Imagine a house. Not a one-size-fits-all trailer mass-produced at a factory, a house made of bricks and wood, made of rooms. Now pull back; imagine the person who is planning the house, crafting it around her needs, and those of her family, her friends, even her dog. A bedroom on the ground floor for guests who find it hard to tackle stairs. A kitchen island where kids can help roll out pie crust. An office at the top of the house for solitary work. A greenhouse where lettuce can start its life as seeds. A skylight to let in the sun and frame the stars.

Our architect builds, in brick and mortar, her dreams and her family’s dreams. Like her, any manager is a designer, except that a manager’s building materials are human and social. Managers craft systems around the exigencies of their goals, around what they know must take shape. They, too, consult the people around them to make sure that their decisions embody more than just one will. They, too, must keep the whole in mind even as they consider each part of a plan, each room in the house. When we are asked to think globally, we are invited to consider the architect’s view of things, and to craft the present toward our dream of a shared future.
“Weatherhead honors and develops the diverse interests of students, faculty, and staff, while bringing us all together in service of creating positive change in today’s world. Here is a community that is open to as many theoretical and practical perspectives as necessary for us to see the worth and beauty of human organizational endeavors. It is an exciting privilege to be a part of this!”

**John Paul Stephens, PhD**  
Assistant Professor,  
Organizational Behavior

“At Weatherhead Executive Education, we strategically partner with key organizations—locally and globally—to discover new and innovative business solutions that have a relevant, lasting impact in the marketplace. The diverse expertise of our faculty and staff allows us to share our best, to create leaders who will give their best.”

**Janelle Luz**  
Product Development Specialist  
Executive Education

“Teaching at Weatherhead is an incredible experience because our students are highly engaged in the community, as well as in the classroom. Engagement takes many forms, including volunteerism, internships, and sustainable solution development for local organizations through classroom assignments. In addition, northeast Ohio provides a supportive environment for students to expand their knowledge, experience, and insights about themselves as they pursue their professional goals.”

**Jennifer L. Johnson**  
Associate Professor,  
Marketing and Policy Studies
Among the 30 Best Design Programs in the World (BusinessWeek, 2009)

Institute in Sustainable Value and Social Entrepreneurship among the 10 Most Innovative Business School Courses (Forbes, 2010 – U.S.)

#34 Undergraduate Business Program (U.S. News & World Report, 2011 – U.S.)

#38 Undergraduate Business Program (BusinessWeek, 2010 – U.S.)

#1 Undergraduate Finance Program (BusinessWeek, 2010 – U.S.)

#6 Microeconomics
#10 Macroeconomics
#15 Accountancy
#22 Quantitative Methods (BusinessWeek, 2010 – U.S.)

#24 Undergraduate Accountancy Program (Public Accounting Report, 2009 – U.S.)

#10 Small School Full-Time MBA (Beyond Grey Pinstripes, 2009 – Global)

#33 Full-Time MBA #25 in the U.S. (Beyond Grey Pinstripes, 2009 – Global)

#47 Full-Time MBA in the U.S. #51 in North America (The Economist, 2009 – North America)

#48 Full-Time MBA in the U.S. #80 in the World (Financial Times, 2010 – Global)

#75 Full-Time MBA (U.S. News & World Report, 2011 – U.S.)

#14 Part-Time MBA #5 in the Midwest (BusinessWeek, 2009 – U.S.)


#21 Executive MBA #16 in the U.S. (BusinessWeek, 2009 – Global)

#3 Organizational Behavior Department (Financial Times, 2008 – Global)

Organizations operate today in a changing environment with increasing public concerns about their values, priorities, and behavior. They have always contended with challenges posed by economic and political forces; now, they are confronted with serious issues in the areas of social responsibility and sustainability.

First, some definitions:

- Social responsibility is an ethical concept that holds that businesses should act in ways that transcend simply making a profit in order to enhance the well-being of employees, communities, and society at large. The term is often expressed as “doing what’s right” or “doing well by doing good.”

- Sustainability is a transformational concept that combines environmental commitment and social reform with long-term economic development.

In Cleveland, Weatherhead faculty members have put new learning into practice through their leadership of the innovative Sustainable Cleveland 2019 initiative.

Dealing successfully with these issues has become central to the continued profitability and viability of organizations, and to the overall quality of life in our world. It involves understanding some new ways of thinking about our problems, such as:

- All waste materials are ecologically detrimental—the proper goal is zero waste or total recycling.

- All pollution and harmful emissions simply transfer the cost and hazards of dealing with their effects from the polluter to society in general.

- Moving toward greater energy efficiency and reducing or recycling waste can often mean greater profits.

- The perception of the community has an inevitable impact on the image of the organization and its ability to attract and retain top talent, so that enhancing the community and its quality of life become obvious priorities.

This issue of The Weatherhead Collection presents real-world examples of how our students, alumni, faculty, and programs are crafting solutions to the challenges of social responsibility and sustainability in a proactive fashion. They demonstrate how to think creatively, use design techniques, make new knowledge actionable, and move beyond renewable energy and recycling to change the culture and welfare of our world. The connecting theme to all of this is service to our communities to improve the overall quality of life for everyone.

George Havens
President, Strategic Consulting
JANUARY

20 | Executive Education: Boyatzis on Leadership, Resonance, and Renewal
Explore the latest insights for achieving sustainable leadership from world-renowned expert and New York Times best-selling author Richard E. Boyatzis, PhD.

FEBRUARY

10 | Mandel Center Open House
As part of a series spotlighting coursework offered at the center, this open house will focus on program design and evaluation with Robert Fischer, PhD. General information on Mandel Center graduate programs will also be provided.

21–24 | Executive Education: Foundations and Frontiers in Appreciative Inquiry
Join Ronald Fry, PhD, to learn about Appreciative Inquiry.

MARCH

5 | The Weatherhead Showcase—Schoolwide Open House
The Showcase presents an opportunity for prospective students to visit with faculty, meet alumni, and talk with current students about any of our programs.

23–24 | Executive Education: Innovation by Design: Creating Powerful Customer Experiences and Solutions
Designing and delivering unique and powerful experiences is a next-frontier growth strategy, replacing mere product selling.
**APRIL**

14–15 | Executive Education: Coaching for Intentional Development
Richard E. Boyatzis, PhD, will help you learn to coach using Emotional Intelligence (EI) for increased performance. Includes personal coaching with 360-degree feedback.

19 | Executive MBA Open House
Learn all about Weatherhead’s highly ranked EMBA program.

**MAY**

11 | Executive Education: Retain Your Focus on What’s Important: The Power of Mindfulness
Spark your attention and awareness with tools and practices that enhance creativity, flexibility, and effectiveness in a workshop led by Bauback Yeganeh, PhD.

17 | Executive MBA Webinar
Tune in for a taste of Weatherhead faculty’s engaging teaching and research.

19 | Executive MBA Open House
Learn all about Weatherhead’s highly ranked EMBA program.

26 | Mandel Center Open House
The last in a series of open houses will spotlight strategic planning with John Yankey, PhD.

**JUNE**

1 | Executive Education: Manage by Designing: Approaches for Everyday Innovation
Fred Collopy, PhD, will show how managers can benefit from learning to reframe problems, sketch and prototype ideas, and apply the logic of possibilities to see through default solutions.

6 | Executive MBA Open House
Learn all about Weatherhead’s highly ranked EMBA program.

**JULY**

12 | Executive MBA Open House
Learn all about Weatherhead’s highly ranked EMBA program.

19 | Executive Education: Introduction to Experiential Learning with the Kolbs
In this highly interactive program with leading Experiential Learning thinkers David Kolb, PhD, and Alice Kolb, PhD, you will learn how to learn, understand your learning style and learning skills, and discover how to adapt your learning style to different kinds of learning situations. Participants will complete the Kolb Learning Styles Inventory (LSI) and the Adaptive Styles Inventory (ASI) as part of the program.

20 | Executive Education: Experiential Learning in Practice for Teams, Trainers, and Educators
David Kolb, PhD, and Alice Kolb, PhD, will apply the principles of Experiential Learning to teams and organizations, and provide insight for integrating Experiential Learning in the work environment and other learning environments.
A WEATHERHEAD ECONOMICS PROFESSOR TESTS THE THEORY IN NEPAL

It all started with a request from an Italian nongovernmental organization (NGO), Volontari Italiani Solidarietà Paesi Emergenti (VISPE), which sponsors a number of aid programs in developing countries, including Nepal. In the summer of 2007, VISPE got in touch with Silvia Prina, PhD, assistant professor of economics at the Weatherhead School of Management, to find out whether she would help to create a microcredit program in the area surrounding Pokhara, Nepal’s second largest city. VISPE cooperates with a Nepali NGO called Good Neighbor Service Association (GONESA) that is active in the region.

Microcredit is an increasingly popular way of encouraging entrepreneurship among the extremely poor. Essentially, it means extending very small loans to individuals who are unable to obtain more traditional loans. They may not have collateral or any employment history—prerequisites for approaching most banks.

But Dr. Prina was not sure that rolling out a microcredit program should be the priority of VISPE and GONESA. In
addition, verification of GONESA’s capacity to carry out such a program was needed before proceeding.

“I had heard good and bad things about many NGOs operating in Nepal. Sometimes, money is flowing into these organizations, and nothing is changing on the ground,” says Prina.

Prina decided to travel to Nepal in the summer of 2007 and conduct a survey in each community in which GONESA and VISPE operated in order to understand both the socio-economic background of the population involved, and the nature of the work carried out by the two NGOs, which aim to raise education levels and improve health generally by focusing on children three to six years old.

“GONESA and VISPE work with the ultra-poor, and during my visit, I saw that they were doing a good job of it,” Prina says. “I was interested in working with the NGOs, but I made them an alternative proposal: I would begin by making an analysis of the population’s status and needs using a baseline survey at the household level.”

The survey would evaluate not just households’ socio-economic status, but also their access to financial services, attitude toward spending and saving, intra-household allocation of resources, level of support from family and friends, and interest in different kinds of lending and savings products. Did they need credit? Would they prefer to have a savings account? A flexible account?

Conducting the survey was a complex process. After determining what data she needed to collect, Prina drafted the survey and traveled to Nepal, where she was on hand during the translation process to explain what information each question was intended to gather. Prina worked with a translator fluent in both English and the regional Nepali dialect to translate the survey questions, which were then tested in focus groups.

Wording a question effectively is partly a matter of using concepts and vocabulary familiar to the respondent.

“For example,” Prina says, “you might ask someone with a high level of financial literacy, ‘What is your average net income per month?’ But to someone who isn’t familiar with that terminology, you might pose the question, ‘How much did you make last month?’”

Constructing the survey itself was a fairly painstaking process. Revising questions based on results from the focus groups took time. And administering the survey was also time-consuming.

“It’s important to gain the trust of the community,” says Prina. “At your first meeting with a household, you explain that you are going to conduct a survey. At your second meeting, you sit down, perhaps drink some tea, and talk about the weather. You never begin by barraging your respondent with questions.”

By analyzing the data collected, Prina found that the levels of literacy and financial literacy in the area surrounding Pokhara were very low. On average, adults in the region have only about three years of formal education.

On top of that, incomes in the area are low and unstable. Yet even the ultra-poor expressed a desire for a saving mechanism in order to meet their everyday needs, cope with emergencies,
and, ultimately, acquire assets and develop businesses. Prina explains that despite the families’ willingness to start saving, it is very difficult to do so without a trustworthy instrument in place. “So, I proposed, ‘Let’s help them save,’” she says. “Later, when they, and we, learn more, we can give them credit.”

For households in the area served by VISPE and GONESA, income usually comes in small, irregular installments. But household needs arrive all at once, and must be met with lump sums. Families needed a savings device that would allow them easily and safely to make small deposits and large withdrawals.

The solution was a savings product that provided a safe and convenient place to store funds while they accumulated. Prina set up a simple village bank. The bank’s employee would come to each village twice a week for a maximum of two hours at a time. Villagers voted on the day and time that the bank employee would visit their community. Of the seemingly limited window of opportunity, Prina says, “you have to think about what is both convenient for the users and attractive to the bank. You could open the bank every day for eight hours, American-style, but if everyone in the village is already working in the field by 7 a.m., that’s no good to them. Furthermore, the bank will have high operating costs and no customers.”

In August 2009, Prina pilot-tested the savings account in two of the communities served by the NGOs. In order to rigorously evaluate the product’s impact, Prina used a randomized controlled trial methodology. Villagers were offered the savings account at random through a public lottery to ensure that the “treatment group” (households offered the product) would start out, a priori, similar to the “control group” (households not offered the product).

Using household rosters from her baseline survey, Prina put every villager’s name on a piece of paper and drew names from a bin. Those selected could choose whether to enroll in the program. A 50-percent take-up rate for a similar population would be considered quite high. Among the Nepali villagers in Prina’s trial, the take-up rate was nearly 90 percent.

“This first result was striking,” Prina says, “but I wanted to wait and see whether people really participated—would they deposit into their savings account? How much? How many times each week? And, most important, would this savings device increase the assets of the very poor, help them cope with shocks, and provide a pathway out of poverty?”

It turned out that participants in the pilot deposited an average of 1.5 times a week out of two opportunities. They contributed, on average, 160 rupees to their accounts each week. To put that amount in perspective, villagers in the area make around 1,600 rupees per

“**The survey will also tell us about the significance of a safe and convenient savings institution in impoverished communities.**”

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Silvia Prina, PhD
Assistant Professor, Economics
week. In other words, the participants saved an average of 10 percent of their income—a savings rate Americans haven’t achieved for around 20 years. Prina was cheered by these initial results.

“The program seemed to be working, so I launched a follow-up survey six months later to see if the treatment group was better off than the control group. You have to take into account people who were offered the account and didn’t take up the offer—they are part of the treatment group, too. If you were to consider only the people who took up the account, then you would bias the results by considering only the fraction of the population that is most inclined to save.”

If, at the end of six months, the level of monetary and non-monetary assets among the treatment group was higher, Prina felt she could tentatively conclude that the savings account had started to promote asset development.

The results? “Positive,” says Prina. But she cautions that the pilot sample of two communities was too small to be statistically significant. Therefore, in May, after a household survey was conducted in all communities served by the NGOs, public lotteries were held in each remaining village. The savings account was launched at full scale.

At the time of writing, the savings accounts have been up and running for three months in the remaining 19 villages (GONESA and VISPE serve 21 such communities). Thus far, Prina has seen an 86 percent take-up rate with a usage rate of 1.2 visits to the village bank per week. The average weekly deposit, meanwhile, has held at 160 rupees.

In fall 2010, a first follow-up survey was conducted.

“The results will show whether after just four months, a positive impact on variables such as material assets, health, investment in children’s education, female empowerment, entrepreneurship, and aspirations can be seen,” Prina adds. “The survey will also tell us about the significance of a safe and convenient savings institution in impoverished communities.”

Prina’s research ranges across several areas of applied microeconomics, development economics, and international trade. Her previous research has included studies of the impact of NAFTA on agricultural trade between Mexico and the U.S. and on Mexican farm incomes during the 1990s. Recent work focuses on the effect of social programs on the educational aspirations of the poor, and explores exposure to educated professionals as a possible channel for increasing aspirations. Now, Prina’s work in Nepal is advancing a neglected area of microfinance. She is aware of one other study, by Pascaline Dupas and Jonathan Robinson, that offers savings accounts to low-income self-employed people to see whether doing so boosts small-scale businesses, and a book entitled Portfolios of the Poor: How the World’s Poor Live on $2 a Day, the authors of which studied how poor households in Bangladesh, India, and South Africa manage their money by asking participants to fill out financial diaries for one year.

Because the vast majority of the world’s poor lack access to formal savings products, Prina hopes that, should the savings device prove successful, banks will be interested in replicating it. In addition to providing an important service for radically impoverished Nepal, Prina’s careful study is a contribution to an emerging academic field that promises to have real-world effects on developing economies.

To learn more about how Weatherhead faculty research is changing the world, visit weatherhead.case.edu/research
WEATHERHEAD MBA COURSE ONE OF
10 MOST INNOVATIVE IN THE NATION
Forbes.com highlighted “The 10 Most Innovative Business School Courses” in an August 9, 2010, article. Weatherhead’s Institute in Sustainable Value and Social Entrepreneurship, a year-long course for MBA students in their second year, was among the 10 selected. The article stated, “Students [in the Institute in Sustainable Value and Social Entrepreneurship] learn through project work that you can turn a profit in the real world without ravaging resources in the process.” It also mentioned the participation of Weatherhead student Erin Christmas, whose team helped Tremont Electric, a local alternative-energy startup, perform a granular analysis of the costs associated with making its products. “If companies know exactly what goes into their product, they’ll find opportunities to be more profitable and efficient,” Christmas told Forbes.com.

WEATHERHEAD MAINTAINS STRONG UNDERGRADUATE U.S. NEWS RANKING
Weatherhead ranked #34 in U.S. News & World Report’s most recent evaluation of undergraduate business programs, released on August 17, 2010. “We are very pleased to maintain our place among the best business programs in the nation,” said Dean N. Mohan Reddy, PhD. “We aim to offer undergraduates the same high-quality, up-to-date management education for which our graduate programs are justly known.”

WEATHERHEAD #1 FOR FINANCE, SAYS BUSINESSWEEK SURVEY OF UNDERGRADUATE PROGRAMS
Finance at Weatherhead claimed the top spot in BusinessWeek’s 2010 rankings of “Best Undergraduate Business Programs by Specialty.” Along with the #1 rank for finance, Weatherhead earned high marks in accounting (#15), economics (#6 for microeconomics, #10 for macroeconomics), quantitative methods (#22), and sustainability (#17).

BUSINESSWEEK RANKS FULL-TIME MBA
Weatherhead’s Full-Time MBA ranked #51 in the nation in BusinessWeek’s latest survey of business schools worldwide. BusinessWeek named the Part-Time MBA at Weatherhead #14 in the nation (#5 in the Midwest) and the EMBA #16 in the U.S. (#21 in the world) in 2009.

“We are pleased with the recognition that we have received from BusinessWeek,” says Dean N. Mohan Reddy, PhD. “We feel that our unique MBA curriculum, which teaches students to Manage by Designing and promotes Sustainable Enterprise, is excellent preparation for a marketplace in which companies are struggling to balance responsible practices with the bottom line. Graduates of our program are well equipped to advise potential employers on these points, and this BusinessWeek ranking shows that our graduates bring real value to companies.”
BOYATZIS NAMED DISTINGUISHED UNIVERSITY PROFESSOR

Richard E. Boyatzis, PhD, H.R. Horvitz Professor in Family Business and a member of the Organizational Behavior Department, received the highest honor available to university faculty: the title of Distinguished University Professor was bestowed on him on August 26, 2010, in recognition of his sterling record of research, scholarship, teaching, and service at Case Western Reserve University. Dr. Boyatzis, an internationally known scholar of Emotional Intelligence and leadership, has written several best-selling books, including Resonant Leadership (2005) and Primal Leadership (2002), which has been translated into 28 languages and has sold over 800,000 copies worldwide.

FINANCIAL TIMES PRAISES REVAMPED EMBA

An October 25, 2010, article in the Financial Times discussed the Executive MBA (EMBA) program at Weatherhead. The article, entitled “Upfront: News and Views,” praised the school’s embrace of “[t]he importance of design, playing to your core strengths and speed to market” in its 2009 redesign of the EMBA program, ranked #16 in the U.S. and #21 worldwide. It went on to state that the changes made to the program have spurred increased enrollment nationwide and markedly greater interest among women.

CASE WESTERN RESERVE UNIVERSITY MAKES LIST OF 100 “COOL SCHOOLS”

Each year, the Sierra Club, an environmental nonprofit, puts together a list of 100 “cool schools”—colleges and universities striving to be sensitive to their environmental impact. In the 2010 ranking, Case Western Reserve came in at #74. The Sierra Club explains the research methodology behind the rankings: The organization sent detailed questionnaires on campus sustainability efforts to 900 colleges and universities across the U.S., receiving 162 responses. The 10 categories in which the colleges and universities could earn points were: energy supply, efficiency, food, academics, purchasing, transportation, waste management, administration, financial investments, and “a catch-all section titled ‘other initiatives.’”

BOLAND NAMED ELIZABETH M. AND WILLIAM C. TREUHAFT PROFESSOR OF DESIGN IN MANAGEMENT

Richard J. Boland, Jr., PhD, professor and chair of the Information Systems Department, was appointed Elizabeth M. and William C. Treuhaft Professor of Design in Management on September 10, 2010. Dr. Boland delivered a presentation on “Picturing Ideas” to the audience assembled for the chairing ceremony. An endowed chair is the highest honor bestowed on prominent faculty for their leadership, scholarship, and service, and is one of the most meaningful and permanent investments donors may make in a university.
WEATHERHEAD PROFESSOR SHARES INSIGHTS INTO LENDING PROCESS WITH LOCAL HOUSE HUNTERS

Beginning in August 2010, Weatherhead economics assistant professor David Clingingsmith, PhD, conducted a series of seminars with Justin Sydnor, PhD, of the University of Wisconsin-Madison School of Business, and Dan Hartley, PhD, of the Federal Reserve Bank of Cleveland. The free evening and weekend seminars addressed the housing market, the basics of mortgages, and the lending process, and were intended to assist interested members of the Cleveland public in their home-buying decisions. As a follow-up to the seminar series, Clingingsmith and co-authors will conduct a research study on house shopping. Read more about the project on pages 36–37.

GARP ARRIVES ON CAMPUS

Weatherhead has become the latest addition to the University Chapter Program of the Global Association of Risk Professionals (GARP). Peter Ritchken, PhD, Kenneth Walter Haber Professor and director of the Master of Science in Management-Finance program, has been appointed University Chapter Director. As the only globally recognized membership association for risk managers, GARP sets the standard in advanced professional designation, career development through education, and the promotion of best practices globally. Weatherhead is one of only 14 U.S. universities and colleges that are members of GARP’s University Chapter Program, which acts as a forum through which students can learn about the risk management profession, communicate their ideas, and network with their peers. GARP’s University Chapter Program team works to develop risk management degree programs by helping universities incorporate the Financial Risk Manager curriculum.

FINANCIAL TIMES ARTICLE TOUTS WEATHERHEAD DESIGN THEME

A September 13, 2010, article in the Financial Times (“Schools Learn from the World of Design”) began with an in-depth look at the collaboration with architect Frank Gehry on the plans for Weatherhead’s home in the Peter B. Lewis building that helped shape the school’s Manage by Designing theme. The article went on to praise Weatherhead’s “seamless” integration of design practices into its MBA curriculum and explained that design innovations continue to make inroads in management education at progressive business schools around the world.

MEDIA TURN TO COLLOPY FOR NEWS ON DESIGN THEORY IN MANAGEMENT

A recent feature in the Financial Times, “Schools Learn from the World of Design,” highlighted the increasing influence of design principles on business education—a cross-disciplinary development in management theory that began at Weatherhead. The article drew extensively from remarks by Fred Collopy, PhD, an originator of the Manage by Designing initiative. Dr. Collopy, senior associate dean and a professor of information systems at Weatherhead, also contributed an article on the subject to the November/December 2010 issue of BizEd magazine. Collopy’s article, “Management Meets Design,” highlights the Turning Design into Business student competition that took place at Weatherhead during Spring Semester 2010 in conjunction with the Cleveland Institute of Art. With these publications and others, Collopy (already well-known in academia for his pioneering work on design in management) is effectively establishing himself as an expert voice in the popular press on design in management topics.
SATURDAY FREE CLINIC PROJECT BENEFITS FROM TEAM LEARNING EXPERTISE

Tony Lingham, PhD, associate professor of organizational behavior at Weatherhead, worked together with students, faculty, and staff from the Case Western Reserve University School of Medicine and Frances Payne Bolton School of Nursing to measure team interactions in a pilot study for a student-led free clinic. The Saturday Free Clinic, slated to open in 2011 in partnership with a local nonprofit, the Free Clinic serving the greater Cleveland area, will help prepare future doctors and nurses to work with patients as health care partners. Dr. Lingham’s study of team interactions helped lay the groundwork for a grant application that garnered $640,000 from the Josiah Macy, Jr., Foundation for the Schools of Medicine and Nursing. As the Saturday Free Clinic project progresses, Lingham will continue to analyze student team interactions and the interactions of the research advisory team through the use of his Team Learning and Development Inventory. In addition, he will provide team training and coaching for the students and faculty involved.

NEW ORGANIZATIONAL BEHAVIOR SCHOLARSHIP CELEBRATES WORK OF SHERMAN KEMPTER GRINNELL

The Sherman Kempter Grinnell Scholarship in Organizational Behavior has been newly established by friends, family, and colleagues of Sherman ("Sherm") K. Grinnell, PhD, a former faculty member who was instrumental in the origin of the Organizational Behavior (OB) Department. The scholarship will provide support for a full-time PhD candidate in OB during his or her final year of study. Dr. Grinnell served in several administrative roles at the Case Institute of Technology, where he developed an interest in OB that culminated in a 1967 PhD and an associate professorship in engineering and OB. When, in 1968, the school merged with Western Reserve University, he became a full-time faculty member in OB. Grinnell taught at all levels and particularly relished guiding doctoral students; his research, meanwhile, centered around organization simulations. He developed OrgSimOne, a day-long experiential organization development (OD) workshop, which he considered his greatest contribution to the field of OD and which was widely used throughout the 1970s and 1980s.

OSBORNE NAMED THEODORE M. AND CATHERINE C. ALFRED PROFESSOR OF MANAGEMENT

Richard L. Osborne was appointed the Theodore M. and Catherine C. Alfred Professor of Management in recognition of his more than 35 years of exceptional scholarship and teaching at Weatherhead. “This is our first endowed chair for a non-tenure track faculty member, and I can’t think of anyone more worthy than Richard to take on this pioneering role,” says Dean N. Mohan Reddy, PhD.

BUSINESSWEEK HIGHLIGHTS EMBA CURRICULUM

The Executive MBA program at Weatherhead, ranked #21 in the world by BusinessWeek in 2009, received another positive mention on the magazine’s website on July 7, 2010, drawing attention to the new leadership-focused curriculum. The article made the point that the new skills and knowledge that EMBA students bring back to their sponsoring organization can have substantial, immediate benefits. In fact, the added revenues or spending cuts that result from the students’ participation exceed the cost of tuition 85 percent of the time.
EXECUTIVE EDUCATION ANNONCES 30% NEW OFFERINGS FOR 2010–11

Last year, more than 2,000 people representing 400 organizations took advantage of Weatherhead’s portfolio of 70 unique Open Enrollment programs for personal growth and career development. The 2010–11 season will include 30 percent more offerings, such as new programs in Leadership through Emotional Intelligence, Sustainable Value, Health Care Excellence, Financial Decision Making, and Operational Excellence.

WEATHERHEAD DOCTORAL PROGRAMS RECEIVE BUSINESSWEEK MENTION

An August 18, 2010, article in BusinessWeek, “PhD Programs for Executives Gain Traction,” discussed the growing availability of executive doctoral studies in management. Weatherhead offers both the Doctor of Management degree and the PhD in Management-Designing Sustainable Systems track. The article cites Weatherhead as among the founding members of an association of business schools aiming to promote advanced executive education, organize an annual conference around the topic, and provide student resources.

WEATHERHEAD STUDENTS PLACE IN CLEVELAND CLINIC COMPETITION

Several Weatherhead students joined in a case competition at Cleveland Clinic that examined social media as a possible tool to enhance the customer experience. Three students were on finalist teams, and Britney Bennett and Cathalina Gutierrez were on the winning team.

COOPERRIDER, FRy SPEAK AT SUSTAINABLE CLEVELAND 2019 SUMMIT

David L. Cooperrider, PhD, Fairmount Minerals Professor in Social Entrepreneurship and professor of organizational behavior at Weatherhead, and his colleague Ronald Fry, PhD, chair of organizational behavior at the school, spoke at the 2010 meeting of Sustainable Cleveland 2019, a two-day event that brought approximately 700 attendees together on September 22–23, 2010. Dr. Cooperrider and Dr. Fry, who originated the revolutionary positive change technique Appreciative Inquiry, spoke to stakeholders from the corporate, private, public, and nonprofit sectors about regional opportunities for the culture of sustainability to grow.

COOPERRIDER NAMED PETER F. DRUCKER DISTINGUISHED FELLOW

David L. Cooperrider, PhD, Fairmount Minerals Professor in Social Entrepreneurship and a member of the Organizational Behavior Department, was named a Peter F. Drucker Distinguished Fellow by the Peter F. Drucker and Masatoshi Ito Graduate School of Management at Claremont Graduate University in Claremont, California. Dr. Cooperrider joins just two other recipients in the history of the award, which honors scholars who build upon the work of philosophy giant Peter Drucker not just to advance the science of management, but also to improve the world. Cooperrider was honored with the fellowship in recognition of his invention of the Appreciative Inquiry method of strengths-based organizational change and his many influential publications on the subject.

To learn more about what’s happening at Weatherhead, visit weatherhead.case.edu/news
weatherhead
SCHOOL OF MANAGEMENT wishes to thank the sponsors of

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ECONOMIC FORECAST
LUNCHEON

Sam Thomas, PhD, shared his economic predictions for 2011 at the Renaissance Cleveland on December 10. Our thanks go to the generous sponsors who made this popular event possible!
It’s been a good year for Maria Ismail. She won the Dean’s Academic Achievement Award. She won the Outstanding Marketing MBA Student Award. Most importantly, she was granted the MBA degree she sought through the accelerated program at the Weatherhead School of Management, and walked across the stage in May with the rest of the Class of 2010.

A dedicated and successful student at the National University of Computer and Emerging Sciences (NUCES) at home in Lahore, Pakistan, Ismail had many options open after she obtained her bachelor’s degree as a member of the university’s very first class of management science undergraduates. Some of her professors and mentors at NUCES encouraged her to consider Ivy League universities for her MBA. But Ismail wasn’t sure.

As Ismail read more about the prominence of entrepreneurship and sustainability in Weatherhead’s MBA curriculum, she became convinced that this was the right choice for her.

“Many other business schools give the impression of a ruthless, business-oriented mentality,” she says. “Getting beyond strictly profits is very important to me, so Weatherhead seemed to be a better fit.”

At the top of her mind when Ismail selected Weatherhead’s MBA program were the interdisciplinary initiatives offered, Manage by Designing and Sustainable Enterprise. After a year’s immersion in the school’s unique culture, does she still stand by her decision to pursue her degree at Weatherhead? By way of answer, she takes a step back in time.

“It sounds like a cliché, but—you know when you have those life-changing moments? Well, I did my undergraduate degree in business management. I expected to get a position in brand management with a multinational corporation dealing in fast-moving consumer goods—I was as specific as that. Now, it’s not so clear-cut,” Ismail says with enthusiasm. “Now, I want to figure out some of the ways that I can use my business skills to help alleviate the worst poverty.”

Ismail has not rejected the idea of working for a multinational corporation, but she feels drawn to a different job description than before. “The direction of my ambition has shifted,” she reflects. “Now, if I don’t work in an industry or a business where I know that sustainability and social responsibility are part
“In the part of the world that I’m from, if you don’t get enough to eat, you’re not going to have time to think about the environmental sustainability of your actions.”
of our ethos, I won’t be adding value as I know that I can.”

Ismail’s take on sustainability is directly related to her focus on poverty. She maintains a holistic view of the challenges that face any society, a view that is shaped by her first-hand knowledge of Pakistan’s unique strengths and difficulties.

“In the part of the world that I’m from, if you don’t get enough to eat, you’re not going to have time to think about the environmental sustainability of your actions,” she says. “I believe if you address the problems of poverty first, people will have the chance to start thinking about their impact on the environment.” An elevated standard of living, therefore, is the necessary precursor to a greener approach to daily life.

Over the course of her MBA studies, Ismail felt that as she had hoped, she learned a great deal about advancing social and environmental progress through business. In addition, she found herself accessing an existing set of skills and interests that she had not anticipated would be of use in the program: her artistic background.

While many students on the accelerated track for the MBA choose to study one Weatherhead theme or the other, Ismail decided to do both Manage by Designing and Sustainable Enterprise, completing three courses in each subject area in the 11-month program.

Ismail arrived at Weatherhead eager to master the implementation of sustainable business policies, but she also found that studying management as a subset of design was a novel and intriguing idea.

“I’m always for learning new things,” she says. “Manage by Designing sparked my curiosity because my conception of design at that time was very narrow. I’ve always loved painting and drawing, and making things like three-dimensional greeting cards. But now, when I think about design, it’s about more than just aesthetics, more than just artifacts. In fact, design doesn’t have to be tangible or physical. It can be a way of planning or organizing or structuring. It encompasses designing experiences and interactions, or even whole organizations—hence the link with management.”

Indeed, Ismail deems her team’s awareness of Manage by Designing one of the factors in their success at the Aspen Institute 2010 Business & Society International MBA Case Competition. The Weatherhead team, including Ismail and teammates Nicholas Anasinis, MBA ’10; Patricia Jurca, MBA ’10; and Lei Yang, MS-Finance ’11; overcame a record number of competitors to win the prestigious case competition, the largest focusing on social, ethical, and environmental issues.

The students were flown to New York City to compete in the Aspen finals against teams from Mendoza College of Business at the University of Notre Dame, the Leonard N. Stern School of Business at New York University, the School of Business and Economics at Finland’s University of Jyväskylä, 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. The Weatherhead team won a cash 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.

Ismail explains the dilemma at the heart of the real-life case in question. “The study highlighted tension about the Tata Group’s need to maintain its identity and values in terms of sustainability and community-driven initiatives while becoming increasingly global. They do a lot in India for schools, hospitals, and other important organizations,” she explains. “The question is, if they go global, will shareholders recognize the value of that work?”

The team members threw themselves into the project with gusto even though, “initially, we didn’t feel like we’d go that far,” says Ismail with a smile that still suggests delighted surprise. “This was the first time Weatherhead participated in this competition, and neither we nor our coaches knew what to expect. Still, our coaches told us we had all the tools.”

So it proved: the team created a 10-year strategic sustainability plan, concentrated on brainstorming strategies, Yang and Anasinis, each of whom specialized in finance, focused their efforts on “crunching numbers, translating the strategies into their impact on Tata’s bottom line through the Economic Value Added (EVA) approach,” says Ismail.

“Patty [Jurca] and I both took sustainability and design courses and felt they helped us think through the demands of different stakeholders,” she continues. “We were also very cognizant of not having premature closure—and that was something we learned from design, probably without even realizing it.”

Ismail elaborates on what managers can learn from the design field. “Designers are very good at starting from scratch. When they see that something isn’t working...” She mimes crumpling a piece of paper and tossing it out. “In business, my impression is that people usually diverge, converge on an answer, and stick to that. To me, design means being able to diverge, converge, and diverge again before finally synthesizing what was learned.”

The sustainability curriculum in the MBA program, Ismail feels, becomes inextricably linked to ostensibly unrelated courses like strategy and marketing, as well as to design, over the course of a year.

“Now that I think about it, could I have taken sustainability courses and not design? I wouldn’t want to try—I struggle distinguishing what I learned from which course, because there is so much overlap,” she muses.

With their grounding in both subject areas, the team’s four heads proved better than one. “That’s the advantage of teamwork, and in terms of team dynamics, we had just the right balance between questioning each other and coming to an agreement,” Ismail says. “No one could have asked for a better team.”

Ismail reveals a behind-the-scenes moment at the Aspen competition finals that thrilled the four students. “Before the results were announced, Tata’s representative approached us to say that he thought ours was the best presentation,” Ismail says, smiling. “‘I felt that you really understood the complexity of the challenges involved.’ For us, that was it—we felt so good, it was like we had won already.”

Now that she has returned to Lahore, Ismail will miss close friends she made through the Accelerated MBA program. “During orientation, a panel of Accelerated MBA alumni claimed that the program was a ‘boot camp,’ where you became really close because you really need others’ support,” she recalls. “We new students looked at each other, thinking, ‘Sure, whatever.’ But they were right!”

Maria’s immediate plan is to find work with a company or corporation that will allow her to use her business skills to improve standards of living for the poorest people. But is she open to pursuing further academic study?

“It’s funny—I was talking to my dad recently, and he said, ‘You’re so ready for the PhD!’ Then, my uncle posted on Facebook, ‘I think the U.S. hasn’t seen the last of you!’” Ismail smiles with amusement. “It’s really flattering to hear that, but I’ll have to see how it goes! Someday, I would love to get involved in the academic world to share knowledge of what I’ve learned. I do feel the need to spread the word back home that there are things you can do with these tools and skills to improve lives.”

To learn more about Weatherhead’s Manage by Designing theme, visit weatherhead.case.edu/initiatives
Sustainability has never seemed more urgent: Destructive weather events and record-breaking summer temperatures in 2010 were a reminder that the effects of climate change are already palpable. Undaunted by the scope of the changes that must be made to every aspect of society, four Weatherhead students, Rachel Bourne, Arindam Jha, Leigh Orne, and Tsunghan John Tsai, brought their skills and knowledge to summer internships that benefited business and the environment.

Sustainability—that lofty word—can mean many different things on the ground. And that is just what the four students, now all in their second year of the Weatherhead MBA program, discovered as they ended up in different states and divergent roles.

Both Rachel Bourne and Arindam Jha found internships through the Environmental Defense Fund’s Climate Corps program. Climate Corps works with Net Impact, a nonprofit organization whose mission is to use the power of business to promote social and environmental sustainability, to pair MBA students with businesses that want to reduce their carbon emissions.

“Some Climate Corps interns really roll up their sleeves to do energy efficiency work exclusively,” Bourne says. “Others do more strategic work.” Bourne’s job was to create a business case for global building standards for Cummins, an engine company made up of complementary business units.

Cummins designs, manufactures, distributes, and services engines and related technologies. It has locations in around 190 countries and territories, and global growth projections are favorable. Bourne worked in the Columbus, Indiana, corporate office developing building standards.

“I did little things that popped out at me, like changing light bulbs and creating exit plan pilots,” she says. “But mostly, I helped to develop, refine, and finish Cummins’ global building policy and standards.”

Bourne praises the building standards already in place to ensure a pleasant work environment and employee well-being across Cummins’ facilities worldwide.

“Your facilities are a representation of your values,” she says, citing
features such as rooms for nursing mothers, nice work stations with an emphasis on ergonomics, bamboo floors, and low-volatile organic compound (VOC) paint, carpet, and cabinetry as evidence of Cummins’ commitment to offering employees safe, appealing working conditions. “Most areas have great views—there are no windowless dungeons!” Bourne jokes. “Also, the building I worked in is LEED-certified. It’s a better environment, people are happier, and they are exposed to fewer toxins.”

Bourne came up with cost-model estimates on new manufacturing and office facilities, which represent the majority of the company’s buildings. One of her most notable achievements was “to get all the groups talking to each other. Building standards are hard to develop, and getting consensus across parties is tough,” she says. “When I developed a plant start-up model, I worked with plant leadership who’ll be running the facility, executive leadership who want a good business case, HR, safety, and insurance people. Working with so many parties with such different communication styles is a challenge”—a challenge Bourne eagerly met.

Before beginning her studies at Weatherhead, Bourne worked for PDQ, an architectural firm in her native Arkansas. Despite her degree in architecture, she gravitated toward business development in a special PDQ department called the Sustainable Lab.

“I really enjoyed employing softer skills like collaboration, being a team member and a team leader,” she says. “I had no formal business education, but was performing in a strategic role. So, I started reading up on marketing and finance. Between the nature of my work and studying these things, I decided it was time to go back to school to better help my company and clients.”

In her reading, Bourne came across Managing as Designing, the game-changing 2004 work by Weatherhead faculty Fred Collopy, PhD, and Richard J. Boland, Jr., PhD.

“I really liked what it had to say, and I liked that the focus at Weatherhead was sustainability and design,” she says, citing Collopy and Boland’s work as one of the factors that spurred her decision to apply to Weatherhead.

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Bourne will relocate to Phoenix, Arizona, in 2011 to complete her dual degree—a Weatherhead MBA and a master’s in global management with Thunderbird University.

“I really believe in working in multicultural teams, and Weatherhead has an incredible representation of that,” she says. “That experience has made me realize that I want to work in organization development and facilitating multicultural teams for a company that is socially and environmentally responsible—those are core values. On the other hand,” she muses, “I don’t know exactly where I will end up fitting in—an OD role at a large company? Program management? Consulting? I’m learning to be flexible and go where it takes me.”

Also working as a Climate Corps intern over the summer was Arindam Jha, whose academic background is in chemical engineering. Jha also possesses management experience in the operation and design of petrochemical refineries. This expertise made him a natural fit for PSC Environmental Services (PSC), a national leader in hazardous and non-hazardous waste management and environmental services with around 45 locations across the U.S. and Mexico.

While Bourne’s work was mainly at the strategic level with longer-term implications for Cummins, Jha’s work impacted PSC’s energy consumption in a more immediate way. He conducted energy audits in eight different locations, with the results of a ninth still pending.

“Lighting upgrades are really a no-brainer with their short payback period. And there are other simple initiatives, such as installing Vending Miser devices on vending machines, that can save substantial energy when deployed across all PSC locations.” Larger equipment items, too, such as pumps, blowers, and compressors, consume enormous power. Installing variable-frequency drives or replacing older, inefficient machines with new, energy-efficient models can be possible solutions, Jha says.

Nor are the waste management company’s office locations barren ground for energy savings. Jha had software installed that reduces power consumption in PCs and reduces wastage in printing, an everyday energy-saving measure from which nearly any organization could benefit.
Climate Corps keep a running count of the energy—and the money—businesses save as a result of employing their specially trained interns. Jha estimates that in a single summer, he has identified opportunities to save PSC about $2.6 million over the lifetime of the projects: “My host company is very happy with the numbers,” he says. In addition to a crash training course through Climate Corps, Jha says, “My one year of MBA education at Weatherhead has proved very handy! I was able to quantify savings, do the financial calculations, and make a financial case for these projects.”

He reflects on possible roadblocks for energy efficiency enthusiasts without this background. “Many times, plant managers do not get the opportunity to push through their efficiency projects because they lack the background in finance to justify the capital expenditure. With all the tools we mastered in our core first-year curriculum, I’m able to act as a change agent. I can show how PSC can better their triple bottom line.”

Jha’s attitude toward sustainability is pragmatic. “I don’t see it as a pie-in-the-sky type of concept,” he says. “My views are inclined towards operational improvements. And it isn’t just about being green—it’s the smart thing to do, since it reduces costs and appeals to today’s savvy customers.”

Also approaching sustainability from an operations standpoint is Tsunghan John Tsai, who interned this summer with TerraCycle, an upcycling company in Trenton, New Jersey, featured in the television series Garbage Moguls on the National Geographic Channel.

“Trenton was formerly a major manufacturing city. Now, Tom [Szaky, founder of TerraCycle] is trying to turn it into a major upcycling city!” says Tsai. Upcycling means using unrecyclable waste to make new products. Unlike recycling, upcycling usually means that the waste materials remain intact during the process. One of the first upcycled products TerraCycle put out was a pencil case made from Capri Sun drink pouches. Today, the company collects many different materials out of which a variety of stylish, well-designed consumer goods—from laptop bags made of old billboards to kites made of Ore cookie packaging—are made.

As few alterations as possible are made to the manufacturer’s waste product: it’s no secret your child’s kite has Ore origins. This, of course, is good news for the brand.

“Since only certain companies’ waste, which is currently non-recyclable, is upcycled, it’s really good publicity,” says Tsai. “Consumers can see this waste is not going to end up thrown in the landfill or burned in an incinerator. Instead, TerraCycle created a new product life which these brands did not anticipate. Also, these are really nice commercial products, and the team of industrial designers at TerraCycle is always coming up with new ideas.”

Some TerraCycle products are made out of industrial waste, such as defective packaging that would otherwise be thrown away, and others are made from post-consumer waste.

“The post-consumer resource stream comes mainly from what we call the Brigade Program,” Tsai says. “It’s a collection program mostly for high school and middle school students—that’s why there are so many products made from juice pouches and M&M’s or Doritos bags!” But there are also collection bins at retail outlets like The Home Depot and TerraCycle stores, where customers can drop off waste brought from home.

TerraCycle collects the materials, but the companies foot the upcycling bill. In exchange, TerraCycle’s excellent public relations and marketing staff helps to promote participating brands’ sustainability efforts. The system works so well that since the startup began collecting waste three years ago, TerraCycle has doubled the volume of material collected every year.

“It has become an operational challenge,” says Tsai. “TerraCycle simply has too much inventory. The speed of accumulating materials versus selling products is the problem. It’s increased the company’s warehousing and inventory costs.”

During his internship, Tsai worked with a team that is trying to solve this snag by converting materials into plastic pellets and extruded plastic sheets, and by re-blending different waste streams.

“The plastic pellet is more useful to manufacturers than the waste in its original state as, for example, an empty candy wrapper,” Tsai explains. “Plastic sheets made from waste are another product we started to experiment with.
These products have lots of applications, so this summer, we tried prototyping them, testing them, and sending them to manufacturers to test. One beautiful thing about plastic sheets is that they can be thermoformed into products like stackable containers and wall dividers.

The company hopes to realize business partnerships based around plastic pellets and sheets in fall 2010. Tsai goes on, “This isn’t a pure B2B model. It’s a licensing model, a co-branding effort between TerraCycle and manufacturing partners who want to figure out how 100 percent of their waste can be used. Both their name and TerraCycle’s end up on the finished product, and these are green, upcycled products.”

MBA students at Weatherhead choose between a year-long course in Sustainable Enterprise and one in Manage by Designing during their second year. Tsai is looking forward to learning more about design as well as sustainability. He continues, “A lot of things you want to implement in a company—budgeting, accounting, operations, product development—can be accomplished in an environmentally and socially responsible way. To me, all of these matters are design-related.”

To Tsai, it’s obvious that the principles of both design and sustainability cut across department and subject divisions. Leigh Orne, too, cites the interdisciplinary nature of sustainability as she describes her Green Plus Sustainability Fellowship with the Institute for Sustainable Development (ISD). As part of her work for ISD’s local partner, the Council of Smaller Enterprises (COSE), she both champions sustainability and assists small businesses in drafting and implementing sustainability plans.

“To offer guidance to small businesses, I pull insights from all of the classes in Weatherhead’s core curriculum,” she says. “The curriculum has also helped me view business challenges and opportunities more holistically, which I believe is another essential element of effective sustainability initiatives.”

Orne’s summer internship began with a 10-day sustainability and small business training program in North Carolina. Now back in Cleveland, she wears several hats: In addition to her work with COSE’s member companies, she was a lead writer on the Small Business Energy Efficiency Guide that COSE published in October 2010. She is also spearheading Green Plus’ collaboration with the City of Cleveland on a major public policy initiative related to sustainability and economic development.

Orne’s background includes an undergraduate degree in history with a minor in international studies from Gonzaga University in Washington state. Post-college, she moved to Washington, D.C., to join Winrock International (WI), an international development nonprofit.

“At WI, I coordinated natural resource management projects in developing countries like Kyrgyzstan, Tajikistan, Uzbekistan, Southern Sudan, and Haiti, while also contributing to proposal development and new business opportunities,” says Orne. She was able to travel to the countries in question to “see first-hand the value and impact of sustainable development and capacity-building through education and training. This got me thinking about the role business and market-oriented approaches can play in generating social and environmental benefit.”

Excited about these possibilities, Orne decided to pursue an MBA.

“I was looking for a school that could not only give me a solid grounding in the functional areas of business, but was also management-focused and forward-thinking,” she says. Orne found that Weatherhead filled the bill. “The organizational behavior faculty’s groundbreaking work was another huge draw for me. I actually first heard about Weatherhead from an international development expert who uses Appreciative Inquiry techniques for poverty alleviation and community development,” she remembers.

The Green Plus program appealed to Orne because of her interest and experience with small business development.

“I believe small business is an underserved population with a huge opportunity for growth and impact in the sustainability movement. After all, the majority of Americans work for small- and medium-sized businesses,” she points out. “I liked that this program makes sustainability applicable and accessible to the small business community.”

To learn more about how Weatherhead students are engaging Sustainable Enterprise, visit weatherhead.case.edu/initiatives
Gary J. Previts, PhD, CPA, E. Mandell de Windt Professor in Leadership and Enterprise Development and chair of the Accountancy Department, won the 2010 Outstanding Accounting Educator Award from the American Accounting Association (AAA). The AAA cited Dr. Previts’ “truly impressive” publications, his many awards, his “extraordinary” service to the academy and the accounting profession, and most of all, his excellence in the classroom, calling him “the consummate accounting educator.”

The AAA and the American Institute of Certified Public Accountants have together formed the Pathways Commission to study the current state and future promise of accounting education. Gary J. Previts, PhD, CPA, is a co-creator and sponsoring committee member of Pathways, which will address a shortage of accounting professors possessing the doctorate, swiftly changing practices that affect curriculum, university budget cuts, and the need for increased specialization among professionals. “We will take a hard look at the strategy and structure of accounting education,” says Dr. Previts. “It is challenging work, but it’s very important.”

Julia E.S. Grant, PhD, associate dean of undergraduate and integrated studies and professor of accountancy, was honored for her excellence in research and scholarship at the 2010 Women of Achievement luncheon. This annual event, held by the Flora Stone Mather Center for Women, celebrates women faculty members at Case Western Reserve University; each school chooses one faculty member to receive the honor.

Congratulations to faculty member Timothy J. Fogarty, PhD, and alumna Chih-Hsien Liao, PhD ’09, of National Taiwan University in Taipei. Their paper, “Blessed Are the Gatekeepers: A Longitudinal Study of the Editorial Boards of The Accounting Review” in the journal Issues in Accounting Education, has been selected as the winner of the 2009 Best Paper Award by the American Accounting Association. This is the second time in the last three years that Dr. Fogarty has been a recipient or co-recipient of a national research award given by the American Accounting Association. Fogarty was also recently invited to serve as an associate editor of the Journal of Accounting Education.

Mark H. Taylor, PhD, CPA, presented two papers at the National Auditing Conference in April in Birmingham, England: “Auditing Standards
BANKING AND FINANCE

Christa Bouwman, PhD, presented her paper "Corporate Governance Propagation through Overlapping Directors" at Boston College, and at the Boston Federal Reserve, she spoke on "Bank Liquidity Creation, Monetary Policy, and Financial Crises."

J.B. Silvers, PhD, John R. Mannix Medical Mutual of Ohio Professor in Health Care Finance, spoke on American Public Media’s program Marketplace on September 3, 2010, about a recent study showing that Americans cut back on routine health care because of the recession.

Investment Dealers’ Digest spoke with Scott A. Fine on October 22, 2010, for an article entitled “Cleveland Becomes Research Epicenter,” which lauded the growing community of firms specializing in equity and debt research that has established itself in and around the city over the past decade.

ECONOMICS

Scott A. Shane, PhD, A. Malachi Mixon III Professor of Entrepreneurial Studies, was recently declared winner of the Academy of Management Review “Decade Award” for 2010, an honor that goes to the author of the article published 10 years prior that has had the greatest impact on subsequent scholarship. Every year, the editorial board of the Academy of Management Review evaluates the articles published 10 years previously in that journal to determine which is cited most widely. Dr. Shane’s winning article, “The Promise of Entrepreneurship as a Field of Research,” was published in 2000 with co-author S. Venkataraman, PhD, MasterCard Professor of Business Administration and Research Director of the Batten Institute at the University of Virginia’s Darden School of Business. Shane writes columns for BusinessWeek, Small Business Trends, the American Express OPEN site, and Alroya Aleqtissadiya, the financial paper of the United Arab Emirates, and its bilingual news portal Alroya.com.

The Economist published an extensive feature on researchers bringing “hard science” techniques and theories to management science in a September 23, 2010, article entitled “Homo administrans.” The article described scientists applying concepts from genetics, endocrinology, and molecular biology to the study of management, and drew upon the research and publications of Scott A. Shane, PhD.

Mark Votruba, PhD, presented his recent work “Unhealthy Insurance Markets: Search Frictions and the Cost and Quality of Health Insurance” at the Federal Reserve Bank of Chicago’s March 22–23 conference, New Perspectives on Health and Health Care Policy. Additionally, Dr. Votruba participated in a panel discussion on health care reform legislation on WTAM’s The Mike Trivisonno Show. He was also quoted in the Plain Dealer as part of a “Health Care Fact Check.” On August 11, 2010, Votruba was a guest on MPR affiliate WCPN’s The Sound of Ideas program to discuss “The Sustainability of Social Security.”

Jack Kleinhenz, PhD, adjunct professor of economics, has been selected by the National Retail Federation (NRF) as its chief economist. In his new role with the world’s largest retail trade association, Kleinhenz will provide federation members with insights about the state of the economy and forecast its effect on retail sales. He will also serve as spokesperson for the organization on economic issues.
INFORMATION SYSTEMS
The Information Systems Department collaborated with the Cleveland Institute of Art (CIA) to host an international conference on the impact of design theory and techniques in management science. Convergence: Managing + Designing took place at Weatherhead on June 17–19, 2010, and brought together over 70 thought leaders in the two fields of study. For more on Convergence, turn to pages 32–35.

Richard Buchanan, PhD, gave keynote addresses at two concurrent conferences held at the Savannah College of Art and Design (SCAD). The second Collaborative Innovation Networks (COINS) conference on October 7–9, 2010, was sponsored by SCAD, the Center for Collective Intelligence at the Massachusetts Institute of Technology, and Wayne State University College of Engineering’s Department of Industrial and Manufacturing Engineering, and focused on “the emerging science of collaboration,” according to the SCAD website. The school’s launch of the Design Ethos conference, a four-day event held October 7–10, 2010, addressed “the need within the design community for a new ethos that can effectively address matters of global equity, true sustainability and the downsides to consumerism on an increasingly populated planet,” according to the website. At both gatherings, Dr. Buchanan addressed international experts in their fields brought together for crossdisciplinary collaboration.

Kalle J. Lyytinen, PhD, Iris S. Wolstein Professor in Management Design, was presented with the Senior Scholars Best Publications of 2009 award at the International Conference on Information Systems in December 2010. “Turn to the Material: Remote Diagnostics Systems and New Forms of Boundary-Spanning,” co-authored by Dr. Lyytinen and published in Information and Organization in 2009, was selected for the honor by information systems journal editors. Lyytinen also recently coedited two special issues of prominent academic journals, Business and Information Systems Engineering and the Journal of the Association for Information Systems.

Finnish television news spoke with information systems professor Kalle J. Lyytinen, PhD, on July 21, 2010. Dr. Lyytinen shed light on Nokia, a Finnish company, and its response to heated competition from Apple’s iPhone and Google’s Android. During his trip to Europe, Lyytinen also delivered lectures at the University of Amsterdam in the Netherlands, IT University in Gothenburg, Sweden, and the University of Borås in Borås, Sweden.
MARKETING AND POLICY STUDIES

Gary K. Hunter, PhD, received the 2010 Marvin Jolson Award, honoring the best contribution to selling and sales management practice in 2009. Dr. Hunter co-authored “The Pursuit of Excellence in Process Thinking and Customer Relationship Management,” published in the Journal of Personal Selling and Sales Management (JPSSM) spring 2009 issue. Hunter has recently received two other best paper awards for publications on sales technology: the 2007 James M. Comer Award for the best contribution to selling and sales management practice in 2009; the 2008 Excellence in Research Award for an article published in the Journal of Personal Selling and Sales Management (JPSSM), and the 2008 Excellence in Research Award for an article published in the Journal of Marketing.

The Center for Professional Selling at Baylor University and JPSSM joined together in October 2010 to invite 50 leading scholars to a symposium in celebration of the two organizations’ 25th and 30th anniversaries, respectively. Gary K. Hunter, PhD, was among those invited; his contribution will appear in a special anniversary issue of JPSSM in June 2011.

Paul F. Gerhart, PhD, presented a paper on proof in labor arbitration and served on the arbitral decision-making panel at the regional meeting of the Federal Mediation and Conciliation Service (FMCS) in Columbus, Ohio. Dr. Gerhart is on the national labor panels of the FMCS and the American Arbitration Association.

ORGANIZATIONAL BEHAVIOR

The Organizational Behavior Department welcomed three new faculty members in 2010: associate professor Chris Laszlo, PhD, and assistant professors Bonnie Ann Richley, PhD, and John Paul Stephens, PhD.

Dr. Laszlo’s research and teaching focus on business strategy, sustainability, and organizational change. Laszlo spent nearly 10 years as an executive at Lafarge, a world leader in building materials; he held positions as head of strategy, general manager of a manufacturing subsidiary, and vice president of business development. Prior to that, he spent five years with Deloitte Touche, where he consulted on strategy to global industry leaders. He is the author of five books and numerous articles. As one of the originators of the concept of sustainable value, Laszlo reframes sustainability as a business opportunity, turning environmental and social risks into drivers of innovation, greater employee engagement, and a new source of competitive advantage.

Dr. Richley spent 13 years in management, including in the international health care market, and continues to work as an organizational development consultant in the for-profit and not-for-profit sectors in the U.S. and abroad. In addition to serving on the editorial boards of two journals, Richley has published and presented widely on social business innovations (SBIs), values, teams, gender issues, positive organizational change, and leadership, including co-authoring the book Managing by Values (2006). An experienced teacher and guest lecturer on Appreciative Inquiry, sustainability, adult learning theories, organizational learning, and coaching, she is also a certified Executive Coach for Emotional Intelligence Competencies and has conducted coaching training for various organizations. Current teaching and research interests include team learning and development focusing on team leadership, team membership, and client management. Two collaborative studies from Richley and co-authors are forthcoming: “Sustainability: A Whole System Perspective” in a publication by the Silesian University of Technology in Gliwice, Poland; and “Shaping Organizational Culture” in a new book, Management through Collaboration: Teaming in a Networked World. Richley has also been invited to speak at an event to be held at the University of Aberdeen, Scotland, on the diffusion of SBIs.

Dr. Stephens’ research focuses on the roles of perception, knowledge, and relationships in organizing. His core concerns address the roles of aesthetics and attention in the intragroup coordination of performative groups. Stephens studies the unique context of music-making to examine concepts that are basic to all organizational contexts. His other research interests fall under the umbrella of positive organizational scholarship and include high-quality connections, strengths-based feedback, and the relationship between character strengths and person-job fit. Stephens examines how people’s self-knowledge, be it about their relationships, their strengths, or their behaviors, impacts their work. His research has appeared in peer-reviewed publications and has been presented in many papers and symposia.
The Organizational Behavior Department will celebrate its 50th anniversary in 2011. The department, ranked #3 in the world by the Financial Times, is home to the field’s first doctoral program and to faculty who are pioneers in Appreciative Inquiry, Emotional Intelligence, and sustainable business practices.

The Academy of Management bestowed a Best Paper Award on a collaborative fMRI study co-authored by Richard E. Boyatzis, PhD, presented at the annual Academy meeting that took place in Montreal on August 6–10, 2010. The study is entitled “Coaching with Compassion: An fMRI Study of Coaching to the Positive or Negative Emotional Attractor.” Another of Dr. Boyatzis’ research studies has recently been accepted for publication. The work, entitled “The Effect of Religious Leaders’ Emotional and Social Competencies on Improving Parish Vibrancy,” will appear in the Journal of Leadership and Organizational Studies.

Recent data shows that the bestselling book Primal Leadership (2002) by Richard E. Boyatzis, PhD, has been published in 28 languages and has sold over 800,000 copies worldwide as of June 30, 2010. For 15 months, Primal Leadership was on the Wall Street Journal’s business bestseller list, the New York Times’ business bestseller list, and USA Today’s bestseller list. It also stayed on the New York Times’ nonfiction bestseller list for two weeks and as well as in Spain and Japan. Other books by Dr. Boyatzis have been widely translated as well, with Resonant Leadership (2005) appearing in 18 languages and Becoming a Resonant Leader (2008) in seven.

The Inamori International Center for Ethics and Excellence presented Susan S. Case, PhD, with the Award for Excellence in Mentoring at Case Western Reserve University’s 2010 Research ShowCASE. Each year, the Inamori Center sponsors an essay contest open to graduate students or post-doctoral scholars who wish to acknowledge the impact of a particular university faculty member.

Susan S. Case, PhD, recently published “Leveraging Appreciative Intelligence for Positive Enactment in Times of Uncertainty: A Case Study of a Small Investment Firm” with co-author Tojo Thatchenkery, PhD, in the spring 2010 issue of the American Journal of Economics and Business Administration. At the 2010 Academy of Management conference, Dr. Case offered a professional development workshop on “Applying Feminist Deconstruction to Research on Business and Its Environments: A Tool to Build Transformative Knowledge” with Garima Sharma, a PhD candidate in organizational behavior at Weatherhead, and Ante Glavas, PhD, a colleague from the University of Notre Dame. At the same conference, Case presented her paper “A Feminist Deconstruction of Micro-Entreprising: The Reproduction of Dominant Discourse and Its Unintended Consequences.”

“Mindfulness and Experiential Learning,” by Bauback Yeganeh, PhD, adjunct instructor in Executive Education’s Open Enrollment program, and David A. Kolb, PhD, professor of organizational behavior, was named the Best Article of 2009 by the editorial board of the OD Practitioner at the 2010
Organization Development Network (ODN) national conference. Learn more about research by Dr. Yeganeh and Dr. Kolb on pages 38–39.


Richard E. Boyatzis, PhD, was cited in an article in the Wall Street Journal on September 27, 2010. The article, entitled “Why So Many People Can’t Make Decisions,” discussed individual dispositions toward ambivalence or lack thereof, as well as the upsides and downsides of ambivalence. Dr. Boyatzis suggested ways to make timely choices that are in line with the decision-maker’s core values, even in complex situations.


THE FOWLER CENTER FOR SUSTAINABLE VALUE

Hal Hamilton, founder of the global Sustainable Food Lab, spoke at the Fowler Center on October 16, 2010. The Sustainable Food Lab has more than 50 organizational members and partners, including farming, manufacturing, food service, and retail partners, as well as social and environmental NGOs and universities. Hamilton spoke on the development of the Sustainable Food Lab and about the struggle some companies—like Unilever, Costco, and Sysco—undergo as they try to embrace sustainable practices. He also addressed major trends in big agriculture and the business case for sustainability.

THE MANDEL CENTER FOR NONPROFIT ORGANIZATIONS

The Mandel Center for Nonprofit Organizations, which supports the mission of nonprofits through a blend of services and programs that nurture the development and prosperity of nonprofit organizations and their leadership, has joined forces with Weatherhead, formally becoming part of the school.

“‘This is an exciting integration of nonprofit knowledge and perspective into our work here at Weatherhead,’” comments Dean N. Mohan Reddy, PhD. “‘We have long argued that we are a school of management—not just business—and continue to broaden our capabilities and programmatic offerings to demonstrate that versatility.’”

Dean Reddy will assume direct responsibility for oversight and development of the center’s interdisciplinary education, research, community service, and outreach programs. The Mandel Center placed #11 in U.S. News & World Report’s ranking of business schools with nonprofit specialty programs. Mandel Center faculty are research leaders in the field who make their findings available to students and the wider community through forums and lectures. In addition, the peer-reviewed journal Nonprofit Management and Leadership, founded in 1990, is headquartered at the Mandel Center.

The annual Mandel Center Nonprofit Awards Event was held on September 22, 2010, to honor recipients of the 2010 Leadership in Nonprofit Management Award and Organization Innovation Award, presented by the Mandel Center for Nonprofit Organizations. Mario Tonti, president of Beech Brook, received the Leadership Award for more than 20 years of service as a leader of one of Cleveland’s premier mental health agencies. The Organization Award was presented to Policy Matters Ohio for its innovative work to broaden the debate about economic policy in Ohio.

To learn more about what’s happening at Weatherhead, go to weatherhead.case.edu/news
CONVERGENCE

MANAGING + DESIGNING CONFERENCE CONNECTS LEADING MANAGEMENT AND DESIGN SCHOLARS
The Weatherhead School of Management’s campus location within University Circle—a square mile populated with many of Cleveland’s historic educational, arts and culture, and medical institutions—is more than just a pleasant place for a lunch-break stroll. It’s a vast “collision space,” to borrow a term from architect Frank Gehry. (Gehry used the phrase to describe open areas in his design for the Peter B. Lewis Building that houses Weatherhead.) Chance meetings in such collision spaces, he surmised, sometimes catalyze long-lasting and fruitful collaborations. Indeed, when an art museum, a botanical garden, an orchestra, a natural history museum, and a renowned research university share a space, great ideas are bound to come together.

One such collision has grown to a decade-long partnership between Weatherhead and the Cleveland Institute of Art (CIA). It’s no accident, of course, that faculty at Weatherhead and the CIA take a mutual interest in one another’s research. After all, it was at Weatherhead that the integration of design techniques with management was first proposed. Since then, the school has made Manage by Designing one of its core curricular themes at the graduate level.

The influence goes both ways, of course. Says Matthew Hollern, Dean of Faculty at the CIA, “We’re committed to working together [with Weatherhead] to define shared objectives and new frontiers for design and management education;” and that commitment plays out on many levels, including on the student level. Not only does Weatherhead host the CIA students’ Spring Design Show in the Peter B. Lewis Building each year, but in April 2010, the show included an opportunity for management students to work side-by-side with fine arts and industrial design students. These cross-disciplinary teams entered the “Turning Design into Business” competition, pairing original product designs with solid business plans. Judges from both schools chose first- and second-place winners among the teams, whose submissions ranged from a decorative, recyclable I.V. pole to a stretcher-toboggan for ski rescues.

Just two months later, Weatherhead and the CIA again joined forces for an intensive three-day international working conference. Convergence: Managing + Designing drew more than 70 experts from industry and the academy to the Case Western Reserve University campus, among them Elizabeth Coleman, President of Bennington College; Tony Golsby-Smith, Founder and CEO of 2nd Road; John King, Vice Provost for Academic Information at the University of Michigan; Craig Vogel of the University of Cincinnati; and Youngjin Yoo of Temple University.

The idea that management can be improved with design practices and principles—Managing as Designing, as Fred Collopy, PhD, senior associate dean and professor of information systems, and Richard J. Boland, Jr., PhD, Elizabeth M. and William C. Treuhaft Professor of Design in Management and chair of information systems, more succinctly put it in their 2004 book—was explored in a previous collaboration. In September 2009, Weatherhead and the CIA convened a two-day workshop, Reshaping Boundaries in Art, Design, and Management. But the convergence of the disciplines was in early stages. The purpose of Convergence: Managing + Designing was to continue the thought experiment of design in management, and to advance the field by measurable steps.

As management scholars mingled with representatives of the United Nations Institute for Disarmament Research, art history professors conversed with business executives. The crowd had little of the “usual suspects” makeup that is standard at some academic conferences.

Nor was the conference format standard. Design consists, broadly, of visualizing ideas, prototyping alternatives, and refining the best of them. The design process is a bottom-up, rather than a top-down, proposition, and thrives in an atmosphere of equal participation. This is very unlike the usual 45-minute lecture followed by a 15-minute question-and-answer session that one expects at a typical
conference. Instead, working discussion groups at Convergence were encouraged to become mini-design studios.

In practice, this meant that Richard Buchanan, PhD (a design scholar lured to Weatherhead by the intriguing prospect of contributing to the design-management matrix), initiated a full-group discussion to start the proceedings. Next, small groups formed around topics of interest—from product development to the nature of teams—and took advantage of Weatherhead’s geography to sequester themselves in small breakout rooms. Each group was assigned a student volunteer scribe who scribbled, jotted, and sketched as much of the wide-ranging conversations as possible on large flip-chart pads. The results were then posted centrally so that attendees could ponder the paper trail left by each discussion.

One volunteer, part-time MBA student Edward Hill, describes the proceedings as “unique, because the format made everyone a participant rather than a spectator.” Themes that emerged in the original brainstorming sessions then furnished topics for new, reconfigured groups to tackle the next day. In this way, the organizers hoped, the most important areas for further study would emerge, and action committees would form naturally around the next steps.

Immediate outcomes included plans for three follow-up workshops, a book of academic studies, and a set of curriculum and materials for teaching design thinking in business schools. These represent concrete steps toward broadening the application of principles from a vital, emerging field in management.

Hollern adds that the productivity fostered by the conference’s format may encourage other groups to adopt this model. “This conference constituted three days of cross-pollination in a unique research model founded on discussion. The conference itself was informed by design. The products of the conference are also the products of design.” He continues, “Convergence achieved a series of propositions that were developed and challenged by teams, and will serve as principles and frameworks for the ongoing discussion of education and professional practice.”

Based on observing creative minds at work at Convergence, Hill predicts that design will shape the structure of our lives in meaningful ways.

“My hope is that this conference and the projects that grew out of it will show how design can help policy-making in institutions like schools, hospitals, and government,” he says. “That is the future design can create for itself, moving out of the products and publications niche and improving the systems we depend on every day.”

To learn more about Weatherhead’s Manage by Designing theme, visit weatherhead.case.edu/initiatives
There is a well-worn phrase sometimes cited as an old Irish malediction: “May you live in interesting times.” Add a single word—“May you live in interesting economic times”—and you have exactly the situation for David Clingingsmith, PhD, assistant professor of economics at Weatherhead. Dr. Clingingsmith is embarking on a research project that addresses the ravages of the current economic crisis; more specifically, he is studying the housing bubble and its aftermath. With colleagues Justin Sydnor, PhD, formerly at Weatherhead and now at the University of Wisconsin-Madison School of Business, and Dan Hartley, PhD, of the Federal Reserve Bank of Cleveland, Clingingsmith found a way to combine research with public service in a particularly tough time for home buyers.

In August, Clingingsmith, Dr. Sydnor, and Dr. Hartley began offering free workshops on Saturdays and weekday evenings on the basics of mortgages and the lending process. They put up posters and distributed flyers, advertised in the newspaper, and posted information online to attract members of the public considering buying a home. Each workshop begins with an introduction to mortgages, followed by a question-and-answer session. After that, the workshop takes on a dual purpose. Attendees move to a computer lab, where they complete a prequalification questionnaire—a standard banking tool—as if they were applying for a mortgage. After that, Clingingsmith and his colleagues ask participants to use decision aids that the team developed with the help of a computer programmer. Each decision aid takes only about 10 minutes to complete; then, participants go online to shop for houses.

**CAN SOFTWARE STALL A MORTGAGE CRISIS?**

David Clingingsmith, PhD, Assistant Professor of Economics
The computer activities of attendees who wish to participate in the study are recorded, so Clingingsmith and colleagues now have several pieces of data to compare: mortgage prequalification forms, completed decision aids, and online house shopping logs. They plan to follow up with willing participants over the coming year, checking the county auditor's database to see whether the participants bought houses, where they bought them, and for how much.

"The idea is to develop simple tools that can help people in an enormously complicated situation," says Clingingsmith. "Buying a house is one of the biggest—often the biggest—financial decision we make in our lives. We don't do it often. We don't do it over and over. So, nobody has the chance to become good at it!"

Clingingsmith hopes that decision aids such as those his team is developing can help people evaluate real estate options and apply for a suitable mortgage. But will a quick computer exercise ultimately affect an individual's decision-making process when purchasing a home?

"Do people make a different decision in the long run because they have had access to tools like these decision aids?" wonders Clingingsmith.

He and his colleagues may have to wait a little to find out. "It seems that the end of the tax credit for first-time home buyers led to a big drop-off in sales: From June to July 2010, sales dropped by 30 percent! Recruiting participants for our study may go a little slower than we had anticipated because of that climate. On the other hand, this is an opportunity to continue our seminars over a longer period of time, and, we hope, help out more first-time home buyers," Clingingsmith reflects.

Still, by the time the market picks up again, new tools for the novice home buyer may be well on their way, thanks to this research team.

Matthew J. Sobel, PhD, tackles big subjects: risk and time. The William E. Umstattd Professor of Industrial Economics and a professor in the Operations Department, he works on the interaction of these factors in such fields as supply chains, finance, environmental management, and health care. But Dr. Sobel's broad interests sometimes narrow to a single quest—exorcising a curse.

As technology permits us to build ever-bigger databases, we can build correspondingly capacious decision models that take into account large amounts of information. However, that amount of information—called the dimension of the model—can grow to be overwhelming. In other words, given too great a dimension, a model becomes insoluble, and a good decision unreachable.

This strangulation is called the curse of dimensionality, and it interferes with the analysis of models in diverse contexts such as production, finance, marketing, regional water quality, and even the interaction of moose and wolves on Isle Royale in Lake Michigan. Sobel has worked on "exorcising the curse" for years; most recently, he and Wei Wei, one of his doctoral students, published a paper in the prominent peer-reviewed journal Operations Research that describes a new way to solve extremely complex models quickly and simply.

The researchers identify new classes of models that have what are known as myopic optima. Models with myopic optima can be analyzed qualitatively and solved numerically using a temporal sequence of static problems. Sobel and Wei illustrate their findings with models of investment planning and pricing of airline tickets, demonstrating the potentially far-reaching application of their new "exorcism" technique. The study, called "Myopic Solutions of Homogeneous Sequential Decision Processes," appeared in the July–August 2010 issue of Operations Research.

To learn more about faculty research, visit weatherhead.case.edu/research
Mindfulness: it’s a term associated more with Buddhist monks than with businesspeople. But scholars at the Weatherhead School of Management have found that everyone, including—perhaps especially—people in an executive role, can derive benefit from mindful practices. So, what exactly is mindfulness?

According to David Kolb, PhD, a professor of organizational behavior at Weatherhead, mindfulness is “witnessing what is going on. This means witnessing even your own thought process—that automatic loop running through your head that can take you away from what you’re trying to learn.”

We must all practice mindfulness to some degree to function at the most basic level. After all, total preoccupation would be disastrous—recall the classic cartoon image of the distracted pedestrian who drops down an open manhole. We all evade metaphorical manholes daily. On the other hand, everyone (some more than others) experiences a level of alienation from the present moment. And such distraction can take its toll.

For one thing, says Dr. Kolb, an inability to focus on the present can interfere with a person’s capacity to learn new things.

Kolb and his wife, Alice Kolb, PhD, are best known for their work on Experiential Learning (EL). Their sell-out EL workshops through Executive Education’s Open Enrollment program help attendees enhance their learning ability, and their ability to share what they have learned with others, either as a leader or as a team member.

Like mindfulness, EL is a simple concept with complex ripple effects. As the term implies, EL is the process of gaining knowledge through direct experience. David Kolb’s best-known work on EL parses that process into four stages: experiencing, reflecting on experience, generalizing based upon experience (sometimes called the “thinking” stage), and experimenting (essentially, testing one’s generalizations).

Each of the four stages is important to learning, but every person has a preferred stage or stages. Favoring one or more of these approaches to learning over the others is natural, yet we learn most effectively when we fully engage in them all—repeatedly. Indeed, the stages are frequently represented visually as a circle, a never-ending, cyclical process.

It was the doctoral research of Kolb’s former student, Bauback Yeganeh, PhD, that determined the relationship between mindfulness and EL. Dr. Yeganeh used Kolb’s well-known Learning Style Inventory and combined it with two commonly used mindfulness scales to map the correlations between individuals’ learning preferences and their propensity for mindfulness.

Kolb says of Yeganeh’s research, “The implication for the theory and practice of EL is confirmation that mindfulness during experience is necessary to learn.” Putting these findings in a learning cycle context, Kolb explains, “Let’s say you aren’t experiencing in a deep and mindful way—maybe you are reflecting, generalizing, and acting on your generalizations. Then, you’re cutting back to reflecting, rather than paying attention to direct experience. In this common situation, you just aren’t learning effectively.”

Where the learning cycle is concerned, in other words, mindfulness makes experience count. People who are
of B.Y. Consulting, also teaches in Weatherhead’s Executive Education program, recently offering a day-long workshop entitled Retain Your Focus on What’s Important: The Power of Mindfulness.

“I was able to spend a day with 47 leaders learning about mindfulness as a tool to focus the mind, disrupt auto-pilot tendencies at work, and intentionally grow competencies,” said Yeganeh of the session.

Meanwhile, Yeganeh continues to conduct research in the organizational behavior field, most recently publishing “Cognitive Behavioral Executive Coaching: A Structure for Increasing Leader Flexibility” in the OD Practitioner. Co-authored with his twin brother, clinical psychologist Robin Yeganeh, PhD, and fellow Weatherhead alumnus Darren Good, PhD, the article “explains a model for coaching that leverages the power of cognitive and behavioral change methods to build competencies in a high-functioning organizational environment,” says Yeganeh.

Those interested in exploring mindfulness in greater depth may wish to enroll in Yeganeh’s workshop, Retain Your Focus on What’s Important: The Power of Mindfulness, which will be offered again on May 11, 2011. The class stands alone, but it also counts toward the Emotionally Intelligent Leader Certificate and the Weatherhead Executive Coaching Certificate. Weatherhead Executive Education offers a number of certificate programs that require only a few days spent in the classroom to complete—an excellent option for lifelong learners who wish to add skills and credentials to their resume, or simply pursue personal enrichment.

David and Alice Kolb’s one-day Introduction to Experiential Learning will take place on July 19, 2011, and participants may choose to extend their experience with Experiential Learning in Practice for Teams, Trainers, and Educators, offered on July 20–22, 2011. Students who complete both classes will emerge with the Experiential Learning with the Kolbs Certificate in just four days.

Mindfulness is an age-old technique, but the work of scholar-practitioners like Yeganeh and David and Alice Kolb shows that it is far from out of date. On the contrary, it is always time to harness the simple human capacity for presence of mind to enrich work, life, and learning.

To learn more about Executive Education at Weatherhead, visit weatherhead.case.edu/executive-education

Yeganeh distilled his thesis into an article, cowritten with Kolb, for the peer-reviewed journal the OD Practitioner. Their publication, “Mindfulness and Experiential Learning,” was named Best Article of 2009 at the 2010 Organization Development Network (ODN) national conference by the editorial board of the OD Practitioner. In “Mindfulness and Experiential Learning,” Yeganeh and Kolb write that mindful learning “places a value on context, uncertainty, and doubt”—words with negative connotations for many decision-makers. Yet Yeganeh maintains that good decision-making means being comfortable with these concepts.

“When neglecting context, we generalize with simple thoughts to inadequately reflect a complex environment. When we are intolerant of uncertainty and fail to value doubt, we avoid asking rich questions that tap valuable knowledge in an organization’s system,” he says. “Thus, we risk acting in rigid routines that we are unaware of, often called being on ‘auto-pilot.’”

In organizational terms, being on auto-pilot can lead to stagnation or poor decision-making. But “practicing mindfulness means knowing that shades of gray are of greater value than overly simple, hasty judgments. This requires a practice of centering the mind intentionally to focus on what one chooses, rather than getting lost in routine,” says Yeganeh, who emphasizes that avoiding routinized behavior and decision-making is not just important for managers, but is vital for everyone in the workplace—“individually, on teams, and at the organizational level.”

How can learners trigger that presence of mind, and learn that ability to “witness” that Kolb refers to? Yeganeh has a few tips. “I recommend periodically shifting from abstract thought (thinking with words), to concrete experience (the five senses, deep breathing), which sort of resets our brains, like a laptop being rebooted,” he suggests. “At that point, one can better choose the thoughts and behaviors that are most aligned with a personal vision, or ideal self, and act on them.”

Yeganeh, founder and principal of B.Y. Consulting, also teaches in
Joe Sabatini, MBA ‘81, managing director at JPMorgan Chase & Company, plays an integral role in the Weatherhead School of Management’s Visiting Committee. It was evenings spent as a student in Weatherhead’s Part-Time MBA program that helped build his strong connection and commitment to the school.
I was particularly impressed by the faculty,” says Sabatini. “They demonstrated dedication and energy and were always willing to spend time with students. That was a real eye-opener.” Sabatini did his undergraduate work at the University of Cincinnati, which has a current enrollment of nearly 40,000 students. Comparing a big-school atmosphere with the environment of Weatherhead, Sabatini noted the difference high-caliber professors can make within a small class setting. “Their passion was able to shine through,” he says.

Sabatini’s positive experience as a student at Weatherhead inspired his own passion to give back. Early on in his career at JPMorgan Chase & Company, he became a member of the company’s investment banking recruiting team charged with gauging emerging talent. He remembers, “After a short time, I realized that the students I was meeting from Weatherhead were of equal caliber to the students my company was hiring from other prominent business schools.”

An area in which Sabatini felt Weatherhead students could improve was the interview process, and this observation led to a phone conversation with Weatherhead’s Career Management Office (CMO). Sabatini became an informal mentor, meeting with students interested in finance as a profession. His work with the CMO produced positive results, and so began a stream of Weatherhead students—dating back to the 1990s—who would make it on Wall Street.

Sabatini has hosted Weatherhead alumni receptions in New York City for many years in addition to his involvement with student career services. But he does not confine himself to helping Weatherhead alone; Sabatini also plays an important role within the greater university community. Selected for an Outstanding Alumnus Award in 2001, followed by a Distinguished Alumnus Award in 2005, he is vice chair of Case Western Reserve University’s Board of Trustees, serves as chair of its Finance Committee, and is part of its Executive Committee.

“Being involved at the university and at the school level helps both causes,” says Sabatini. “As a trustee, I take what I learn from the Weatherhead Visiting Committee at a granular level—strategy, fundraising tactics, and placement of students—and am able to apply that knowledge to the overall goals of the university.”

This is Sabatini’s second term on the Weatherhead Visiting Committee; Scott Cowen was dean during his first term. “The Visiting Committee used to be mostly northeast Ohio executives,” notes Sabatini, who lives in New York City. “While I think this segment should be the majority, I love bringing a nationally oriented perspective back to Cleveland.”

Given the positive transitions ongoing in Weatherhead’s degree programs and interdisciplinary themes, Sabatini is more confident than ever that the school is headed in the right direction. “The ability of any school to re-engineer its approach is absolutely essential to success as a higher education institution,” he says. “Witnessing their successes means to me that the university as a whole, and Weatherhead in particular, are making the right investments. Dean Reddy and his senior team have crafted an MBA program that is competitive, creative, and cutting-edge.”
The members of the Alumni Advisory Council (AAC) represent the diverse strengths, academic backgrounds, and professional accomplishments—as well as the wide geographic distribution—of alumni of the Weatherhead School of Management. Since the AAC first convened in June 2009, its members have made an important impact on Weatherhead by generating ideas, collaborating with school faculty and staff, and strengthening the alumni base. They have also generously volunteered their time to recruit top prospective students, guide employer development here and abroad, reach out to alumni for Annual Fund support, and build the Weatherhead network in domestic and international cities.

AAC members serve a three-year term and join various committees to assist with activities specific to their interests. Special thanks to all of our AAC members, listed here with their affiliations, for their leadership and continued contributions.

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A senior manager at Cisco Systems specializing in sustainable energy use, Ali Ahmed personifies the socially responsible basis of Weatherhead’s approach to management education. In his work, Ahmed implements energy management programs that deliver substantial business value within his company—all the while maintaining an overarching mission to preserve the environment and improve global energy security.

Some of the changes Ahmed’s team is responsible for are fairly straightforward, for example, turning off lights and fixing heating, ventilating, and air-conditioning systems. Others are more complex by far, such as his current investigation into charging options for electric cars.

Nissan recently introduced the Leaf, a new all-electric vehicle, and Cisco employees have requested that the company provide charging facilities for these cars. Ahmed’s team is tasked with designing a solution for Cisco’s 25,000-employee San Jose campus.

“Where should charging stations be located? How much will they cost us? Should the car owners be charged for electricity? If so, how much? These are the kinds of questions that need answers,” Ahmed says.

To add to the ambiguity, it is unclear how many people will use the charging facilities. How many Cisco employees will purchase a Leaf?

“That’s the big question, and it means that whatever the charging station solution is, it has to be scalable,” Ahmed says.

Since he graduated from Case Western Reserve University with a bachelor’s degree in physics in 1995, Ahmed has been working in sustainability-related fields. “Of course, it wasn’t called sustainability back then; it was just called energy,” he recalls. His first post-college job involved...
helping large plants decide whether to generate or buy electricity. Later, he worked as an energy auditor, a job that took him all over the world.


Over the course of his career in sustainable energy use, says Ahmed, “the rules of the game have changed in such a way that now, the right environmental choice is often the right financial choice.”

As an example, he cites Cisco’s campus in Bangalore, India, a facility that uses energy equivalent to that of four or five Case Western Reserve campuses. Because of the unreliable energy grid in Bangalore’s environs, the Cisco campus—like many other major businesses in the area—runs on diesel generators a significant portion of the time, an environmentally undesirable and very costly measure.

“Dr. Ritchken’s options-based thinking is directly applicable to the energy security conversation,” says Ahmed. “For instance, if we put in solar power on our Bangalore campus, we have the option to generate power or buy power from the grid, so we get price control over that option. Furthermore, the value of that option takes into account the volatility of energy prices. We can then compare the option of a fixed-price contract on solar energy versus the uncertainty of the utility supply.”

However, Ahmed warns, a replacement technology is not a panacea. A full array of solar panels would recoup only a small percentage of the energy Cisco’s Bangalore campus demands. “And the standard ROI methodology looking at a five-year net present value doesn’t work here; you need to look at the entire life cycle of the asset 25 years into the future,” he explains.

Fortunately, Ahmed is very comfortable looking ahead. But looking back for a moment, instead, he reflects on his experience at Weatherhead.

Ten years after graduating from Case Western Reserve with his physics degree, Ahmed returned to enroll in the Executive MBA (EMBA) program at Weatherhead. The EMBA—ranked #21 in the world and #16 nationally—is a specialized degree for professionals with at least 10 years’ experience, five of which must have been spent in a leadership role. EMBA students commit to a 21-month, intensive program that Ahmed praises as “a life-changing experience that teaches you to look at the world in new ways. This is especially true at Weatherhead, because the faculty excel in leadership education.”

For Ahmed, who is entering the second year of his tenure on the Alumni Advisory Council (AAC) at Weatherhead, it was an easy decision to give back to the school. “The EMBA program provided me with the gift of a fresh perspective and insight into the kind of leader I want to be,” he says.

And there are other important reasons to serve on the AAC.

“First and foremost, it’s fun! Spending time with people who have a shared experience revitalizes and refreshes my motivation,” he says.

Demonstrating the gift for taking a global view that shapes his work at Cisco (where what is good for the planet is also good for his company), Ahmed continues, “having a strong AAC and alumni network increases the value of my degree, because it heightens the reputation of the school and widens the business connections available to me.”

Working with like-minded alumni on common goals for the school has proved a personally satisfying experience, as well. Ahmed calls the AAC “a forum to work together with other alumni to continue to sustain and improve the level of education available at Weatherhead.” Furthermore, he says, “participation in the AAC embodies the leadership lessons from my EMBA.”

As a member of the career development committee, Ahmed enjoys connecting with current students and helping to expand their vision of what they can accomplish post-graduation through mentoring. “The AAC gives me the opportunity to share my experiences one-on-one with future leaders,” he says.
CLASS OF 1972

Barry Chesler, MBA, was appointed secretary at Cleveland Jewish News.

Shem Oyoo Wandiga, PhD, a professor of chemistry at the University of Nairobi, received a Royal Society of Chemistry (RSC) Fellowship in May for his outstanding contribution in the field of chemistry.

CLASS OF 1976

William Garrison, MS, received the Silver Buffalo Award for Distinguished Service to Youth.

CLASS OF 1977

Ralph Meacham, MBA, was appointed CFO and Director of Operations at Packer Thomas.

CLASS OF 1980

George Hawk, MBA, was appointed Treasurer of the Board of Cleveland Scholarship Programs, Inc.

CLASS OF 1981

Clayton Deutsch, MBA, was appointed CEO and President at Boston Private Financial Holdings, Inc.

CLASS OF 1982

J. Michael Kolk, BS, was appointed Treasurer at Leadership Akron.

CLASS OF 1984


CLASS OF 1987

James Merklin, MAcc, was appointed to the Board of Directors at United Way of Summit County and Leadership Akron.

CLASS OF 1988

Ed Spehar, BS, was named to the Wall Street Journal’s “Best of the Street” list for insurance industry coverage.

CLASS OF 1989

Janice Focke, MBA, was appointed Senior Vice President, Manager of Commercial Banking, Cleveland region at FirstMerit Corp.

Jane Grebenc, MBA, was appointed Vice Chair at Cleveland Sight Center.

CLASS OF 1990

Greg Mulach, MBA, was appointed Senior Vice President and Director of Private Banking at Fifth Third Bank.

CLASS OF 1991

Kenneth Haber, EMBA, was appointed President at Lakewood Hospital Foundation.
CLASS OF 1992
David Braddix, EMBA, heads CarPak, which for the 11th consecutive year was recognized in the NorthCoast 99 awards for the best northeast Ohio workplaces. CarPak also won the 2010 MANNY Award for Safety.
Mark Dawson, MBA, was appointed Vice Chairman at WIRE-Net.
Susan Levine, MBA, was appointed President at CJN Foundation.
Mikelann Ward Rensel, MNO, was appointed Second Vice President of the Board of Cleveland Action to Support Housing.
Andrew Sikorovsky, MBA, was appointed First Vice Chair at Cleveland Sight Center.
Daniel Walsh, MBA, was appointed President of the Greater Cleveland Region at Huntington National Bank.

CLASS OF 1993
Craig Richmond, MBA, was appointed Business Banking Client Manager at Huntington National Bank.
Robert Saada, MBA, was appointed Lake Erie Market and Cleveland Office Managing Partner at PricewaterhouseCoopers.

CLASS OF 1994
Stacy Aaron, MBA, was interviewed on organizational change for Guerrilla Project Management.
Jason Belot, MAcc, was appointed Executive Director at Ernst & Young LLP.
Daniel Waldeck, MBA, was appointed Senior Vice President and Commerical Banking Team Leader at FirstMerit.
David White, MBA, was appointed Vice President—International Sales at Kaydon Bearings.

CLASS OF 1995
Submit your news at weatherhead.case.edu/alumni/update

CLASS OF 1996
Linda Breedlove, MBA, was appointed Vice President of Patient Care Services and Chief Nursing Officer of Robinson Memorial Hospital.

CLASS OF 1997
John Bonfiglio, MAcc, was appointed Treasurer of the Board of Adoption Network Cleveland.
David Dunstan, MBA, was appointed President of the Board of Achievement Centers for Children.

CLASS OF 1998
Christopher Clegg, MBA, was appointed Senior Vice President of Commercial Banking at Huntington National Bank.
Josef Mandelbaum, MBA, was appointed Chief Executive Officer at IncrediMail.

CLASS OF 1999
Mahesh Krishnan, MBA, was appointed Vice President and General Manager for the South Zone at Alliance HealthCare.
Valerie Raines, MNO, was selected as a Promising Leader in Philanthropy for the inaugural cohort of the Council on Foundations’ 2010–2011 Career Pathways program.

CLASS OF 2000
Roderick Dayton, EMBA, was appointed President of Daylight Medical and Vice President of Technical Services at Codonics, Inc.
Thomas Garvey, CPA, DM, was named Director of the Accounting Program at Baldwin-Wallace College.

CLASS OF 2001
Ron Fountain, EMBA, DM, PFP, was appointed Chairman of the Board of Trustees of MetroHealth System.
Jay Shah, MBA, was promoted to CFO of the Prepaid Card Division of American Express.

CLASS OF 2002
Ravi Ajmera, MBA, was appointed Executive Director at Nomura.
Irene Dlugopolsky, MBA, was appointed Senior Vice President, Director of Credit Risk Management, at Central Pacific Bank.
**CLASS OF 2003**

Jody Curry, MNO, was appointed Vice President, Institutional Advancement and Communications, at Koinonia Homes, Inc.

Nora Egger, MBA, Cleveland entrepreneur and owner of The Lounging Gourmet, a company that produces gourmet floral infusions for cocktails, teas, and sodas, was featured in the Plain Dealer on July 23, 2010.

Alison Li, MBA, was appointed Assistant Vice President for Risk Management at KeyCorp.


**CLASS OF 2004**
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**CLASS OF 2005**

Shilpa Kedar, MNO, was appointed Program Director for Economic Development at the Cleveland Foundation.

Yuegang Zhao, MBA, was appointed Vice President of Sales and Marketing at Nexergy.

**CLASS OF 2006**

Megan Granson, MBA, was appointed Director of Development at the Cleveland Institute of Music.

Mark Kelly, MBA, was appointed Director at Bridgelux.

Wan Kyu Park, MAcc, was appointed Senior Consultant, OneSource Property Tax, at Thomson Reuters.

Stephen Ligus, MBA, was appointed Treasurer at Northeast Ohio Health Underwriters Association.

**CLASS OF 2007**

Julie Fratus, MBA, was appointed College Recruiter at Rosetta and Membership Director for the Cleveland Professional 20/30 Club.

Lynnette Jackson, MBA, was appointed Relationship Manager at Key Private Bank.

Sean Saari, MBA, was appointed Manager at Skoda Minotti.

Jeffrey A. Stone, MBA, was appointed Consultant at NASA Glenn Research Center.

**CLASS OF 2008**

Ali Ahmed, EMBA, was appointed Senior Manager at Cisco Systems, Inc.

Jennifer Bucher, BS, was appointed Senior Accountant at Ivy Bridge College of Tiffin University.

John Hinkel, MBA, and his wife, Erin, celebrated the birth of their daughter, Kathryn Grace, on May 13, 2010.

Jeffrey Jackson, MBA, accepted a position in management with Nucor Steel.

Perry Stuckey, MPOD, was appointed Senior Vice President and Chief Human Resources Officer at Hill-Rom Holdings.

**CLASS OF 2009**

Mahesh Bhide, MBA, was appointed Senior Manager of Marketing and Product Planning at Cummins India Limited.

Byron Clayton, DM, was appointed Vice President at NorTech.

Byron Ling, BS, was appointed Strategy Analyst at Gilt Groupe.

Istvan Nadas, MS, was appointed Investment Banking Analyst at Paragon Capital Group LLC.

Rowdy White, BS, was appointed Consultant at Chelko Consulting Group LLC.

**CLASS OF 2010**

Taylor Bishop, BS, received the “Excellence in Finance” award at graduation.

Steven Corman, MBA, co-authored the paper “Emotional and Instrumental Organizational Family Support and Burnout: CSE as Moderator,” which was presented at the Academy of Management 2010 Annual Meeting in Montreal, Canada.

Lincoln Lee, MBA, launched the new business Asian Food Solutions.

Chaitra Sheshagiri, MBA, was appointed Technical Project Manager at Epsilon.

Submit your news at weatherhead.case.edu/alumni/update
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 our legacy 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**

The Weatherhead Moving Forward Fund is a student scholarship fund comprising unrestricted dollars that provides incredible opportunities to young scholars of management. With awards ranging from $3,700 to $18,500 in the 2009–2010 academic year, the Moving Forward Fund benefited 200 students and helped us attract and retain premier future leaders.

Moving Forward Fund dollars truly advance the student body.

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 Campaign Giving, at 866.478.6221 or jennifer.nye@case.edu.