................................................. 50

Columns
Weatherhead by the Numbers ................................................. 03
Weatherhead by Department ............................................. 30
Weatherhead in the News ..................................................... 14
Weatherhead by the Numbers ............................................. 38
Weatherhead by the Numbers ............................................. 42
Weatherhead by the Numbers ............................................. 44
Weatherhead by the Numbers ............................................. 46
Weatherhead by the Numbers ............................................. 50
Weatherhead by the Numbers ............................................. 54
Weatherhead by the Numbers ............................................. 56
Weatherhead by the Numbers ............................................. 58
Weatherhead by the Numbers ............................................. 60
Weatherhead by the Numbers ............................................. 62
Weatherhead by the Numbers ............................................. 64
Weatherhead by the Numbers ............................................. 66
Weatherhead by the Numbers ............................................. 68
Weatherhead by the Numbers ............................................. 70
Weatherhead by the Numbers ............................................. 72
Weatherhead by the Numbers ............................................. 74
Weatherhead by the Numbers ............................................. 76
Weatherhead by the Numbers ............................................. 78
Weatherhead by the Numbers ............................................. 80
JUNE
1   Summer classes begin
20  Executive Education: Application Deadline for Leadership Deep Dive
    Emerging from this transformational experience with a new realization of the power of your leadership, join us for a transformational experience in leadership development.
21  Executive MBA Open House
    Meet faculty, current students, and alumni to learn first-hand about what makes our program, ranked 16th in the U.S. by BusinessWeek, unique.
24-27  Bridge Back 2010 Kicks Off
    Sponsored by the Key Foundation, this program introduces the MBA experience to high-potential prospective African American and Hispanic students.

JULY
14  Mid-Year Review with Sam Thomas, PhD
    Get the real story on the state of the national economy with Sam Thomas, PhD, Professor of Banking and Finance. At this event, which complements his very popular year-end David A. Bowers Economic Forecast Luncheon, Dr. Thomas will unveil the unfolding story of the current economy with insights from the latest news and reports available.
31  Summer classes end

AUGUST
16-21  Doctor of Management Fall Residency Begins for Class of 2012
23  Fall semester begins
23-28  Executive MBA Fall Residency Begins for Class of 2012

SEPTEMBER
15  Cleveland Alumni Reception
    Join other Cleveland-area alumni for a fun evening of networking downtown at the Union Club.
30 - OCT 2  University Alumni Weekend and Homecoming
    With its combination of festive and scholarly events, Alumni Weekend, including Homecoming, is a time for reminiscing about the past, enjoying the present, and gaining insight into Case Western Reserve University. Weatherhead will host a faculty panel and networking breakfast on October 1 and an alumni cocktail reception that evening. Check our website for more information soon.

DECEMBER
10  Economic Forecast Luncheon
    For the third year in a row, the popular event will be held at the Renaissance Cleveland Hotel.

To access the complete Weatherhead event calendar, visit weatherhead.case.edu/events
Design has grown up over the last half century. Today, we view it less as a nicety that can be used to “pretty up” or refresh a product than as an integral part of products and processes. The fields of graphic and industrial design have been joined by the design of interactions and experiences. And most recently, designers have turned their attention to organizations, strategies, and society itself. In other words, designers are putting out feelers in areas that have long been of interest to executives and management scholars.
In 2000, my colleague Dick Boland, PhD, and I took a trip to visit Carnegie Mellon University’s School of Design. Their students were working on redesigning the U.S. Postal Service rules for handling packages and the Australian tax system’s compliance procedures. Back at Weatherhead, our colleague remarked, “Those sound like business school projects.” So what is a “design” problem, then? The word “design” covers too broad a range of activities to define easily. And it’s an unfamiliar term in a management context. Nevertheless, it is useful shorthand for focusing on things that are often overlooked in managing situations. To generalists, managers tackle the problem that is presented to them. They then rush to choose among a set of alternatives for solving it. Among designers, however, there is a respected tradition of “questioning the brief.” Design thinking imagines alternatives that have not yet made their way to the table, game-changing ideas still unformed, and fresh perspectives that could yield very different views of the problem. Reframing the problem is a design “trick” that we are finding our management students love to play with.

One of my favorite illustrations of reframing a problem comes from Malcom McLean’s work on container shipping. At a moment when most focused on the time it took to ship cargo across the ocean, McLean recast the problem by directing his attention to loading and unloading the boats. His innovations eventually reduced total transit time by not hours or days but weeks, impacted the unit cost of labor by orders of magnitude, and led to entirely new industry practices for consolidating and handling freight across multiple modes of transit.
The great designer and artist Karl Gerstner, who founded the Swiss advertising firm GGK, asserted, ‘Design must not be understood as an activity reserved to artists. It is the privilege of all people everywhere.’ Engaging in design, with an emphasis on making, unifies faculties that conducting an analysis simply does not. Managers should learn and do both.

In our MBA program at Weatherhead, students move from understanding an organization’s vision and strategy to identifying issues that it faces. At the end of the semester, they write a brief describing a design opportunity that the organization—a problem that is messy, persistent, and complex enough that it warrants the kind of attention. In addition to design methods, the teams explore design techniques, including observation, concept mapping, reframing, scenario building, sketching, storyboarding, and collaging, and they practice these in the real-life context of the design opportunity that they identify.

As the well-known design historian Ralph Caplan put it, ‘Design is not everything, but it somehow gets into most everything.’ Often, we pave opportunities to confrontation problems because we take the constraints we face as given, fixed. What faculty member has not hesitated to put changes in motion because she assumed the process would take too long? Often, we focus on coffee, the process takes a long time, don’t they? Ironically, we take this to be true, even in business schools where time and ‘market’ are common. Solutions are neither right nor wrong, only better or worse, and different views favor different resolutions. Finally, the stakes are high: the outcome has a significant effect on those involved.

Finding design opportunities

Management is all about dealing with the ambiguous, the complex, the uncertain, and the irregular. Predictable tasks are delegated to automated systems or lower-level functionaries, and the problems that find their way to managers are those without pat solution strategies. If our students are to address these, they must be trained in the full arsenal of their personal capabilities.

It would be easy to counter that managers don’t usually have the luxury of picking their problems. Yet how often do we pause to think about shaping a situation so that the problems we face are ones that play to our strengths? As the well-known design historian Ralph Caplan put it, ‘Design is not everything, but it somehow gets into most everything.’ Often, we pave opportunities to confrontation problems because we take the constraints we face as given, fixed. What faculty member has not hesitated to put changes in motion because she assumed the process would take too long? After all, faculty processes always take a long time, don’t they? Ironically, we take this to be true, even in business schools where time, don’t they? Ironically, we take this to be true, even in business schools where time and ‘market’ are common. Solutions are neither right nor wrong, only better or worse, and different views favor different resolutions. Finally, the stakes are high: the outcome has a significant effect on those involved.

When an organization entrusts one of our teams with the resolution of one of these ‘wicked’ situations, we work hard to keep both the host organization and the student team from falling on the ‘problem’ precipice. Rather, we encourage the interesting possibilities or points of tension that might be productively explored, even if they seem counterintuitive. In one case, this practice led our team—which had been focusing on customer experiences at a manufacturing firm—into investigating how the outcome has a significant effect on those involved.

The recent financial and economic crises have left many wondering if good managers are up to the task of producing more habitability-oriented managers. We will not resolve these concerns by studying superficial adjustments to what we have been doing for so long. One way or another, we must engage the whole person in management. Design thinking, itself, tells us that design is not the only way. It is one way. And that means that management faculty must come to see themselves as more than custodians, or even gatekeepers, of knowledge. They are, in fact, designers of knowledge delivery systems.

As the well-known design historian Ralph Caplan put it, ‘Design is not everything, but it somehow gets into most everything.’ Often, we pave opportunities to confrontation problems because we take the constraints we face as given, fixed. What faculty member has not hesitated to put changes in motion because she assumed the process would take too long? After all, faculty processes always take a long time, don’t they? Ironically, we take this to be true, even in business schools where time, don’t they? Ironically, we take this to be true, even in business schools where time and ‘market’ are common. Solutions are neither right nor wrong, only better or worse, and different views favor different resolutions. Finally, the stakes are high: the outcome has a significant effect on those involved.

The recent financial and economic crises have left many wondering if good managers are up to the task of producing more habitability-oriented managers. We will not resolve these concerns by studying superficial adjustments to what we have been doing for so long. One way or another, we must engage the whole person in management. Design thinking, itself, tells us that design is not the only way. It is one way. And that means that management faculty must come to see themselves as more than custodians, or even gatekeepers, of knowledge. They are, in fact, designers of knowledge delivery systems.

A recent issue of BusinessWeek highlighted the ‘Kodak’s Best Design School’ (about half of the Thirty picks are MBA-grading programs), the ‘Weatherhead School of Management was among them. Our exploration of design in management took a big leap when architect Frank Gehry engaged us in his process of planning our iconic new building, completed in 2003. The concept grew to become, in 2006, a theme as distinctive as our building in our programs. This in turn led us to recruit Richard Buchanan, PhD, one of the world’s leading design theorists and teachers to our faculty. Now design is becoming a competency that sets our graduates apart.

The experience of Tejas Kataria, a recent alumna, illustrates how design skills help to distinguish a graduate. Tejas’ new associate had prepared several ideas for their client, a retailer. Tejas inspired: ‘Has anyone visited the client’s stores?’ No one had. Spending time in the store, as our former student surmised, improved the team’s presentation.

From his experience with observing as a design technique, Tejas understood the important role it plays in understanding customers’ needs. I learned that our alumna’s associates were from some of the best-ranked MBA programs in the country. But it wasn’t unusual for smart graduates of great programs to take a highly conceptual view of a situation, rather than one grounded in a company’s specificities. By integrating design into our MBA-experiences, we invite students to think harder about an organization in the ground-up, right to the sky.

To learn more about the Management by Designing Initiative, visit weatherhead.case.edu/initiatives
the Executive MBA program listed 21st worldwide. Among schools in the U.S., the EMBA program placed 16th. The Part-Time MBA program at Weatherhead placed 31st in the nation in U.S. News & World Report's 2010 “America's Best Graduate Schools,” the magazine's first full ranking of part-time MBA programs. Weatherhead has consistently been a world leader in offering innovative methodologies and unique research perspectives to the field of management education. This pioneering academic work and the ever-changing business environment have recently led to a further recalibration of the Part-Time MBA program designs later this year for both our Part-Time MBA program and our EMBA program. It is exciting to see the experience, we will be launching new program designs later this year for both Part-Time MBA program and our EMBA program. It is exciting to see the impact of the innovations happening here at Weatherhead.
WEATHERHEAD NAMED AS ONE OF FIFTEEN OUTSTANDING "GREEN" MBAS

WEATHERHEAD RECEIVES TEN NOMINATIONS FOR UNIVERSITY’S J. BRUCE FOWLER CENTER AWARD

Each year, Case Western Reserve University honors a select group of faculty and staff who have made a profound difference in the development of undergraduate students either as mentors or in the classroom.

Established in 2002, the J. Bruce Jackson, MSL, Award for Excellence in Undergraduate Teaching was awarded annually since 1971. This year’s nominee list of sixty individuals across the university includes seven professors from Weatherhead: Lea Bravin, Laura Parke, PhD, from the Accounting Department; Scott Fine, PhD, and William Mitchen from the Banking and Finance Department; and Jeffrey Brimhall, PhD, Susan Hepler, PhD, and Nicola Latacos, PhD, from the Economics Department.

The Jackson/Witte awards will be presented in the Marketing and Policy Studies Department and to James Hurley and Kenneth Cardwell, Co-Associate Dean for Undergraduate Admissions, on their nominations.

STUDENTS TAKE FIRST PLACE HONORS AT ACG MERGER ADVISORY COMPETITION AND AT CFA INSTITUTE’S GLOBAL INVESTMENT RESEARCH CHALLENGE

The Cleveland Chapter of the Association for Corporate Growth (ACG) held a deep-lig merger advisory competition in which they invited teams of graduate students from five schools—Baldwin-Wallace, Case Western Reserve University, Cleveland State University, Kent State University, and Ohio State University—to participate in a week-long analysis of a real-world merger case developed by Houlihan Lokey, a boutique investment banking firm based in Chicago and Los Angeles.

The students gave a twenty-minute presentation on their analysis of the case to a panel of judges and a group playing the roles of the Board of Directors and family owners of the target company. The panel judged including senior professionals from investment banking, corporate and private equity (leveraged buyout) firms such as Riverside Capital and Hiltz Capital.

The Weatherhead School of Management was represented by two teams: Team one was made up of Bubac Rinde (Accelerated MBA), Alex Manders (Part-Time MBA), Nichola Post (Full-Time MBA), and Keith Rob (Full-Time MBA); Team two was made up of Odean Anthony (MS-Finance), Junling Chen (MS-Finance), Ming Lin (BS-Finance) and Abayang Sandi (Exchange MBA).

Both teams did an outstanding job and represented Weatherhead proudly. Team one placed first overall, winning a cash prize, an invitation to the ACG conference and to Miami for Intergrowth, the national conference for investor relations professionals. Team two was given to a panel of judges.

In mid-March, the team was one of two teams sponsored by the Chartered Financial Analyst (CFA) Society of Cleveland. The team was tasked with a fundamental equity research analysis of the Sherwin-Williams Company. CFA members and practicing professionals evaluated the team, weighing two presentations or written reports submitted the previous month, and a presentation given to a panel of judges.

The recipients of the 2010 awards were: Scott Fine, Professor of Banking and Finance, for Corporate Growth (ACG) held a day-long merger advisory competition and at CFA INSTITUTE’S GLOBAL INVESTMENT RESEARCH CHALLENGE

Each year, students nominate professors who are in the classroom for the Teaching Excellence Award. Evaluated by an awards committee consisting of staff and student representatives, this is the master level teaching award and one of the doctoral level teaching awards. The recipients of the 2011 awards were: Scott Fine, Professor of Banking and Finance; Dale Flowers, DBA, Associate Professor of Operations; Sheri Perelli, EDM, Adjunct Professor of Marketing and Policy Studies; and Donna Solomon, PhD, Associate Professor of Operations.

To learn more about what is happening at Weatherhead right now, visit weatherhead.case.edu/about/news

WEATHERHEAD SCHOOL OF MANAGEMENT TEACHING EXCELLENCE AWARD RECIPIENTS ANNOUNCED

Each year, students nominate professors who are in the classroom for the Teaching Excellence Award. Evaluated by an awards committee consisting of staff and student representatives, this is the master level teaching award and one of the doctoral level teaching awards. The recipients of the 2011 awards were: Scott Fine, Professor of Banking and Finance; Dale Flowers, DBA, Associate Professor of Operations; Sheri Perelli, EDM, Adjunct Professor of Marketing and Policy Studies; and Donna Solomon, PhD, Associate Professor of Operations.

To learn more about what is happening at Weatherhead right now, visit weatherhead.case.edu/about/news
Roger Saillant, PhD, is working to position the Weatherhead School of Management as a global leader in the study and application of Sustainable Enterprise.

At Weatherhead, Sustainable Enterprise is one of two core transdisciplinary initiatives interwoven throughout our coursework, extracurricular activities, and research. The Fowler Center for Sustainable Value sits at the heart of these efforts, and with dedicated leadership and an innovative line-up of goals, seeks to improve the school’s stature, invigorate our curriculum, and connect students with triple-bottom-line values that are playing an increasing role in board rooms and business operations around the world. Last November, Roger Saillant, PhD, joined the Fowler Center as Executive Director. Previously an operations manager for companies large and small around the globe, Dr. Saillant brings his considerable depth of knowledge and experience to bear on the mission and daily activities of this hub of sustainability-related action at Weatherhead.
The Fowler Center for Sustainable Value was created last year out of a generous gift from Char and Chuck Fowler (EMBA ’90), President and CEO of Fairmount Minerals. The idea behind the Fowler Center stemmed from the work of Professor and Chair of Organizational Behavior Department Ron Fry, PhD, and Professor of Organizational Behavior and Fairmount Minerals Professor of Social Entrepreneurship David Cooperrider, PhD. With the help of the Fowler Center’s customized sustainability curriculum supplements and opportunities for internships and other off-site learning experiences, over half of Weatherhead’s core courses have sustainability integrated into their syllabi. Meanwhile, the one-year, six-credit Institute for Sustainable Value immersion course offered by the Fowler Center takes students even farther. In the Aspen Institute’s annual Beyond Grey Pinstripes survey of business schools, Weatherhead fares well: #33 worldwide, we are also one of the top ten schools with small class sizes.

Saillant notes, “Students understand that knowledge of sustainability makes them more attractive in today’s environmentally-conscious marketplace.” He continues, “Values are starting to play a larger role in business, and students need to be aware of these issues.”

To develop solutions that match their needs, the Fowler Center is working directly with students, most intensely with members of Weatherhead’s chapter of Net Impact, a national organization of future business leaders committed to harnessing the power of business to create a better world.
"From a student's perspective, Dr. Saillant's early impact has been his willingness to engage the student body in a dialogue on defining a shared vision and on identifying actionable opportunities for student involvement," says Chris Parkinson, an MBA student in Weatherhead's class of 2010 and president of the school's Net Impact chapter.

The Fowler Center also encourages students to engage with Sustainable Enterprise in case competitions, and has sponsored Weatherhead teams in two of these so far this year: the Net Impact Case Competition and the Aspen Institute's Business & Society International MBA Case Competition, from which the Weatherhead team of Nicholas Anasinis, MBA '10, Maria Ismail, MBA '10, Patricia Jurca, MBA '10, and Lei Yang, MS-Finance '11 emerged the winners (see page 23). During these competitions, student teams analyze a case study related to Sustainable Enterprise, concluding their critique with action recommendations.

Saillant hopes that soon Weatherhead will formalize its own Sustainable Enterprise case studies. One of his immediate plans for the Fowler Center, in fact, is to have five such case studies under way by the end of the year. Potential topics for the case studies are the application of Appreciative Inquiry by Fairmount Minerals; the work of Northeast Ohio's non-profit, grassroots organization Entrepreneurs for Sustainability; and the City of Cleveland's "Sustainable Cleveland 2019" initiative, a pioneering work on fuel cells, energy policy, and holistic management techniques, and his background includes seven years as CEO of Plug Power, a cutting-edge fuel cell company. His career has taught Saillant first-hand how sustainable practices can generate new streams of revenue for businesses while contributing to the long-term prosperity of our world. "The Fowler Center for Sustainable Value and its current team understand sustainability as the business opportunity of the twenty-first century," comments Dean Mohan Reddy. "And the Center's vision aligns perfectly with Dr. Saillant's career and interests. We are excited to have him on board and to have Sustainable Enterprise moving forward so vigorously."

To find out more about the Fowler Center for Sustainable Value, visit weatherhead.case.edu/fowler

Weatherhead Team Makes the Case for a New Business Model in Aspen Competition

Weatherhead School of Management graduate students Nikhil Anurag, MBA '10, Maria Ismail, MBA '10, Patricia Jurca, MBA '10, and Lei Yang, MS-Finance '11 composed the second member of competition in the final place of the Aspen Institute's 2010 Business & Society International MBA Case Competition.

The students were flown to New York to compete in the finals against teams from University of Bath, Darden, the London Business School of Business at New York University, the School of Business and Economics at Pitztzer University, University of Minnesota, and Kellogg School of Management at Northwestern University. They presented their submission, focusing on a complex case study of the Tata Group (an Indian multinational company operating in seven sectors), to a panel of judges from Fortune 500 companies and an audience of over 100 business, nonprofit, and academic attendees.

"Tasked with creating a ten-year sustainability plan for the Tata Group, the team aimed to not only identify and evaluate a range of complex initiatives, but also to develop a business model that could then be translated into a real-world implementation plan," says Fowler Center Executive Director Roger Saillant, PhD; Associate Professor of Marketing and Policy Studies Smriti Bhowmik, PhD; and Assistant Professor of Organizational Behavior Bonnie Rittley, PhD, coached the Weatherhead team, who were chosen $20,000 prize, plus $3,000 to donate to a 501(c)(3) charity of their choice. The team chose to donate the money to Remember Nhu, a charity that combats the child sex trade worldwide.

"Congratulations to Nikhil, Maria, Patricia, and Lei on their hard work and ingenuity," says Dean Mohan Reddy. "I'm so proud of our team's outstanding achievement in this largest case competition focusing on social, ethical, and environmental issues. This is especially meaningful for Weatherhead, because Sustainable Enterprise is one of our core transdisciplinary efforts," he concludes. "We believe that businesses can and must pursue financial success in a positive, socially-responsible manner, and our commitment to sustainability is part of that belief."
DECADE OF DETERMINATION:
BUILDING AN ECONOMIC ENGINE EMPOWERING A GREEN CITY ON A BLUE LAKE

By David Cooperrider, PhD
Fairmount Minerals Professor of Social Entrepreneurship

There is one thing we can be sure of: there will be no single pure play. Bio-enterprise will be important. Advanced manufacturing will be essential. Health care, already world-class, will expand. So will our universities and research centers, our contributions to the arts, our new design corridors, and our nonprofit leadership. But threading across the city’s diverse economic portfolio are exciting signs of a powerful cross-connecting innovation engine: sustainability has crossed a new threshold as a prime target for smart, forward-thinking entrepreneurs.

Sometime over the next twelve months—and I hope it’s sooner rather than later—we will emerge from the current recession and find ourselves in an era of economic expansion. Clearly it is not too soon, as a city, to aggressively and confidently seek to close the book on what some have called “the quiet crisis.” Our collective attention for at least the next ten years needs to be on coming together to build the economic engine of the future. Let’s call it the decade of determination—but determination to do what?
The green economy is primed to be the mother of all markets, fueling myriad economic innovations. As the September issue of the Harvard Business Review proposes, virtually everything a business can do to go green today—in any industry—will make it stronger, healthier, more innovative, more competitive, and more inspiring to its customers, employees, and partners. But more than that, the sustainability revolution has ushered in what historians call a moment of “basic innovation,” a decisive time that creates new industries, transforms existing ones, and over time, reshapes societies.

So we could not help but respond when Mayor Frank G. Jackson riveted the Fowler Center for Sustainable Value to help co-design and build an unprecedented sustainability summit, stating with unflinching conviction, “The time is now for Cleveland, and I refuse to miss this opportunity.” Research shows leadership is about resonance and the mayor liked AI’s whole-systems methodology in the world today”—is described by a CEO in a 2004 UN report issued by Secretary General Kofi Annan as “the best large-group planning method in the world today”—to innovate, execute, and move faster than ever before. Cleveland is uniquely equipped to become a leading sustainable economy because of its strategic location, huge freshwater advantages, advanced manufacturing expertise, and powerful social capital.

The green city is now for Cleveland, and I refuse to miss this opportunity.” Research shows leadership is about resonance and the mayor liked AI’s whole-systems methodology in the world today”—is described by a CEO in a 2004 UN report issued by Secretary General Kofi Annan as “the best large-group planning method in the world today”—to innovate, execute, and move faster than ever before. Cleveland is uniquely equipped to become a leading sustainable economy because of its strategic location, huge freshwater advantages, advanced manufacturing expertise, and powerful social capital.

The green economy is primed to be the mother of all markets, fueling myriad economic innovations. As the September issue of the Harvard Business Review proposes, virtually everything a business can do to go green today—in any industry—will make it stronger, healthier, more innovative, more competitive, and more inspiring to its customers, employees, and partners. But more than that, the sustainability revolution has ushered in what historians call a moment of “basic innovation,” a decisive time that creates new industries, transforms existing ones, and over time, reshapes societies.

So we could not help but respond when Mayor Frank G. Jackson riveted the Fowler Center for Sustainable Value to help co-design and build an unprecedented sustainability summit, stating with unflinching conviction, “The time is now for Cleveland, and I refuse to miss this opportunity.” Research shows leadership is about resonance and the mayor liked AI’s whole-systems methodology in the world today”—is described by a CEO in a 2004 UN report issued by Secretary General Kofi Annan as “the best large-group planning method in the world today”—to innovate, execute, and move faster than ever before. Cleveland is uniquely equipped to become a leading sustainable economy because of its strategic location, huge freshwater advantages, advanced manufacturing expertise, and powerful social capital.

The green city is now for Cleveland, and I refuse to miss this opportunity.” Research shows leadership is about resonance and the mayor liked AI’s whole-systems methodology in the world today”—is described by a CEO in a 2004 UN report issued by Secretary General Kofi Annan as “the best large-group planning method in the world today”—to innovate, execute, and move faster than ever before. Cleveland is uniquely equipped to become a leading sustainable economy because of its strategic location, huge freshwater advantages, advanced manufacturing expertise, and powerful social capital.

The green city is now for Cleveland, and I refuse to miss this opportunity.” Research shows leadership is about resonance and the mayor liked AI’s whole-systems methodology in the world today”—is described by a CEO in a 2004 UN report issued by Secretary General Kofi Annan as “the best large-group planning method in the world today”—to innovate, execute, and move faster than ever before. Cleveland is uniquely equipped to become a leading sustainable economy because of its strategic location, huge freshwater advantages, advanced manufacturing expertise, and powerful social capital.

The green economy is primed to be the mother of all markets, fueling myriad economic innovations. As the September issue of the Harvard Business Review proposes, virtually everything a business can do to go green today—in any industry—will make it stronger, healthier, more innovative, more competitive, and more inspiring to its customers, employees, and partners. But more than that, the sustainability revolution has ushered in what historians call a moment of “basic innovation,” a decisive time that creates new industries, transforms existing ones, and over time, reshapes societies.

So we could not help but respond when Mayor Frank G. Jackson riveted the Fowler Center for Sustainable Value to help co-design and build an unprecedented sustainability summit, stating with unflinching conviction, “The time is now for Cleveland, and I refuse to miss this opportunity.” Research shows leadership is about resonance and the mayor liked AI’s whole-systems methodology in the world today”—is described by a CEO in a 2004 UN report issued by Secretary General Kofi Annan as “the best large-group planning method in the world today”—to innovate, execute, and move faster than ever before. Cleveland is uniquely equipped to become a leading sustainable economy because of its strategic location, huge freshwater advantages, advanced manufacturing expertise, and powerful social capital.

The green city is now for Cleveland, and I refuse to miss this opportunity.” Research shows leadership is about resonance and the mayor liked AI’s whole-systems methodology in the world today”—is described by a CEO in a 2004 UN report issued by Secretary General Kofi Annan as “the best large-group planning method in the world today”—to innovate, execute, and move faster than ever before. Cleveland is uniquely equipped to become a leading sustainable economy because of its strategic location, huge freshwater advantages, advanced manufacturing expertise, and powerful social capital.

So we could not help but respond when Mayor Frank G. Jackson riveted the Fowler Center for Sustainable Value to help co-design and build an unprecedented sustainability summit, stating with unflinching conviction, “The time is now for Cleveland, and I refuse to miss this opportunity.” Research shows leadership is about resonance and the mayor liked AI’s whole-systems methodology in the world today”—is described by a CEO in a 2004 UN report issued by Secretary General Kofi Annan as “the best large-group planning method in the world today”—to innovate, execute, and move faster than ever before. Cleveland is uniquely equipped to become a leading sustainable economy because of its strategic location, huge freshwater advantages, advanced manufacturing expertise, and powerful social capital.

The green city is now for Cleveland, and I refuse to miss this opportunity.” Research shows leadership is about resonance and the mayor liked AI’s whole-systems methodology in the world today”—is described by a CEO in a 2004 UN report issued by Secretary General Kofi Annan as “the best large-group planning method in the world today”—to innovate, execute, and move faster than ever before. Cleveland is uniquely equipped to become a leading sustainable economy because of its strategic location, huge freshwater advantages, advanced manufacturing expertise, and powerful social capital.

The green city is now for Cleveland, and I refuse to miss this opportunity.” Research shows leadership is about resonance and the mayor liked AI’s whole-systems methodology in the world today”—is described by a CEO in a 2004 UN report issued by Secretary General Kofi Annan as “the best large-group planning method in the world today”—to innovate, execute, and move faster than ever before. Cleveland is uniquely equipped to become a leading sustainable economy because of its strategic location, huge freshwater advantages, advanced manufacturing expertise, and powerful social capital.
Charles Michener, former senior editor at the New Yorker, wrote about the three-day green economy summit as “an astonishing feat.” He mentioned the “doable job-creating innovations” and the upward virtuous circles that these can establish—one good thing leading to another.

The many descriptive headlines covering Cleveland’s 700-person, three-day AI Summit told the story of an extraordinary event. Beyond the dedication of business leaders and their teams (from the CEO of KeyBank to the SVP of Continental Airlines), the engagement of youth leaders and elders, people from every race and economic class, from every sector and industry, was remarkable. The summit attracted serious attention worldwide: from the head of IBM for North America, the Obama Administration’s green economy leadership, a team from MIT led by Peter Senge; the Surdna Foundation from New York, sustainable business icons like Interface CEO Ray Anderson, delegates from Sweden, and leaders with the UN Global Compact.

To find out more about the Fowler Center for Sustainable Value, visit weatherhead.case.edu/fowler
Weatherhead by Department

ACCOUNTANCY

Karen Braun, PhD

Karen Braun, PhD, received an Honorable Mention for the Bix Seminar Award from American Institute of Certified Public Accountants (AICPA) Innovation in Teaching Award. This award recognizes successful practices in the first course sequence in accounting and builds awareness of those practices among other accounting faculty. Dr. Braun’s “Personal Budgeting” is geared toward helping individuals, especially young adults, become financially literate. Her project will be disseminated through AICPA, and she will appear at a concurrent session at the Conference on Teaching and Learning in Accounting in San Francisco this summer.

BANKING AND FINANCE

Gary Previts, PhD

Gary Previts, PhD, received a Life Achievement Honor from the Board of Directors of MIPFA, a Turkish group which organizes national and international activities relating to accounting and finance. Dr. Previts was honored for his global contributions to accounting during the last decade. The award ceremony will take place in Istanbul this fall.

INFORMATION SYSTEMS

Kalle Lyytinen, PhD

Kalle Lyytinen, PhD, was awarded the Association of Information Systems (AIS) SIG/HC Research Award at the Annual International Conference on Information Systems (ICIS) 2013. He was also involved in several panels and presentations including “New Challenges in HCI Research” at the Association for Information Systems Special Interest Group (AIS SIG) workshop in Phoenix, Arizona and “Design Research” at the Organization for Manufacturing and Structural Design (ODM) workshop in Kauai, Hawaii.

INFORMATION SYSTEMS

Iris S. Wolstein Professor in Management Design

Kalle Lyytinen, PhD, was named CEO of the Finnish Technology Innovation Organization (VIA), an essay with Jeff Nickerson in Kauai, Hawaii. His project “Industrial Organization and Logics and Loosely Coupled Practices: The Case of NASA’s Enterprise Information System.” The thesis was selected from over 100 competitors. Dr. Lyytinen was also involved in several panels and presentations including “New Challenges in HCI Research” at the Association for Information Systems Special Interest Group (AIS SIG) workshop in Phoenix, Arizona and “Design Research” at the Organization for Manufacturing and Structural Design (ODM) workshop in Kauai, Hawaii.

ECOMOMICS

Richard Buchanan, PhD

Richard Buchanan, PhD, received an honorary doctoral degree from the University de Montreal in October 2009 for his distinguished contributions to the field of design and design research.

INFORMATION SYSTEMS

Jack Kleinhenz, PhD

Jack Kleinhenz, PhD, was named CEO of the Manufacturing Institute at the Ohio State University. The award was accepted for publication in the Journal of Financial and Quantitative Analysis. Additionally, Dr. Kleinhenz’s work “Law Firm Reputation and Practice Management in Berlin, the Bank for International Settlements in Basel and the University of Venice. Back in North Carolina at Greensboro.

INFORMATION SYSTEMS

Nicole Lacheter, PhD

Nicole Lacheter, PhD, received a fellowship from the University of Venice. Back in North Carolina at Greensboro.

INFORMATION SYSTEMS

Christa Bouwman, PhD

Christa Bouwman, PhD, was honored for her distinguished contributions to the field of design and design research.

INFORMATION SYSTEMS

Susan Helper, PhD

Susan Helper, PhD, was a guest on American Public Media’s “Business Answers” titled “Costs Cause Health Spending to Rise.”

INFORMATION SYSTEMS

Jack Kleinhenz, PhD

Jack Kleinhenz, PhD, was a guest on American Public Media’s “Business Answers” titled “Costs Cause Health Spending to Rise.”

INFORMATION SYSTEMS

Karen Braun, PhD

Karen Braun, PhD, received an Honorable Mention for the Bix Seminar Award from American Institute of Certified Public Accountants (AICPA) Innovation in Teaching Award. This award recognizes successful practices in the first course sequence in accounting and builds awareness of those practices among other accounting faculty. Dr. Braun’s “Personal Budgeting” is geared toward helping individuals, especially young adults, become financially literate. Her project will be disseminated through AICPA, and she will appear at a concurrent session at the Conference on Teaching and Learning in Accounting in San Francisco this summer.

BANKING AND FINANCE

Gary Previts, PhD

Gary Previts, PhD, received a Life Achievement Honor from the Board of Directors of MIPFA, a Turkish group which organizes national and international activities relating to accounting and finance. Dr. Previts was honored for his global contributions to accounting during the last decade. The award ceremony will take place in Istanbul this fall.

INFORMATION SYSTEMS

Kalle Lyytinen, PhD

Kalle Lyytinen, PhD, was named CEO of the Finnish Technology Innovation Organization (VIA), an essay with Jeff Nickerson in Kauai, Hawaii. His project “Industrial Organization and Logics and Loosely Coupled Practices: The Case of NASA’s Enterprise Information System.” The thesis was selected from over 100 competitors. Dr. Lyytinen was also involved in several panels and presentations including “New Challenges in HCI Research” at the Association for Information Systems Special Interest Group (AIS SIG) workshop in Phoenix, Arizona and “Design Research” at the Organization for Manufacturing and Structural Design (ODM) workshop in Kauai, Hawaii.

ECOMOMICS

Richard Buchanan, PhD

Richard Buchanan, PhD, received an honorary doctoral degree from the University de Montreal in October 2009 for his distinguished contributions to the field of design and design research.

INFORMATION SYSTEMS

Jack Kleinhenz, PhD

Jack Kleinhenz, PhD, was named CEO of the Manufacturing Institute at the Ohio State University. The award was accepted for publication in the Journal of Financial and Quantitative Analysis. Additionally, Dr. Kleinhenz’s work “Law Firm Reputation and Practice Management in Berlin, the Bank for International Settlements in Basel and the University of Venice. Back in North Carolina at Greensboro.

INFORMATION SYSTEMS

Nicole Lacheter, PhD

Nicole Lacheter, PhD, received a fellowship from the University of Venice. Back in North Carolina at Greensboro.

INFORMATION SYSTEMS

Christa Bouwman, PhD

Christa Bouwman, PhD, was honored for her distinguished contributions to the field of design and design research.

INFORMATION SYSTEMS

Susan Helper, PhD

Susan Helper, PhD, was a guest on American Public Media’s “Business Answers” titled “Costs Cause Health Spending to Rise.”

INFORMATION SYSTEMS

Karen Braun, PhD

Karen Braun, PhD, received an Honorable Mention for the Bix Seminar Award from American Institute of Certified Public Accountants (AICPA) Innovation in Teaching Award. This award recognizes successful practices in the first course sequence in accounting and builds awareness of those practices among other accounting faculty. Dr. Braun’s “Personal Budgeting” is geared toward helping individuals, especially young adults, become financially literate. Her project will be disseminated through AICPA, and she will appear at a concurrent session at the Conference on Teaching and Learning in Accounting in San Francisco this summer.

BANKING AND FINANCE

Gary Previts, PhD

Gary Previts, PhD, received a Life Achievement Honor from the Board of Directors of MIPFA, a Turkish group which organizes national and international activities relating to accounting and finance. Dr. Previts was honored for his global contributions to accounting during the last decade. The award ceremony will take place in Istanbul this fall.

INFORMATION SYSTEMS

Kalle Lyytinen, PhD

Kalle Lyytinen, PhD, was named CEO of the Finnish Technology Innovation Organization (VIA), an essay with Jeff Nickerson in Kauai, Hawaii. His project “Industrial Organization and Logics and Loosely Coupled Practices: The Case of NASA’s Enterprise Information System.” The thesis was selected from over 100 competitors. Dr. Lyytinen was also involved in several panels and presentations including “New Challenges in HCI Research” at the Association for Information Systems Special Interest Group (AIS SIG) workshop in Phoenix, Arizona and “Design Research” at the Organization for Manufacturing and Structural Design (ODM) workshop in Kauai, Hawaii.

ECOMOMICS

Richard Buchanan, PhD

Richard Buchanan, PhD, received an honorary doctoral degree from the University de Montreal in October 2009 for his distinguished contributions to the field of design and design research.

INFORMATION SYSTEMS

Jack Kleinhenz, PhD

Jack Kleinhenz, PhD, was named CEO of the Manufacturing Institute at the Ohio State University. The award was accepted for publication in the Journal of Financial and Quantitative Analysis. Additionally, Dr. Kleinhenz’s work “Law Firm Reputation and Practice Management in Berlin, the Bank for International Settlements in Basel and the University of Venice. Back in North Carolina at Greensboro.

INFORMATION SYSTEMS

Nicole Lacheter, PhD

Nicole Lacheter, PhD, received a fellowship from the University of Venice. Back in North Carolina at Greensboro.

INFORMATION SYSTEMS

Christa Bouwman, PhD

Christa Bouwman, PhD, was honored for her distinguished contributions to the field of design and design research.

INFORMATION SYSTEMS

Susan Helper, PhD

Susan Helper, PhD, was a guest on American Public Media’s “Business Answers” titled “Costs Cause Health Spending to Rise.”

INFORMATION SYSTEMS

Karen Braun, PhD

Karen Braun, PhD, received an Honorable Mention for the Bix Seminar Award from American Institute of Certified Public Accountants (AICPA) Innovation in Teaching Award. This award recognizes successful practices in the first course sequence in accounting and builds awareness of those practices among other accounting faculty. Dr. Braun’s “Personal Budgeting” is geared toward helping individuals, especially young adults, become financially literate. Her project will be disseminated through AICPA, and she will appear at a concurrent session at the Conference on Teaching and Learning in Accounting in San Francisco this summer.
The marketing group recently announced five new electives for the academic year 2010-2011 that encompass managers relevant and intellectually stimulating. They include:

- Customer Relationship Management (Fall 2010): creating, maintaining, and developing customer equity through profitable and sustainable customer relationships.
- Marketing Insights Management (Fall 2010): understanding and using customer relationship data to extract useful insights for marketing programs and activities.
- Value Chain Management (Fall 2010): designing, managing, and developing organizational systems for delivering customer value.
- Marketing Value Creation (Spring 2010): enhancing value for customers, companies, and society through brand management and innovation.
- Marketing Metrics (Spring 2011): measuring marketing accomplishments and the performance of marketing programs and activities.

Dr. Hunter was also one of ten leading international sales scholars invited to collaborate on an article outlining the future of sales research. The research was initiated at the Erin Anderson Invitational B2B Conference, hosted by the Weatherhead School of Management, Cleveland, Ohio. The article, "The Pursuit of Excellence in Process Thinking and Customer Relationship Management," was accepted by the Journal of Personal Selling and Sales Management. It was among the ten most frequently downloaded papers in two categories: "The Embedded Sales Force: Connecting Buying and Selling Organizations," an article co-authored with former PhD student Danko Turcic, was among the ten most frequently downloaded papers in two categories: "Context-Specific Determinants of Online Satisfaction and Loyalty for Force: Connecting Buying and Selling Organizations," an article co-authored with former PhD student Danico Tian, was among the ten most frequently downloaded papers in two categories: "Risk Aversion and Supply Chain Contract Negotiation," an article co-authored with Anand Jaiswal and Pingali Venugopal, was among the ten most frequently downloaded papers in two categories: "Pragmatic Learning Theory: An Inquiry-Action Framework for Dividends with Risky Debt," an article co-authored with Jagdip Singh, was among the ten most frequently downloaded papers in two categories: "Rationality and Interaction in Organizations Division of the Academy of Management. In 2009, he published the book Women and Finance Department, received the 2009 Health Policy Research Award for Independent Scholarship for a study that "Risk Aversion and Supply Chain Contract Negotiation," an article co-authored with former PhD student Danico Tian, was among the ten most frequently downloaded papers in two categories: "Understanding and Using Customer Relationship data to extract useful insights for marketing programs and activities."

To learn more about recent Weatherhead faculty accomplishments, visit weatherhead.case.edu/about/news.
DOCTORAL PROGRAM EXPANDS ITS FOCUS WITH DESIGNING SUSTAINABLE SYSTEMS TRACK

CAN A DEGREE REALLY CHANGE YOUR LIFE?

Vice-president of the Cancer Center and Process Excellence at Stanford Hospital and Clinics Sridhar B. Seshadri, DM ’10, summarizes it best:

“To say that this doctoral program will be a life-changing event sounds like hyperbole—but it comes close to the truth. Yes, you will make all sorts of sacrifices in your professional and personal life to find the time to complete assignments, read the tsunami of journal articles, learn qualitative research techniques you did not know existed, and be humbled by quantitative research techniques that you thought you had already mastered. Once you get past the mechanical rigors of the program, you will have built for yourself a versatile tool kit to study social systems with multiple lenses. At the same time you will be exposed to a rich tapestry of social issues that will ground your future explorations. The power of the program is that you will be able to apply, almost immediately, what you learn in class to what you do at work.”
Recognizing these inherent challenges, the Weatherhead School has restructured its doctoral offerings to include two degree opportunities for experienced executives—the Doctor of Management and the PhD in Management: Designing Sustainable Systems track.

Established in 1995, the Doctor of Management program (DM) is Weatherhead’s flagship degree for executives who possess the passion, ability, and intellectual curiosity needed to pursue a terminal degree. The DM program offers a low-residency format for working professionals with a curriculum that is globally-oriented, integrative, transdisciplinary, and structured for completion in three years. Weatherhead’s renowned DM faculty prepare students to become practitioner-scholars who straddle the worlds of practice and academia. DM graduates are equipped to subject management decisions and organizational phenomena to the insight, methods, and rigor of academia—a practice referred to as “evidence-based management.”

While Weatherhead’s DM program is already widely acclaimed as an exceptional academic opportunity, the school recently positioned itself at the forefront of innovation in doctoral education by offering the first low-residency Designing Sustainable Systems track in the PhD in Management. This option is intended to create not only an arena for promoting evidence-based management, but an environment for experienced executives who wish to re-orient their careers to formally pursue academic research and scholarship.

To effectively compete in today’s complex world, organizations require business leaders with a global perspective who engage in thinking and analysis based upon an understanding of the viewpoints held by diverse constituencies. They seek out candidates who possess heightened issue identification and resolution skills, and who maintain an active network of peers within and outside of their company. “The DM functions as a three-year lockstep program,” says Sue Nartker, Managing Director. “Beginning this fall, candidates will have the opportunity to continue on to pursue the new Designing Sustainable Systems track.”

DM candidates admitted to this transdisciplinary track will devote an additional year to research and seminar-format study to expand their research portfolio. The Designing Sustainable Systems track draws on Weatherhead’s experience with the DM program and offers a broader, evidence-based approach to management issues and allows for a focused, independent study that meets the requirements of the PhD in Management at a major research university. Students’ research will incorporate perspectives from new thinking about design, sustainability, and complex systems as they relate to management in an increasingly global environment.

“More than fifteen years of experience with the DM program teaches us that successful program participants are energized by new ideas,” says Kalle Lyytinen, PhD, Iris S. Wolstein Professor of Management Design and Director of the DM program. “They appreciate the importance of disciplined and challenging study, and they realize the value of participating in a learning community of accomplished professionals with diverse backgrounds during and after their study period. By offering the Doctor of Management program and the PhD in Management: Designing Sustainable Systems tracks,” he continues, “our doctoral programs as a whole can be considered truly transformative experiences in both a candidate’s personal and professional life.”

To learn more about the DM and PhD in Management: Designing Sustainable Systems track, visit weatherhead.case.edu/dm.
So what happens when the National Aeronautics and Space Administration (NASA) decides to bring in a brand-new, billion-dollar enterprise resource planning (ERP) system, a software package intended to enable data-sharing among ten independent field centers? “For the benefit of all” is NASA’s motto, but would the agency’s new ERP system prove a benefit to all ten campuses, or a burden?

Weatherhead School of Management Assistant Professor Nicholas Berente, PhD, wanted to learn just that, and his research into these questions earned him an award, along with his doctorate, in 2008. Berente’s doctoral dissertation won the prestigious ACM SIGMIS dissertation award at ICIS in 2009—icing on the cake for the recent PhD.

NASA was particularly attractive to Berente because, as he puts it, “the agency is awash with a variety of conflicting institutions.” NASA’s pursuits create a perfect storm of organizational pitfalls: they are highly diverse, highly visible, and highly dangerous.

The one-size-fits-all nature of ERP suggests that the more quickly and thoroughly traces of prior practices are wiped out, the better the organization will function. Standardization means everyone works the same, optimal way. And nonconformity, the theory goes, should stall that process.

The traditional notion in Information Systems (IS) studies has been that there are only two possible human responses (and two corresponding outcomes) to an ERP implementation: adoption—which entails success—and resistance—which entails, well, the opposite.

But don’t blame the users. The assumption has always been that a system that fails to align both broadly and deeply with local practices will fail. And the idea that a system might be adopted only partially, functioning parallel to persistent local practices, yet still succeed, was simply never proposed. Berente’s research changes all that, positing the validity of what he calls “loose coupling” in ERP implementation.

“Loose coupling” refers, in Berente’s words, to the “idiosyncratic, unanticipated ways” in which ERP software users adopt and adapt the system to their needs. By analyzing published accounts of ERP programs, as well as over a hundred personal interviews with NASA employees, Berente challenges preconceptions of how enterprise resource planning systems work—and how people make them work.

In NASA’s case, the implementation of the expensive ERP system was both markedly successful and, in Berente’s words, “transformative.” The system changed the organization, just as the individuals within the organization changed the system to suit local context.

Berente’s conclusion: “Simultaneous acceptance and resistance” on the part of users not only does happen, and quite frequently at that, but it needs to happen for a novel ERP system to take root.

Such findings may light the way for organizations poised to implement new IS products. Berente suggests that understanding the institutional logics that underpin current practices can predict outcomes, including productive loose coupling. It worked for NASA, and Berente’s study may resonate with other organizations that have found that following the directions to the letter doesn’t always spell success.

RESISTANCE IS USEFUL: THE ADAPTABLEITY OF INFORMATION SYSTEMS

The intent in rolling out a new software system is to help get the job done, whether the job at hand is an oil change or—literally—rocket science.

The one-size-fits-all nature of ERP suggests that the more quickly and thoroughly traces of prior practices are wiped out, the better the organization will function. Standardization means everyone works the same, optimal way. And nonconformity, the theory goes, should stall that process.

The traditional notion in Information Systems (IS) studies has been that there are only two possible human responses (and two corresponding outcomes) to an ERP implementation: adoption—which entails success—and resistance—which entails, well, the opposite.

But don’t blame the users. The assumption has always been that a system that fails to align both broadly and deeply with local practices will fail. And the idea that a system might be adopted only partially, functioning parallel to persistent local practices, yet still succeed, was simply never proposed. Berente’s research changes all that, positing the validity of what he calls “loose coupling” in ERP implementation.

“Loose coupling” refers, in Berente’s words, to the “idiosyncratic, unanticipated ways” in which ERP software users adopt and adapt the system to their needs. By analyzing published accounts of ERP programs, as well as over a hundred personal interviews with NASA employees, Berente challenges preconceptions of how enterprise resource planning systems work—and how people make them work.

In NASA’s case, the implementation of the expensive ERP system was both markedly successful and, in Berente’s words, “transformative.” The system changed the organization, just as the individuals within the organization changed the system to suit local context.

Berente’s conclusion: “Simultaneous acceptance and resistance” on the part of users not only does happen, and quite frequently at that, but it needs to happen for a novel ERP system to take root.

Such findings may light the way for organizations poised to implement new IS products. Berente suggests that understanding the institutional logics that underpin current practices can predict outcomes, including productive loose coupling. It worked for NASA, and Berente’s study may resonate with other organizations that have found that following the directions to the letter doesn’t always spell success.
In the study "Championing the Discussion of Tough Issues: How Women Corporate Directors Contribute to Board Deliberations," Weatherhead Professor of Organizational Behavior Diana Bilimoria, PhD, along with Marketing and Policy Studies Professor Paul Salipante, PhD, and Nancy McInerney-Lacombe, Weatherhead Doctor of Management candidate, proposes the following research hypothesis: women directors are particularly prepared for, and skilled at, the "toughest" problems during board meetings. They assert that four primary factors, abundantly present in all the women they interviewed, states that "In three of the five cases, the interviewees were the only women on each of their boards."

Women members, like the participants in this study, often face the reality of having to take up responsibilities to confront the "toughest" problems during board meetings. Ninety percent of the women they interviewed reported that four primary factors, abundantly present in all the women they interviewed, are at the root of female directors’ hesitation on bringing up such issues.

Agency Responsibility
Each of the interviewees exhibited responsibility when describing why they chose to become a member of their respective board. "Tackling the role seriously, staying proactive and avoiding marginalization by male counterparts were key factors.

Preparation
Among the extremely well-prepared at board meetings also facilitated the ability of women members to bring up challenging issues during discussion. The interviewees felt that increasing the subject matter inside and out allowed them to confidently and successfully address hot-button topics.

Honorable Intentions
Being on a board is and should always be more than just a resume booster, and the interviewees were passionate about the impact they could have on their respective board. Taking the time to carefully prepare for board meetings also facilitated the interviewees’ ability to champion the discussion of tough issues during board discussion. Women members, like the participants in this study, often face the reality of having to take up responsibilities to confront the "toughest" problems during board meetings. Ninety percent of the women they interviewed reported that four primary factors, abundantly present in all the women they interviewed, are at the root of female directors’ hesitation on bringing up such issues.

Agency Responsibility
Each of the interviewees exhibited responsibility when describing why they chose to become a member of their respective board. "Tackling the role seriously, staying proactive and avoiding marginalization by male counterparts were key factors.

Preparation
Among the extremely well-prepared at board meetings also facilitated the ability of women members to bring up challenging issues during discussion. The interviewees felt that increasing the subject matter inside and out allowed them to confidently and successfully address hot-button topics.

Honorable Intentions
Being on a board is and should always be more than just a resume booster, and the interviewees were passionate about the impact they could have on their respective board. Taking the time to carefully prepare for board meetings also facilitated the ability of women members to bring up challenging issues during discussion. The interviewees felt that increasing the subject matter inside and out allowed them to confidently and successfully address hot-button topics.

Honorable Intentions
Being on a board is and should always be more than just a resume booster, and the interviewees were passionate about the impact they could have on their respective board. Taking the time to carefully prepare for board meetings also facilitated the ability of women members to bring up challenging issues during discussion. The interviewees felt that increasing the subject matter inside and out allowed them to confidently and successfully address hot-button topics.

The interviewees also noted that resolving issues as a team was the practice that had the greatest impact on them and their organizations. Ultimately, women on corporate boards who have mastered the ability to champion tough issues raise their boards’ level of performance. These findings are featured in the book Women on Corporate Boards: International Research and Practice, co-authored by Dr. Bilimoria and published by Edward Elgar in 2009. The book further explores the impact women have on corporate boards, outcomes, board-level conditions, and provides empirical evidence to support the study to include the perspective of women. To learn more about faculty research, visit weatherhead.case.edu/faculty

CONTRIBUTING AUTHORS
Diana Bilimoria, PhD
Professor, Organizational Behavior
Nancy McInerney-Lacombe
Doctor of Management candidate '10
Paul Salipante, PhD
Professor, Marketing and Policy Studies

Weatherhead School of Management Case Western Reserve University
Book four: Balance

women and corporate boards:
tough issues
I’ve only had two employers in my life: National City and Case,” jokes David A. Daberko ’70, referring to his experience as a graduate assistant during his first year in Case Western Reserve University’s MBA program. His second job lasted a little longer. At the end of 2007, Mr. Daberko retired from National City after thirty-nine years of leadership, including more than a decade as CEO.

As he reflects on his career, Mr. Daberko recalls his experiences as an MBA student as “an eye-opener to the investment world.” With the guidance of stellar faculty such as the late David A. Bowers and former Weatherhead School of Management Dean Scott S. Cowen, he broadened his knowledge of the bond market and its tie to GNP economics. These insights guided Daberko through his early career in fixed-income securities at National City, where he began as a management trainee in 1968 while completing his graduate degree as a part-time student. With nearly four decades of experience, Daberko truly emerged as a veteran leader, steering the holding company through a sea change of mergers, acquisitions, and market shifts. In recognition of his accomplishments, he was awarded the 2001 Distinguished Alumnus Award from Weatherhead.

A long-time corporate leader and a Case Western Reserve trustee since 1994, Daberko is also a qualified voice in the longstanding debate about the role of colleges and universities in rebuilding Cleveland. “We have one choice: prosper or decline. Cleveland can no longer cling to the past. We need to be innovative and take some chances on the future. The key, he argues, is educating leaders, creating them in Cleveland and finding new, interesting jobs, and learning from other cities that have progressed. Without suggesting that retail giants are the only answer, Daberko points to what Target has done for Minneapolis and what Limited Stores has accomplished in Columbus. “In each case,” he notes, “someone created something new that wasn’t there before. It’s all about new company formation. For the hundreds that we foster, Cleveland might just get a few Starbucks.”

Building on these sentiments, Daberko and his wife, Deborah, recently made a leadership commitment to Weatherhead to create the Deborah and David Daberko Faculty Fellowship. The gift will fund a three-year fellowship to a promising associate professor and add significantly to the School’s ongoing research and innovation efforts. “We wanted to show our support for Case Western Reserve University and decided that Weatherhead was the best place for us. A great school is built on a foundation of great faculty,” says Daberko. “Debbie and I spoke with Dean Reddy about creative ways to support outstanding teachers. The three-year fellowship will help the school attract and retain talented faculty members.”

Daberko points out that Case Western Reserve, as the region’s major research university, “is a key bridge between research and economic growth, particularly in the area of health care.” The University’s cultivation of the arts is also a crucial factor in maintaining a community in which a talented labor force wants to stay. “The stronger the University is,” he notes, “the better chance we have to keep people here.”

In addition to funding the Weatherhead faculty fellowship, Mr. Daberko will continue his personal commitment to the University as a trustee through at least 2011.

“Donor Focus: DAVID A. DABERKO ’70”

To learn more about how you can make a difference, visit weatherhead.case.edu/support

“It is with great pleasure that I announce this partnership with the Daberkos,” says Dean Mohan Reddy. “David and Deborah have always shown dedication and a strong commitment to the University. We are excited to collaborate with them through the establishment of a faculty fellowship—the first of its kind at Weatherhead.”
Commemorating this August, Weatherhead is proud to announce a new Executive MBA (EMBA) curriculum centered around the development of a candidate’s professional leadership. For decades, the school’s world-renowned Organizational Behavior faculty have built a level of excellence in teaching about leadership. Together, they have equipped thousands of leaders with the skills and knowledge necessary to meet the challenges of leadership, and to continue to personal growth over the course of their careers.

There’s an old expression, “Great leaders are born, not made.” In fact, it’s so old, that most of us never question its validity. General George S. Patton, Dr. Martin Luther King, Jr., President John F. Kennedy—all born leaders. But what if Patton hadn’t come from a long line of soldiers? What if King had never attended Morehouse? What if Kennedy had been born into a different family? Would those leadership skills still have manifested themselves? It’s the old nature-versus-nurture debate played out on a grand scale. At the Weatherhead School of Management, we acknowledge that everyone has a different aptitude for leadership.

Yet we believe that in every single case, a person’s leadership skills can be greatly enhanced. And we have evidence that suggests that we know how to do it. In short, we believe that great leadership can be taught.

Leadership

Executive Education

NEW PATHS TO LEADERSHIP

During the program, candidates will put their leadership theories into action with an application project that integrates Weatherhead’s core themes of Designing and Sustainable Enterprise. Each individual will spend a semester uncovering a design opportunity within their organization that will create value by deploying resources and capabilities in new ways. Complementing this, leaders will have a framework to think about their organization that will create value and to engage in business fundamentals in new ways. Complementing this, leaders will have a framework to think about their organization that will create value and to engage in business fundamentals in new ways. Complementing this, leaders will have a framework to think about their organization that will create value and to engage in business fundamentals in new ways. Complementing this, leaders will have a framework to think about their organization that will create value and to engage in business fundamentals in new ways.

To find out more about the new Executive MBA curriculum, visit weatherhead.case.edu/academics/masters/mba/executive
Kleinhenz (MBA ‘79) has carved out a unique career path from his retail beginnings. Today, he is Managing Director of CID Capital, a firm that allows him to combine his business acumen with a lifelong interest in science and technology.

“We’ve gone from an investment portfolio of five percent life sciences to around fifty percent over my tenure here,” he says.

Kleinhenz grew up in Lorain, Ohio, “across the street from Lake Erie.” The shipyards there were still booming at the time.

“\textit{I’d come home from college at Christmas, and the first thing I’d do would be to go down to the ore docks and watch the ships. You could almost watch the lake freezing behind them,}” he remembers. “\textit{Later, when Kleinhenz worked for a bank that financed one of the shipbuilding companies, he was excited to be aboard for the christening of the last 1000-foot ore carrier to be made in Lorain.}”

Kleinhenz attended Loyola University in Chicago, where he started out as a chemistry major.

“One major thing I’ve learned and encourage anyone to do is to get as much science as you can, because science and technology are pervasive. However,” he qualifies, “honestly, I was a better humanities student than science student.”

“I guess my first foray into the business world was in high school. I worked for an electronics store, selling stereo systems,” says Peter Kleinhenz with a laugh.

Visiting Committee: Peter Kleinhenz—The Business of Science and Technology

Kleinhenz talks startups, leadership, and good design.
Having graduated from Loyola with a bachelor’s in history, Kleinhenz returned to Cleveland to pursue his MBA at what would become the Weatherhead School of Management. He graduated in 1982, a year after the first full-time MBA students—although not as far back as his high school buddy, Tom. Kleinhenz joined the U.S. Army as an intelligence officer during the Vietnam War. He returned to Cleveland to pursue his MBA at Loyola. “So the biggest surprise was the amount of teamwork required and fostered at Loyola,” Kleinhenz explains, noting the emphasis on solitary activity. “It was a very strong part of the MBA program,” Kleinhenz was the emphasis on teamwork. Kleinhenz also went on to become a CPA, a designation that facilitated his movement into corporate finance.

“Postgraduation, when I became CFO, I had to deal with a lot of people—myself and sometimes I was CFO of as many as five companies at a time,” Kleinhenz says. “And great, and being a CPA on top of that! But I think having those skills and corporate partners, too, it really helped me to iterate things more quickly.” Kleinhenz also smiles. “As CFO, I was able to show my skills and abilities in sustaining and growing the company.”

A member of Business Week’s Executive Committee since 1991, Kleinhenz notes that most companies could do more in the sustainability area. “The holist nature of the Weatherhead MBA program encouraged Kleinhenz’s understanding of all aspects of businesses. “I think it’s a skillset of responses to different situations, on purpose. When I went to Weatherhead, it was meant to be an all-encompassing business program, and that’s how it’s treated to the school that it left with all the fruits and vegetables and stuff to contribute to startups. I don’t even want to be on a formal or internal board. I think it has remained the same. “In those early days, you could sense an energy at the school for the administration and faculty to get the full-time MBA program underway.” Kleinhenz says. “They’ve really built it on the foundation that we put in place.”

“I think it’s a testament to the school for the administration and faculty to get the full-time MBA program underway.” Kleinhenz says. “They’ve really built it on the foundation that we put in place.”

“Whereas there were a couple of challenges, it’s a testament to the school for the administration and faculty to get the full-time MBA program underway.” Kleinhenz says. “They’ve really built it on the foundation that we put in place.”

“Whereas there were a couple of challenges, it’s a testament to the school for the administration and faculty to get the full-time MBA program underway.” Kleinhenz says.
Learn more about Weatherhead's doctoral program, visit weatherhead.case.edu/academics/doctorate
The members of the Alumni Advisory Council (AAC) represent the diverse strengths, degrees, geographic distribution, and professional accomplishments of alumni from the Weatherhead School of Management. Since the AAC first convened in June 2009, its members have made an important impact on Weatherhead by implementing ideas and volunteering time in the following ways: recruiting top prospective students; providing guidance and leads in employer development, both here and abroad; reaching out to alumni for Annual Fund support; and building the alumni network in such cities as Boston, New York, and Mumbai.

Special thanks go to all of our esteemed AAC members, listed opposite with their affiliations, for their leadership and continued contributions. Read on for a profile of one of our valued members, Jacqueline Sanders, MBA ’01.

Alumni Advisory Council

Ali Ahmed, EMBA ’08
Senior Consultant
Douglas Consulting

Kalipras Ambani, MBA ’97
Vice President
Reliance Industries Limited
Mumbai, India

Nilesh Amin, MBA ’99
Patent Agent
Tonucci & Walton, LLP
Cleveland, Ohio

Glen G. Anderson, Jr., EMBA ’92
Managing Director
Signium International
Cleveland, Ohio

Mark J. Berno, MPOD ’06
President
Ready Advice, LLC
Princeton
New Jersey

Ken Breen, MBA ’96
President, External Finance
Jumpstart Inc.
Cleveland, Ohio

Valbona Bushi, BS ’08, MAcc ’09
Associate in Assurance
PricewaterhouseCoopers
New York, New York

Mark Case, MS-Finance ’08
Chief Investment Officer
Hoosierites Investment Counsel
Cleveland, Ohio

Osvald Coleman, Jr., MBA ’03, MNO ’09
Senior Vice President
ColemanWick, LLC
Cleveland, Ohio

Jeffrey W. Ferguson, EDM ’99
President and CEO
Sentient Medical Systems
Arnold, Maryland

Ronald Fountain, EMBA ’83, EDM ’00, PFP ’01
Vice President, Corporate Communication
Cleveland, Ohio

James H. Grant, EMBA ’08
Manager, R&D Customer Technologies
Deuster Trm, LLC
Cleveland, Ohio

Robert N. Gross, EMBA ’03
Director of Operations
Jenius Long Sabat View America, Inc.
Cleveland, Ohio

Jeff Linton, MBA ’05
Vice President, Corporate Communications
Forest City Enterprises, Inc.
Cleveland, Ohio

Andy Male, MBA ’07
Vice President
Western Reserve Partners LLC
Cleveland, Ohio

David Case, MNO ’09
Director of Development
Floor Coverings International at The Franchise Company
Cleveland, Ohio

Frank November, MBA ’96
Director of Development
Human Rights Campaign
Washington, D.C.

Mirek F. Posedel, MBA ’96
Director of Volunteer Leadership
Human Rights Campaign
Washington, D.C.

Kenneth A. Kutina, MBA ’97, PD ’14
Director of Institutional Planning
Case Western Reserve University
Cleveland, Ohio

Stephen Liguori, MBA ’08
Chief Executive
Hybrid Group
Cleveland, Ohio

Kosta Pyatkovski, BS ’02, MAcc ’03
Audit Supervisor, Internal Audit
Eaton Corporation
Cleveland, Ohio

Max Velantine, MBA ’02
Director of Development
Wachovia Foundation
Cleveland, Ohio
Jackie Sanders has always approached life creatively. The graphic designer turned Senior Vice President at The CementWorks finds the MBA program a ‘Mission Possible’ where she grew up in both Shaker Heights and Moreland Hills. After graduating from the Weatherhead School of Management a congenial environment for her. “The exercises that our professors outlined challenged us to think creatively when solving problems,” she remembers. “With this guidance, assignments that may have seemed quite basic at the outset yielded extraordinary outcomes.”

For instance, in a strategy course, Sanders and team applied a “Mission Possible” theme to a presentation on the future of Tolkien. “I remember all wearing rain coats and presenting our strategic recommendation to several Visteon executives and our class in an extremely theatrical manner,” she laughs. “This approach carried over to our other classes as well. I even remember relating to the other work streams. The consumer group dealt with everything a dog,” Sanders remarks. “I joined at the beginning of the company’s first growth spurt where we grew from about twenty employees to a staff of more than 150 in almost three years.”

The CementWorks credits its tremendous progress since 2000 to a flat business structure. “The mindset behind this structure is to facilitate employee movement throughout the company and ensure that all clients have exposure to senior level management. Sanders.”

Sanders graduated in 2001 with a specialization in marketing and policy studies. “The consumer group dealt with everything a dog,” Sanders remarks. “I joined at the beginning of the company’s first growth spurt where we grew from about twenty employees to a staff of more than 150 in almost three years.”

She went on to a career in the medical device and health care industry first at Jack & Jill, a division of Ethicon, a division of Johnson & Johnson, and then at Cline Davis & Mann, a health care communications firm headquartered in New York City. The company has been touted for its unique approach to horizontal internal growth, making it a standout player in an industry dominated by publicly-owned operations. “Literally, the firm started out in our founders’ apartment with three people and a dog,” Sanders recalls. “I joined at the beginning of the company’s first growth spurt where we grew from about twenty employees to a staff of more than 150 in almost three years.”

The CompanyWorks credits its tremendous progress since 2000 to a flat business structure. “The mindset behind this structure is to facilitate employee movement throughout the company and ensure that all clients have exposure to senior level management. Sanders.”

"The exercises that our professors outlined challenged us to think creatively when solving problems," she remembers. "With this guidance, assignments that may have seemed quite basic at the outset yielded extraordinary outcomes."

For instance, in a strategy course, Sanders and team applied a "Mission Possible" theme to a presentation on the future of Tolkien. "I remember all wearing rain coats and presenting our strategic recommendation to several Visteon executives and our class in an extremely theatrical manner," she laughs. "This approach carried over to our other classes as well. I even remember relating to the other work streams. The consumer group dealt with everything a dog," Sanders remarks. "I joined at the beginning of the company's first growth spurt where we grew from about twenty employees to a staff of more than 150 in almost three years."

"There has been a lot of change within the health care industry in the past few years," Sanders points out. "Everyone worked in their own world and rarely worked in an environment where we could see what others were doing. With these insights and knowledge into the business community we have a competitive advantage."

The Alumni Advisory Council is divided into different task forces, and Sanders is a member of a segment that focuses on recruitment. "We want alumni to be more effective and results-oriented," she comments. "The Alumni Advisory Council is divided into different task forces, and Sanders is a member of a segment that focuses on recruitment. "We want alumni to be more effective and results-oriented," she comments. With her background in art and design, Sanders feels strongly that design in management is a core communication principle. "These themes are highly interesting and relevant in today's business culture," she notes. "Our society is a crossroads where we need to develop leaders with fire in their bellies—leaders who are willing to bring these principles to the forefront and to guide others in how to adapt to the fast-moving changes in our society."
Alumni on the Move

Class of 1970
Dr. Charles Smith (PhD) wrote Navigating From The Future: a Primer For Sustainable Transformation, recently published by Makina Productions, Inc., and proposes a new paradigm for reaching goals and inspiring people to achieve what they are capable of. Not just what they already do.

Class of 1972
William (Bergy) Oggetti (MBA) was appointed Vice President of the Board of Directors of Greater Cleveland Volunteers.

Class of 1985
Paul Carlin (MBA) was appointed Senior Vice President and Commercial Banking Sales Manager at Lorain National Bank.

Class of 1987
Michael (Miki) Kobayashi (MBA) was appointed President of the Greater East Ohio chapter of the Alzheimer Association.

Class of 1988
Majdi Abulaban (MBA) was appointed President of KidsVoice.

Class of 1989
Gary Gallagher (EMBA) was appointed a Senior Consultant at HHL Group, Inc.

Class of 1990
Susan Steiger (MBA) was appointed Second Vice President and Secretary of the Ohio Venture Association.

Class of 1991
Daniel P. Walsh, Jr. (BS, MBA) was appointed President of Delphi Asia Pacific.

Class of 1992
Rick Costello (MBA) was recently named Chief Operating Officer at Spectra Surgical Instruments Corp.

Class of 1993
Matthew Bonner (MBA) was appointed Chairman of the Swedish-American Chamber of Commerce.

Class of 1994
John Dohrad (MBA) was appointed President of Interspace LLC.

Class of 1995
Louis Linde (MBA) was named to the 2010 Super Lawyers list.

Class of 1996
Debra DeCarlo (MBA) was appointed Senior Director of Business Development at Lakefront Partners, LP.

Class of 1997
Jennifer Hagele (MBA) was appointed Project Manager of Definity Partners.

Class of 1998
John Drahzal (MBA) was appointed a Company Officer and General Counsel of KidsVoice.

Class of 1999
Lloyd Bell (MBA) was appointed Secretary of the Ohio Venture Association.

Class of 2000
Shigeo Kagami (DM) was a project manager for Shell Gas & Power Japan in 2005. With an initial $10 billion investment, Joint Power Company will start operation this year. In 2007, CEO and President Morisawa established Venture Incubation and Consulting in Tokyo. As an organ of professionals dedicated to the practice of in vitro fertilization and managed Joint Power Company, 2010 Super Lawyers list.

Class of 2001
Kristy Ragones Coviello (MBA) was recently married to Bevan Rosenbloom.

Class of 2002
Max Lachter (MBA) was appointed the Board of Directors of Kid's Place.

Class of 2003
Mark L. Haber (EMBA) was appointed Executive Vice President at Ohio State University Foundation.

Class of 2004
Darrin Auito (JD/MBA) was appointed a Senior Consultant at HHL Group, Inc.

Class of 2005
Emily Devin (MBA) and her husband, Paul Habermansky, founded the January 21, 2010. Their daughter, Stella Katharine, was born on November 30, 2010.

Class of 2006
Warren Coleman (EMBA) was appointed Senior Director of Business Development at Avant Partners.

Class of 2007
Kristy Ragones Coviello (MBA) and her husband celebrated the birth of their daughter, Lily, on January 21, 2010.

Class of 2008
Brian Walsh (EMBA) was appointed President and CEO of Greater Cleveland Volunteers.

Class of 2009
Dr. James Goldfarb (EMBA) was appointed Vice President and Wealth Management Advisor of HHL Third Bank.
The Weatherhead School of Management has three simple ways to stay connected:
1. Visit weatherhead.case.edu/alumni/update to update your contact information and submit class notes for the Fall 2010 issue of The Weatherhead Collection and our e-newsletter, Weatherheadlines.
2. Join our group on LinkedIn.com and start networking with more than 3,000 colleagues and alumni.
3. Follow us on Twitter @caseweatherhead for the latest news.

IN MEMORIAM
James P. Bailey (MBA ’78)
Joseph Eugene Bechtold (MS ’74)
James T. Bridges (MSASS ’73, CNM ’89)
John J. Dailey, Jr. (MS ’66)
Charles Freireich (BBA ’58)
Steven Eugene Glaser (MBA ’87)
James A. Glover (AMP ’79)
Dr. Sherman K. Grinnell (PhD ’67)
Dr. James M. Handelman (MBA ’87)
Martha A. Horsburgh (MBA ’80)
Edward P. Janis (MBA ’75)
John Burchell Johnson (MBA ’71)
Dr. Janet K. Kiehl (PhD ’04)
Sherry Latimer (MBA ’82)
James E. Lees (AMP ’73, EMBA ’81)
Dr. Bruce Vincent Mac Leod (PhD ’70)
Robert A. Martin (MS ’81)
Robert Lloyd Miller (MBA ’63)
James Ian Mondock (MS ’69)
Richard Thomas Murphy, PE (MBA ’92)
Charles W. Olson, Jr. (MS ’56)
Onyero Onyeacholem (MBA ’04)
Orrie Stanley Paller (BBA ’48, MBA ’62)
Henry S. Raub (MS ’68)
Michael F. Rego, Jr. (MBA ’69)
Charles Christopher Shoup (MBA ’81)
Jennifer Rhys Taylor (MBA ’95)
Ralphe B. Vawter (MBA ’59)

Alumni on the Move

CLASS NOTES

Damon Taseff (MBA) was appointed to Principal at Allegro Realty Advisors.
Peter Zale (MBA) was appointed Marketing Project Manager at Multi Radiance Medical, Inc.
Benjamin Bykowski (MBA) was appointed Director of Technology at Kevin Carney (BS): was appointed Staff Accountant at Cohen & Co.
Jill Fowler (MBA) was appointed Secretary of the Board of Greater Cleveland Volunteers.
Dr. James Hayes (EDM) was named Assistant Vice President responsible for the Corporate Planning Department at the Federal Reserve Bank of Richmond, Virginia.
Adam Schelly (MBA) was appointed Staff Accountant at Cohen & Co.
Bill Snow (MBA) was appointed National Accounts Manager of NO Communications.

STAY CONNECTED

1. Visit weatherhead.case.edu/alumni/update to update your contact information and submit class notes for the Fall 2010 issue of The Weatherhead Collection and our e-newsletter, Weatherheadlines.
2. Join our group on LinkedIn.com and start networking with more than 3,000 colleagues and alumni.
3. Follow us on Twitter @caseweatherhead for the latest news.

IN MEMORIAM
James P. Bailey (MBA ’78)
Joseph Eugene Bechtold (MS ’74)
James T. Bridges (MSASS ’73, CNM ’89)
John J. Dailey, Jr. (MS ’66)
Charles Freireich (BBA ’58)
Steven Eugene Glaser (MBA ’87)
James A. Glover (AMP ’79)
Dr. Sherman K. Grinnell (PhD ’67)
Dr. James M. Handelman (MBA ’87)
Martha A. Horsburgh (MBA ’93)
Edward P. Janis (MBA ’75)
John Burchell Johnson (MBA ’71)
Dr. Janet K. Kiehl (PhD ’04)
Sherry Latimer (MBA ’82)
James E. Lees (AMP ’73, EMBA ’81)
Dr. Bruce Vincent Mac Leod (PhD ’70)
Robert A. Martin (MS ’81)
Robert Lloyd Miller (MBA ’63)
James Ian Mondock (MS ’69)
Richard Thomas Murphy, PE (MBA ’92)
Charles W. Olson, Jr. (MS ’56)
Onyero Onyeacholem (MBA ’04)
Orrie Stanley Paller (BBA ’48, MBA ’62)
Henry S. Raub (MS ’68)
Michael F. Rego, Jr. (MBA ’69)
Charles Christopher Shoup (MBA ’81)
Jennifer Rhys Taylor (MBA ’95)
Ralphe B. Vawter (MBA ’59)

Alumni on the Move

CLASS NOTES

Damon Taseff (MBA) was appointed to Principal at Allegro Realty Advisors.
Peter Zale (MBA) was appointed Marketing Project Manager at Multi Radiance Medical, Inc.
Benjamin Bykowski (MBA) was appointed Director of Technology at Kevin Carney (BS): was appointed Staff Accountant at Cohen & Co.
Jill Fowler (MBA) was appointed Secretary of the Board of Greater Cleveland Volunteers.
Dr. James Hayes (EDM) was named Assistant Vice President responsible for the Corporate Planning Department at the Federal Reserve Bank of Richmond, Virginia.
Adam Schelly (MBA) was appointed Staff Accountant at Cohen & Co.
Bill Snow (MBA) was appointed National Accounts Manager of NO Communications.

STAY CONNECTED

1. Visit weatherhead.case.edu/alumni/update to update your contact information and submit class notes for the Fall 2010 issue of The Weatherhead Collection and our e-newsletter, Weatherheadlines.
2. Join our group on LinkedIn.com and start networking with more than 3,000 colleagues and alumni.
3. Follow us on Twitter @caseweatherhead for the latest news.

IN MEMORIAM
James P. Bailey (MBA ’78)
Joseph Eugene Bechtold (MS ’74)
James T. Bridges (MSASS ’73, CNM ’89)
John J. Dailey, Jr. (MS ’66)
Charles Freireich (BBA ’58)
Steven Eugene Glaser (MBA ’87)
James A. Glover (AMP ’79)
Dr. Sherman K. Grinnell (PhD ’67)
Dr. James M. Handelman (MBA ’87)
Martha A. Horsburgh (MBA ’93)
Edward P. Janis (MBA ’75)
John Burchell Johnson (MBA ’71)
Dr. Janet K. Kiehl (PhD ’04)
Sherry Latimer (MBA ’82)
James E. Lees (AMP ’73, EMBA ’81)
Dr. Bruce Vincent Mac Leod (PhD ’70)
Robert A. Martin (MS ’81)
Robert Lloyd Miller (MBA ’63)
James Ian Mondock (MS ’69)
Richard Thomas Murphy, PE (MBA ’92)
Charles W. Olson, Jr. (MS ’56)
Onyero Onyeacholem (MBA ’04)
Orrie Stanley Paller (BBA ’48, MBA ’62)
Henry S. Raub (MS ’68)
Michael F. Rego, Jr. (MBA ’69)
Charles Christopher Shoup (MBA ’81)
Jennifer Rhys Taylor (MBA ’95)
Ralphe B. Vawter (MBA ’59)

Alumni on the Move

CLASS NOTES

Damon Taseff (MBA) was appointed to Principal at Allegro Realty Advisors.
Peter Zale (MBA) was appointed Marketing Project Manager at Multi Radiance Medical, Inc.
Benjamin Bykowski (MBA) was appointed Director of Technology at Kevin Carney (BS): was appointed Staff Accountant at Cohen & Co.
Jill Fowler (MBA) was appointed Secretary of the Board of Greater Cleveland Volunteers.
Dr. James Hayes (EDM) was named Assistant Vice President responsible for the Corporate Planning Department at the Federal Reserve Bank of Richmond, Virginia.
Adam Schelly (MBA) was appointed Staff Accountant at Cohen & Co.
Bill Snow (MBA) was appointed National Accounts Manager of NO Communications.
It begins with a conversation

The most satisfying philanthropic commitments come from thoughtful conversations between the donor and the institution. The Weatherhead School of Management invites you to explore our priorities, read stories about the impact of giving, and learn more about the many ways to give.

Visit weatherhead.case.edu/support or contact the Office of External Relations at 866.478.6221 for more information.

Moving Forward Fund

Providing incredible opportunities—this is the goal of the Weatherhead Moving Forward Fund, a student scholarship fund comprised of unrestricted dollars. With awards ranging from $3,700 to $16,500 in the 2009-2010 academic year, the Moving Forward Fund benefited 200 students and aided the school in attracting and retaining premier leaders.

Moving Forward Fund dollars truly advance the student body.

Along with generous gifts from alumni, students, and friends, proceeds and sponsorships from two events advanced the Moving Forward Fund in 2009-2010: an alumni-student mixer at Bar Cento and Casino Night during Dean’s Weekend.

If you are interested in making a gift to the Moving Forward Fund or learning more, please contact Jennifer Nye, Director of Regional Development and Campaignraising, at 866.478.6221 or jennifer.nye@case.edu.