

FALL 2012

Kellogg

KELLOGG SCHOOL OF MANAGEMENT at NORTHWESTERN UNIVERSITY

THE COLLABORATION ECONOMY

HOW NEW FORMS OF COLLABORATION ARE
DRIVING PROFITABILITY AND VALUE CREATION

FEATURES

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THE COLLABORATION ECONOMY

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PRINTING: Royle Printing
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Publications Agreement No. 40031786.

Postmaster:
Send address changes to: Northwestern University
633 Clark Street, Evanston, IL 60208-1114

Kellogg (USPS 009-272) is published by Northwestern University/Kellogg School of Management, 633 Clark Street, Evanston, IL 60208-1114, and is issued four times during the year: once in April (Spring), July (Summer), October (Fall) and November (Winter). Periodicals postage paid in Evanston, Illinois, and additional mailing offices.



NORTHWESTERN
UNIVERSITY





OUR PURPOSE

To educate, equip and inspire leaders who build strong organizations and wisely leverage the power of markets to create lasting value.

The world will know us for:

Our **GROUND**ED WISDOM that marries the power of analytics and people;

Our **COURAGEOUS AND COLLABORATIVE SPIRIT** that embraces and mobilizes the power of the team;

Our **PIONEERING VISION** that challenges convention and drives change across organizations, industries, markets and communities.





THE COLLABORATION ECONOMY

BY SALLY BLOUNT

THE RULES FOR CREATING AND CAPTURING VALUE IN MARKETS
ARE CHANGING. KELLOGG'S MODEL FOR MANAGEMENT EDUCATION
IN THE 21ST CENTURY IS CHANGING WITH THEM.



Since the turn of the millennium, the world has undergone startling transformations — economically, politically, socially, physically and culturally. As the new 21st century landscape unfolds, global economic and political power is shifting — east- and southward, from supplier to customer, from the physical marketplace to the rapidly evolving virtual one.

These shifts are happening, in part, because the practice of business has changed. Valuable knowledge, skills, capital and information can now be accessed by an ever-widening network of firms, workers and consumers around the globe. It has become routine for businesses in Iowa to buy goods directly from sellers in China, and for financial service firms in New York City to send analytical work overnight to India to be completed before the start of business the next day.

Internet access empowers not only buyers, but also allows sellers to enter new markets. When a major Chicago-area business recently wanted a new logo, it went to logo.com and launched a design competition. Nearly 800 designers from around the world competed for the \$750 prize. The winning design that the firm picked came from Portugal. The runner-up was based in Indonesia.

A PARADIGM SHIFT

As these examples illustrate, **we're entering an economic era where people and organizations are connecting and interconnecting ever more quickly and fluidly:** employers and employees, suppliers and customers, and even protest groups and hackers. And they all convene more efficiently in

virtual space — where geographical distance and the 24-hour day no longer present their historic limits, resulting in the 24/7 time clock and culture of the modern marketplace.

This virtual world operates in parallel and in partnership with the physical world to create the modern marketplace — remaking the rules for creating and capturing value in markets. New forms of technology, information and human culture are emerging and combining to create what we are describing as the “Collaboration Economy™.” In the Collaboration Economy, economic impact is driven less by the ability to leverage physical assets and more by the ability to leverage expertise and interconnection.

In this virtual-physical marketplace the need for and benefits of effective collaboration only intensify. The Collaboration Economy rewards businesses and individuals who excel at interconnecting to produce, market and sell innovative products and services. Collaboration allows linked people to readily share ideas and information and create synergies through that sharing. It allows them to think and move faster through the 24/7 marketplace. The people and companies who connect and collaborate more effectively perform better — it's that simple.

And in the Collaboration Economy, customer insight is ever more critical to effective collaboration, as it allows people, teams and companies to most effectively organize and focus their activities. Gaining customer insight becomes the central principle for sorting through complex data, gaining efficiencies and resolving conflicting opinions. It is rapidly becoming the most sustainable source of competitive advantage. At the end of the day, it is a powerful reminder that businesses and markets don't exist without customers.





To compete on a global level, we need to be dually focused on innovation and productivity — productivity to help fund innovation, and innovation to provide our customers an advantage in their markets. Innovation, by the way, requires a healthy dose of courage — on both an individual and organizational level. In this day and age, it's critical for businesses to adopt that mindset if they're going to achieve growth and prosperity.

JIM MCNERNEY,
CHAIRMAN, PRESIDENT AND CEO OF BOEING CO.

THREE CORE DRIVERS OF THE COLLABORATION ECONOMY

1. New Technologies

Changes in technology enable and reinforce the Collaboration Economy. New technologies expand the scope and nature of human connection; they enable a broader range of communications and they facilitate the availability of new types of data, information and knowledge.

Facebook and LinkedIn have changed how millions of people meet, connect and keep up to date on each others' lives. Physical proximity is no longer a limiting factor in making and keeping friends and colleagues. These technologies have also become key to how businesses connect with customers. Oreo Cookies now has close to 30 million "likes" on Facebook, and Coca-Cola is nearing 50 million.

At the same time, the rise of blogging, YouTube, a myriad of online music stores, and other forms of consumer and affinity-based distribution technologies have disrupted traditional media outlets. Production and distribution of content are no longer controlled by a few large players.

And firms in every industry have discovered the power of crowd sourcing — harnessing digital networks for distributed problem solving that requires specific types of technical knowledge. This strategy gives all types of businesses, teams and individuals access to complex data and processing capabilities that were seldom before available.

2. New Information and Big Data

New technologies make more information available about people, products, relationships and choices. Wikipedia has become a first source of knowledge on a broad variety of subjects, and Khan Academy offers nuggets of basic learning on topics from calculus to microbiology in easily digestible chunks.

The supply and production of information itself has expanded greatly with the "big data" phenomenon. Massive, digitized collections of data hold more and more detailed information about the people and organizations that inhabit the globe. The challenge of this data is volume — how to manage it and mine it to reveal new insights. The emerging field of information analytics is becoming a key business function.

3. The Emerging Global Virtual Culture

The Collaboration Economy is also rooted in an emerging human culture of access, openness and trust. When people enter the digital world through their computers, smartphones and other devices, they ask questions, share information and reach agreements with a fluidity seldom seen before in human history.

A new global culture is emerging that transcends national, ethnic and organizational boundaries — the old institutions that used to develop and regulate our shared, taken-for-granted rules for interaction. It is a culture that assumes 24/7 electronic access — for emailing, tweeting, posting and texting.

This new culture is particularly powerful in the norms of trust that it engenders. Markets require trust to operate effectively, and the old rules of building trust over long periods of time have softened. Over the Internet, parties with limited histories of personal interaction readily connect, communicate and take risks together.

Perhaps one of the earliest and best examples of this phenomenon is the "open source movement," founded in 1998 by a group of free software advocates. Through that movement, the Linux operating system was created and is now widely adopted by corporate computing managers as a high-performance, lower-cost alternative to proprietary software from Microsoft, Sun and others.

The advent of Facebook, Twitter, mobile phones and other technology has changed the world dramatically. We live in an environment that is more competitive and more connected than ever before. Technology has changed the playing field — control and power have shifted from institutions to individuals.

SHERYL SANDBERG,
CHIEF OPERATING OFFICER AT FACEBOOK





KELLOGG'S STRATEGIC ADVANTAGE

At Kellogg, we see opportunity in this historic time — given our rich legacies in marketing and customer insight, in collaboration and negotiations and in general management. Our school is uniquely equipped to adapt and evolve management education to respond to the needs of this era.

Over the next five years, our objective is to reframe business education and thought leadership to better align ourselves with the needs and demands of the Collaboration Economy. Envision Kellogg is our framework for doing this — for structuring how we move forward with our faculty, our administrators, our alumni and our students.

Our goals are to establish a thought leadership strategy, focus our educational mission, build and anchor our global footprint and develop and leverage our distinct culture and brand.

The leaders of the 21st century will have to manage very different organizations and operate in more complex markets than ever before. By developing and exploiting Kellogg's own expertise and interconnections, we will create the world's leading business school for this century. *kw*

Sally Blount '92 is the dean of the Kellogg School of Management and the Michael L. Nemmers Professor of Management and Organizations.

By 2050, the world's population will increase to 9 billion people. And with that population growth comes tough problems such as how to provide affordable food, protect the environment and create sustainable sources of energy. As leaders, we need to embrace these global problems, and harness the power of innovation and collaboration to find real solutions.

ELLEN KULLMAN '83, CEO OF DUPONT



ENVISION KELLOGG

VISION

KELLOGG'S STRATEGIC FRAMEWORK TO EMBRACE AND SHAPE THE COLLABORATION ECONOMY

In the new world of the Collaboration Economy, we see an opportunity for Kellogg to redefine management education — just as we did in the late 20th century when we introduced teamwork and our unique perspective on marketing into the MBA curriculum. **By focusing on four strategic goals, our plan is to position Kellogg globally as the premier innovator in management education.**

To execute this plan, we will:

1. Establish a unique thought leadership strategy that inspires new ways of business thinking and problem solving
2. Ground our educational mission to align with the economic and demographic realities of this century
3. Build and anchor our global footprint as a premier global educator
4. Develop and leverage our distinct culture and brand

OUR GOAL IS TO MAKE KELLOGG SYNONYMOUS WITH NEW WAYS OF THINKING — ABOUT CUSTOMERS, ABOUT MARKETS, ABOUT THE EVER-EVOLVING NATURE OF HUMAN COLLABORATION AND TRANSFORMATION.

ESTABLISH OUR THOUGHT LEADERSHIP

To be effective and relevant in the 21st century marketplace, business education must move away from its traditional discipline-based silos. Instead, we must work to create knowledge that crosses boundaries and inspires new conversations and ways of solving problems.

To catalyze this shift at Kellogg, we have developed a model for management education that emphasizes four themes. We've begun to organize our research and teaching around these themes:

MARKETS AND CUSTOMERS: Anticipating and meeting customers' needs is the ultimate source of value creation in the global, free-market economy — neither markets nor firms create value without doing so. While this is not a new insight, it is one that has profound implications for the Collaboration Economy. The most successful firms will rethink how they organize people, markets, technology, information, budgets and workplace cultures to better understand, engage with, and more nimbly respond to their customers.

ARCHITECTURES OF COLLABORATION: The 21st century leader must catalyze people and resources in more complex configurations, disparate geographies and faster timeframes than ever before feasible. Building successful enterprises will

At the end of the day, capabilities outlast markets. They're hard to build, offer significant value and are very difficult to copy when integrated with everything you do. For a leader, they leave a legacy of differentiation and a company that knows what its purpose is. For a business school, there's a real opportunity not just to teach that type of leadership, but to become a model example.

CESARE MAINARDI '86,
CHIEF EXECUTIVE OFFICER, BOOZ & COMPANY

The focus on customers has moved beyond the marketing department to core processes throughout the entire organization. It's a fundamental change. Those who have embraced the change understand customers in ways their competitors do not, creating more value and leading the way forward in their markets.

GREGORY CARPENTER,
THE JAMES FARLEY/BOOZ ALLEN HAMILTON
PROFESSOR OF MARKETING STRATEGY

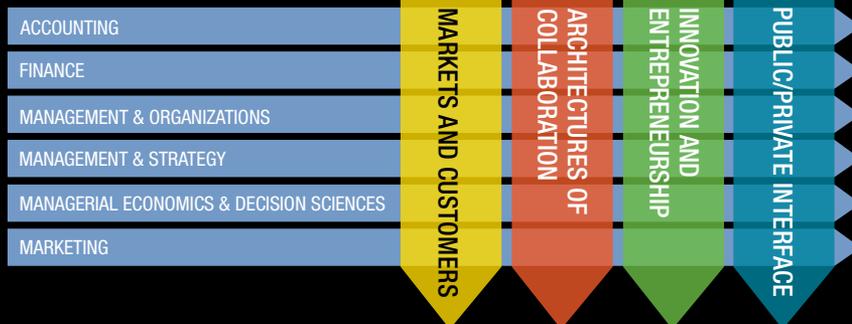
require leaders to facilitate asynchronous teamwork across time zones; manage social contagion, negotiations and conflict resolution across cultures; and deploy the strategic use of communications to unify action. These new "architectures of collaboration" will require new management skills, but also promise unprecedented advances in efficiency, productivity and financial and creativity gains.

INNOVATION AND ENTREPRENEURSHIP: A fundamental challenge for leaders, regardless of the size of their enterprise, is to identify and nurture new ideas — then create the organizational infrastructure and financing to turn those ideas into valuable goods and services. Fostering creativity and systems thinking, taking a portfolio approach to investment and risk, and managing innovation and growth — these skills lie at the heart of economic vitality and organizational resilience.

THE PUBLIC/PRIVATE INTERFACE: A strong legal, regulatory and political infrastructure has always been a cornerstone of successful capitalism. But that infrastructure must evolve to support the changing demands of the global Collaboration Economy and its increasingly diverse social fabric, where business is the dominant social institution. Global business leaders will be called to engage in the development of well-informed public policy and use their influence to drive decisions that strengthen society and protect valued resources — both domestically and abroad. This will require leaders to think clearly about the impact of their organizations on a variety of stakeholders and to address a wide range of social, economic and environmental issues previously considered the sole domain of the public and not-for-profit sectors.

NEW STRATEGIC RESEARCH INITIATIVES:

Creating a research structure that drives new dialogues



7-YEAR PLAN FOR TRANSFORMATION



There is a real tension between modern businesses and the societies in which they operate. The relationship between business and society is undergoing — and has undergone — tremendous changes... The public expects companies to take on issues and challenges that previously would be considered to be the role of governments or charities.

DANIEL DIERMEIER, THE IBM PROFESSOR OF REGULATION AND COMPETITIVE PRACTICE

Photo ©Caitie Lipkin

These days, you can't do business without thinking globally. And while globalization presents great potential for growth, it can also create new and complex problems for organizations — especially in light of the fact that individuals are so interconnected now. We can no longer operate in silos. Working across teams in a cross-disciplinary fashion is key to addressing these complexities.

RICHARD BYRNE '85, TCEO OF DEUTSCHE BANK SECURITIES INC.

GROUND OUR EDUCATIONAL MISSION

At Kellogg, our goal is to teach students to think rigorously, collaboratively and bravely about the practice of business, the promise of technology and the role of markets in human progress.

Toward this end, we will:

- **Undertake a comprehensive review of our MBA core curriculum** — the deepest one we've embarked on in 30 years — with a team of eight faculty members led by professors David Besanko and Sunil Chopra. (We can't imagine two better faculty members to lead this important task.) Building from this team's findings, we will establish a new foundation for how we educate, equip and inspire this century's leaders.
- **Rebalance our portfolio of degree offerings** to better meet the needs of the global marketplace. The evidence is clear: the dominance of the two-year, U.S.-based MBA degree is waning as demand grows globally for shorter, more specialized training. If our goal is to educate the world's best students, we must be flexible in how we structure our education to meet the needs of the 21st century's elite workforce. Over the next five years, we anticipate growing demand from top global students for one-year programs and specialized executive education courses taught abroad.
- **Set an aggressive technology agenda** that complements and optimizes the classroom learning experience. Through this initiative, we will combine and balance the best of technology and "off-line/online learning" with the enduring power that only face-to-face teaching can provide.
- **Create highly flexible and stimulating physical learning environments** that transform the classroom experience. Our goal is to use our new building as an opportunity to set the standard for how in-person learning will be physically structured and staged in the 21st century. The 65-person, case-based teaching bowl is a 50-year-old technology now — it's time to replace it with more flexible, interactive models. Who better to do that than Kellogg?

You try to translate the vision which has been established into a work of architecture that is commensurate with that vision. It establishes Kellogg, and gives it a platform to be what it aspires to be.

BRUCE KUWABARA, PARTNER, KPMB ARCHITECTS

BUILD OUR GLOBAL ARCHITECTURE

Our students come from all over the world, as do our faculty. Our graduates and partners populate every region of the globe. **As geographic borders become more fluid and human cultures merge and evolve, leaders of this century will be called to global citizenship. As a premier educator, we must step forward — alongside these leaders — to create and embrace our role on the world stage.**

Our agenda seeks to:

- **Establish a thought leadership position in the BRIC nations** through new partnerships with Fundação Dom Cabral in Brazil and the Guanghua School of Management at Peking University in China. We will also leverage our deep ties as one of the founding members of the Indian School of Business. In these markets, we will design educational opportunities that don't conform to past models, but meet the needs of the modern student and modern organization. We'll focus on nimbleness, relevance and applied insight as we build our reputation as the premier executive educator in key emerging markets. We'll identify new ways to build our reputation as the world's leading business school for studying the interconnections between markets, customers and growth.
- **Restructure our five executive MBA programs into a one-of-a-kind global network EMBA.** We will aggressively market and brand our unique global experience that encompasses the opportunity to study on six campuses across four continents. The network will combine our partnership programs at Kellogg-HKUST (Hong Kong), Kellogg-Recanati (Tel Aviv), Kellogg-Schulich (Toronto), and Kellogg-WHU (Vallendar, Germany), as well as programs on our home campuses in Chicago and Miami. Through this unique global network, we will combine the local insights of our partner schools with the cutting-edge knowledge of our Kellogg faculty to create a very special learning forum. We are building the world's leading global EMBA classroom.
- **Catalyze our global alumni network** to reignite the Kellogg spirit among us. We will equip and empower our alumni with new technology and information to build critical ties in person and virtually. In the process, we will more densely and vibrantly connect our social network. We will share information, best practices and, best of all, our shared passion for Kellogg to create the world's leading alumni community.

THINKING BIG AND INTERCONNECTED

Paul Christensen, associate dean for global programs, dives into Kellogg's plans for global expansion

Q: What inspired the creation of new partnerships in Brazil, China and India?

Paul Christensen: Globalization is a two-way street. Not only do we have to get closer to the markets, where business activity and management practices are evolving very quickly, but we also want to attract the practitioners, faculty and students who operate in that environment to our programs here.

Q: What types of offerings will you provide through these partnerships?

PC: People want to have more short-term, but recurring, opportunities to advance their education. So we're going to be leading with executive programs, conferences and possibly certificate programs. Our theory is that you don't have to be present in a traditional sense — with a campus and degrees — to have a presence, be viewed as a thought leader and have an impact on leadership development.

Q: Why is it important to provide more global opportunities for students?

PC: Increasingly, students are saying, "Twenty years ago, I could come in and get my MBA and have a career solely in the U.S. But the odds of that happening now are almost nil." At some point in their careers, they're going to be asked to pack their bags and ... be part of a team overseas. And if they're not being asked to physically move and manage programs and people overseas, they're having to work with overseas counterparts from multiple countries. So students have to be able to understand cultural differences and what makes each country distinct and the ways that those substantive differences affect how companies operate.

Q: How do you plan to expand Kellogg's global curriculum?

PC: We will be looking carefully at the course offerings, international study opportunities and exchange programs. For example, in our U.S. classrooms, students want to study business cases that represent the world — about international companies that are expanding into the U.S. or creating new joint ventures in emerging markets, about companies domiciled in non-U.S. countries reaching out to other international markets. Needless to say, it's a rich time to be in the classroom studying the practice of management.



Photo: ePon W.

LEVERAGE OUR UNIQUE CULTURE AND BRAND

We believe in the transformative power of organizations, especially our own. Kellogg has purposefully built a distinctive culture rooted in collaboration, innovation and an entrepreneurial spirit. It's palpable as you walk the halls, sit in a classroom, listen to our professors debate or engage with a fellow Kellogg community member anywhere around the globe. This achievement has taken courage and conviction to initiate and evolve. It has required commitment from every constituency — from administration and faculty to students and alumni.

To this day, the Kellogg culture remains a differentiator. And now, more than ever, **elevating and evolving our culture and brand will be key to our competitive advantage.** Through Envision Kellogg, we will:

- **Assure that Kellogg continues to deliver a vibrant and unique student experience.** What makes Kellogg different is both the people we attract and what happens on our campuses. We will continue to craft a one-of-a-kind learning experience for those who are passionate about collaboration, who believe in the power of the team and the transformative potential of organizations and markets.
- **Deepen our commitment to diversity and inclusion.** Our enduring goal is to make Kellogg the school of choice for brave thinkers who want to change the world, in ways both big and small — be they faculty, students or administrators — from all backgrounds.

This is not about taking our culture and turning it on its head. We're creating a set of priorities and actions to further reinforce our strengths. Culture is a precious thing that we have to continue to cultivate.

**BETSY ZIEGLER, ASSOCIATE DEAN OF
MBA PROGRAMS AND DEAN OF STUDENTS**

- **Build and execute on a brand-building plan that increases global awareness of Kellogg in key urban markets.** Raising awareness of our courageous spirit and pioneering approach to management education is our first step. We have launched the "Think Bravely" advertising campaign. Our brand story will grow richer as we redefine ourselves in response to the 21st century and its unique challenges and opportunities.

So that's our strategic framework — Envision Kellogg — a plan that sets the stage for us to convene the conversations that matter. These conversations and the plans and actions that flow from them will transform our school, and with that we will educate, equip and inspire the next generation of business leaders.

Already things are crackling — new ideas are coming forward. Our faculty, administrators and students are talking about what it means to think bravely, and what it means to be a Kellogg leader for the 21st century. KW

CULTURAL LESSONS

Outgoing KSA president **Brian Van Wagener '12** and incoming president **Jenna Giordano '13** reflect on Kellogg's unique culture — and the role it's played in their educational experience

How would you describe Kellogg's culture?

JG: One aspect that's unique to Kellogg is that the students here have high ambition and low ego. And they're highly engaged — so students get more out of each other and their experiences. They make great captains *and* coaches.

What role has culture played in your education here?

BVW: When I first got to Kellogg and saw the results of our 360 reviews, I learned that I had some strengths around strategy and analytical thinking but big gaps around skills like relationship building and persuasion. Central to being good at both of those are all the qualities that make Kellogg students so unique, and so I've learned an incredible amount from my classmates, being immersed in this experience.

How can KSA support Kellogg's culture?

BVW: Kellogg attracts humble and ambitious people, and we've tried to bring that flavor to the way we approach leadership in KSA. We take our roles seriously, but try not to take ourselves too seriously. And we've tried to foster a culture of partnership between students and the administration.

JG: In the next year, KSA will look for opportunities to continue to strengthen our relationship across programs. We want to give students opportunities to shape the culture while partnering with the administration. You don't want the culture to stagnate; it's one of the ways that Kellogg stands apart.



NEW LEADERSHIP FOR A NEW ERA

Taking Envision Kellogg from concept to action to results requires the right leadership team. So Kellogg has recruited top leaders from academia and industry who are ready to transform management education. Meet our five newest team members.

We want these platforms to facilitate the development and dissemination of ideas broadly, regardless of whether they show up in academic pieces.

— THOMAS HUBBARD



STRATEGIC INITIATIVES

BUILDING STRATEGIC IMPACT

Thomas Hubbard discusses his plans for shaping and developing Kellogg's strategic initiatives

A world-class scholar of industrial organization and strategy, Thomas Hubbard brings intellectual and practical insight to his new appointment as Kellogg's senior associate dean for strategic initiatives.

In an effort to move Envision Kellogg from concept to action, Hubbard is overseeing the development of four new strategic research initiatives (Markets and Customers, Architectures of Collaboration, Public/Private Interface, and Innovation and Entrepreneurship), while also managing the integration of the school's research centers.

Hubbard explains the strategy behind the initiatives, and their role in shaping thought leadership on a local and global level.

Why create these research initiatives?

Traditionally speaking, Kellogg's means of organizing ideas has been through departments and centers. While a lot of ideas fit neatly into departments and use them very well for knowledge generation and dissemination, that's not the case for all. For example, ideas associated with innovation may not be best generated and disseminated through individual departments. The new research initiatives provide alternative platforms that are better fits for many ideas.

Now, Kellogg has always had alternative platforms through the centers. The problem is that how the centers relate to the departments — and to each other — isn't always clear.

Synergies between centers haven't been recognized, and the economies of sharing staff, connecting ideas or using a common investment platform haven't been fully exploited. So these initiatives serve to organize the centers in a way that is much clearer and more strategic.

By "ideas," do you mean faculty research?

Some of Kellogg's knowledge generation and intellectual output shows up in the form of academic papers or research. But it also comes out in other ways, through which faculty share their perspectives, such as in faculty blogs, policy pieces, op-ed pieces or tweets.

We want these platforms to facilitate the development and dissemination of ideas broadly, regardless of whether they show up in academic pieces. Because the impact of ideas generated within the Kellogg community is not just manifested by their academic publications, but also in how they affect decisions that are made in the world.

In what ways can the Kellogg community support this effort?

Kellogg's faculty, staff, students and alumni tend to be very generous and very optimistic. I experienced that first-hand at this year's reunion, and I'm very grateful for it. I look forward to capitalizing on that as we move forward with the plan. **kw**

— By Rachel Farrell



ENTREPRENEURSHIP

RAISING THE BAR FOR INNOVATION AND ENTREPRENEURSHIP

Linda Darragh shares her breakthrough vision for advancing innovation and entrepreneurship at Kellogg

The research and teaching of innovation and entrepreneurship has always been strong at Kellogg. But now, under the leadership of Linda Darragh, it's about to reach unprecedented heights.

A globally recognized leader in entrepreneurship education, Darragh was recently named executive director of the Levy Institute for Entrepreneurial Practice and the Heizer Center for Private Equity and Venture Capital at Kellogg. For Darragh, this marks a return to the school: She served as a member of Kellogg's entrepreneurship team from 1999 to 2005 before joining the University of Chicago Booth School of Business as director of entrepreneurship programs. There, Darragh was instrumental in furthering the teaching and practice of entrepreneurship at the school, in Chicago and beyond.

In a talk with *Kellogg World*, Darragh divulges her plan for elevating entrepreneurship at Kellogg — including her vision for the Kellogg Innovation and Entrepreneurship Initiative (KIEI).

As Dean Blount often remarks, the world has fundamentally changed. What implications does this have for entrepreneurship and innovation at Kellogg?

We must start with a foundation of academic rigor to evaluate the new technologies, platforms and business models. We then need to reassess our engagement methods, curriculum and thought leadership.

It's a challenge and huge opportunity to reassess our programs and our curriculum so that we are in a position where we are leap-frogging ahead. There's an element of risk associated with that because you're trying to foresee trends and future opportunities, while trying to educate, equip and inspire students.

How do you plan to bolster Kellogg's entrepreneurship and innovation offerings?

I'd like to develop a structure for the Kellogg Innovation and Entrepreneurship Initiative (KIEI) that forms a matrix across departments, like the four strategic research initiatives do. We have these incredible centers, but we want to help them increase collaboration.

What will this matrix look like?

We'd like to develop three core tracks of innovation. By tracks, I mean a collection of classes and engagement activities that are assembled in a manner to guide students to meet their academic objectives at Kellogg.

The first track will be "New Venture Creation," which has three key phases: discovery, launch and acceleration. The discovery piece is what most MBA courses are missing. Many of our students want to create new businesses, but they don't know what business to launch. We need to build an environment where students can be exposed to opportunities and build businesses that advance industries or manage global and societal problems.

The second track, "Mid-Cap Growth," will focus on middle-market businesses that are poised for growth. It includes entrepreneurship through acquisition and new generation innovation in family businesses. It will also address the incorporation and integration of new technologies into traditional industries in order to disrupt and advance these industries.

Third, we will continue to build the "Corporate Innovation" track. Thanks to the efforts of the Center for Research in Technology and Innovation (CRTI) and Kellogg Innovation Network (KIN), Kellogg is already globally renowned in this area.

To me, many of the pieces of the puzzle are here. We're already working across campuses in a cross-disciplinary fashion. We just have to elevate what we're doing and add more pieces of structure.

What excites you most about returning to Kellogg?

To me, it's exciting to come back to Kellogg under the "think bravely" banner. It's forcing us out of replicating existing patterns and behaviors, and it's giving us the freedom to be creative and innovative. The world is changing and we have to be able to step outside, think bravely and try ideas that are risky — and that's encapsulated here at Kellogg. *KW*

— By Rachel Farrell

The world is changing and we have to be able to step outside, think bravely and try ideas that are risky — and that's encapsulated here at Kellogg. — LINDA DARRAGH



EXECUTIVE EDUCATION

TRANSFORMING HOW EXECUTIVES LEARN AND DEVELOP

McKinsey veteran Will Garrett '90 takes the helm at Kellogg Executive Education

Northwestern runs through Will Garrett's veins. "I got my undergrad from Northwestern. I'm also an alum of Kellogg ... I have purple blood," he jokes.

So when Dean Sally Blount asked him to leave McKinsey & Co. after 17 years and fill the role of associate dean of executive education, Garrett jumped at the chance. "The opportunity to come back, it's a dream job for me," he says. "It's given me the opportunity, at this point in my career, to come back to a place that had a huge impact on my life."

Strengthening Kellogg partnerships

Garrett has already identified areas in which to re-energize Kellogg's executive education program.

"Kellogg has a great executive education program — great faculty, staff and facilities," he says. "It has historically been a leader in the industry, and the current program offers a great foundation from which to build. Having said that, there are ways to focus more on how we partner with companies and individuals in executive education that will allow us to have greater impact."

His goal: to make Kellogg the world leader in executive development. "That means partnering with companies to help them in the development of their executive teams over time and partnering with individuals in their professional development over the course of their career. The individual classes we offer are part of an overall journey for executives, and we need to help them, and their employers, think through the development of that journey's road map."

Kellogg's executive education program is exclusively capable of delivering these types of partnerships, according to Garrett.

"I believe the way in which Kellogg approaches executive education uniquely positions us to help transform how executives learn and develop. We are not a one-size-fits-all program. We have been a leader in offering different educational alternatives for companies and individuals based on differing needs."

Kellogg's challenge is to push companies and individuals to couple different educational options with individual work experiences to create a development road map over the course of a career. "Our challenge is to take our level of customer focus, collaboration and innovation to an entirely new level in supporting companies and individuals in these development journeys. We don't view executive education as a class, but as an integrated, long-term element in an executive's career-long development plan."

Weathering a volatile business market

Garrett says through Kellogg's executive program executives and companies can weather the changing winds of business.

"On-the-job apprenticeship is no longer sufficient to provide the breadth of knowledge and experiences necessary to succeed as an executive. Executive education will play an ever more important role in preparing the next generation of leaders to deal with a volatile world.

"As companies look to attract and retain the best talent, a long-term relationship with Kellogg in executive education can become a significant competitive advantage. The growth and development opportunities provided by Kellogg to a company's executives provide a reason for the best and brightest to choose to work for, and stay at, a company." *KW*

— By Meg Featheringham



CAREER MANAGEMENT

'RELATIONSHIPS ARE THE MAJOR DRIVER'

Michael Malone champions Kellogg's network and relationships for career advancement

Michael Malone, Kellogg's new director of career management, joined Kellogg from the Columbia Business School in February. Here, he talks about what makes Kellogg unique — and how alumni can leverage that difference to create a powerful network.

You've spent a lot of time working with business students over the years. What makes Kellogg different?

What's impressed me about Kellogg is the constant view toward innovation and the desire to bring a higher touch to every experience. That extends to students, alumni, recruiters and staff and faculty. That's a pretty unique approach, and it seems to be a part of the Kellogg DNA. It's understood that we will constantly look for ways to be more approachable and transparent. It's been great to observe that and become a part of it.

You have a broad and interesting background. Can you talk a bit about your own journey?

I would call myself a student-focused person and an educator first. I've spent about 18 years working with students in a variety of capacities. I've always looked for opportunities that give me a different connection point with students, whether in admissions and financial aid when I first started my career, or later, on the academic side, and with undergraduate activities and residential life. It helps me understand as best I can the person who is in front of me beyond what they're

experiencing on the job-search front. For me, relationships are the major driver.

What sort of challenges do you see in the current job market, and how can alumni navigate them?

There's a lot of talk about the market being in recovery. I think in certain sectors that's absolutely true, but I don't think every industry is recovering at the same rate.

So alumni need to ask themselves: What do you like and what are you good at? And how does that match up with what's happening in the market right now? I would advise any job seeker that the primary driver of their search should be what they are passionate about — and then building and maintaining and growing a network that gets increasingly embedded in that passion area.

So it all comes back to networking.

There's a great story that I think really illustrates the value that the Kellogg network can bring. There's a LinkedIn group for Kellogg alumni, and there was a gentleman on there recently who offered to connect with any Kellogg alum who wanted to connect with him. That to me was a very Kellogg-specific notion — that because we share a degree, that's enough for me; let's see if we can work together in some capacity going forward.

The key to networking is taking people — like this gentleman — up on this kind of offer. Invite them to sit down for 10 or 15 minutes and talk about their journey. If what they say resonates, you can ask for that person's help to meet more people in this space. If it doesn't, that's great. People who come out of this program are good at so many different things. But being good at something doesn't always mean that's something you should be doing all day long, or forever. Often, the best diagnosis in a career search is knowing what you don't want to do. That opens the door to new opportunities — and with a network like this one, you're sure to find a connection that will help you reach the next step on your path. *kw*

POINTERS FROM A PRO:

Navigating the new job market? Michael Malone offers this advice:

- ▶ Ask yourself: What do you like and what are you good at? How does that correspond with marketplace needs?
- ▶ Start building a network in your "passion area."
- ▶ Tap into the Kellogg alumni network for insight and advice.

— By Rebecca Lindell

What's impressed me about Kellogg is the constant view toward innovation and the desire to bring a higher touch to every experience ... That's a pretty unique approach, and it seems to be a part of the Kellogg DNA. — MICHAEL MALONE



ADMISSIONS

ATTRACTING THE BEST AND THE BRIGHTEST

Kate Smith '98 returns to Kellogg to lead its admissions and financial aid teams

Kate Riley Smith '98 vividly remembers the day she was admitted to Kellogg. When she opened her letter of acceptance, she says, a sense of euphoria set in.

"The moment I decided to come to Kellogg," Smith says, "I knew I was setting myself on a course to change the trajectory of my life."

As Kellogg's new assistant dean of admissions and financial aid, Smith gets to bestow that same feeling on hundreds of Kellogg students each year. She joined the school in February.

Having built a 15-year career in brand management at General Mills, Procter & Gamble and PepsiCo, Smith brings extensive marketing and management expertise to Kellogg. In her new role, she will oversee and unify the school's Full-Time, Part-Time and Executive MBA admissions programs.

"We have built exceptional admissions teams dedicated to serving each of our programs," Smith says. "We have the opportunity to build a best-in-class admissions structure across all of the Kellogg programs to meet the unique needs of each student."

Smith notes that Kellogg will continue to leverage its innovative programs to attract high-caliber students. For example, the school recently created a new accelerated option, which allows qualified Part-Time MBA students to earn their degree in just over a year.

In addition, Smith plans to focus on deepening Kellogg's digital connection to students. "We need to stay at the forefront of where people are connecting — such as through social media — and be a part of those conversations," she says. "That will help us identify the students who are going to have the greatest impact at Kellogg and beyond."

Walking through the hallways where she once was a student, Smith says she is energized by the direction that Kellogg is taking to redefine management education.

"There is tremendous positive energy that you feel when you're at Kellogg," Smith says. "We need to ensure that every touch point for prospective students is reflective of that experience. We want future students to understand the array of amazing opportunities that Kellogg has to offer." KW

— By Amy Trang

SONITA
LONTOH '06

THE ENERGY EVOLUTION

Lontoh champions the transformational benefits of smart-energy technology

An energy evolution is under way, says **Sonita Lontoh '06**. And it's due, in large part, to smart-energy technology.

Lontoh, a smart-energy expert and frequent contributor to media outlets, such as *Forbes* and *Fortune*, understands the potential of smart energy: improving energy efficiency, lowering operating costs, reducing greenhouse gases and increasing renewable energy resources.

An energy/clean technology executive for more than a decade, Lontoh currently serves as head of global marketing for Trilliant, a global smart-energy company headquartered in Silicon Valley. In this role, she has dedicated herself to harnessing and communicating the value of smart energy, "a technology that will make our energy infrastructure smarter," she explains.

"Imagine a day when all of a home's devices know when to work, given user-controlled presets," Lontoh says. "Imagine having solar panels on your rooftop that power your home and feed any excess electricity back to the grid. Picture a charger for electric cars that automatically turns on when rates are at their lowest. That's what we're after: a smarter, more energy-efficient world."

Smart energy promotes energy efficiency by enabling two-way communication between supply and demand. As a result, energy suppliers achieve greater grid reliability and operational efficiency, and consumers can view and adjust their energy use/costs. The technology also has the potential to create high-quality green jobs, lower greenhouse gas emissions and promote energy security and independence.

In the way of smart energy's progress, however, stands a chaotic regulatory structure. In the U.S., states have differing mandates and policies for smart-energy use. There's also resistance within the energy industry to integrate the technology into existing systems.

"There is a bit of a clash of cultures between technology innovation and the energy industry," says Lontoh. **"Technology moves at a rapid speed while energy moves at a much slower pace. Smart energy is where these two cultures have to intersect."**

Today, most people associate smart energy with smart meters only. But that's only the tip of the energy evolution, explains Lontoh, who holds a master's in engineering from MIT in addition to her Kellogg MBA. "Smart Energy 2.0," by contrast, distributes intelligence across the entire energy value chain — from generation to transmission to distribution to meters. It even extends into distributed energy resources, such as solar panels, electric vehicles and energy storage.

"Think of this as an energy Internet — a network linking devices such as solar panels or electric car chargers," Lontoh says. "I'm focused on building a powerful, transformational smart-energy infrastructure that can handle any device or application that comes down the road.

"This is essential," she continues. "Because just like its namesake, the energy Internet can transform the world. My goal is to help make that happen."



DAVID
PROKUPEK '88

AN APPETITE FOR GROWTH

Prokupek's new company 'smashes' into the burger market



Sitting in a meeting with franchise partners is routine for **David Prokupek '88**, CEO and chairman of Smashburger, a rapidly growing, fast-casual burger chain.

But one franchise meeting last fall proved to be anything but routine as Prokupek received a text message with some exciting news: *Forbes* had named Smashburger the most promising company in America.

"I usually don't look at my BlackBerry in a meeting," Prokupek remembers. "And then, [I] was almost [in] disbelief — the significance of it took a while to settle in. For the team, it's been a really nice accolade."

The only restaurant to make *Forbes'* list of 100 rising-star companies, Smashburger was lauded for its expanding number of locations and \$54 million in annual revenues. In four short years, the Denver-based company has exploded, with 150 restaurants in 25 states and 450 more franchise agreements for future locations, including Kuwait, Canada and Central America.

The idea for Smashburger was born out of Consumer Capital Partners (CCP), a company that Prokupek helped found and now oversees as managing partner and chief investment officer. A private investment and concept development firm, CCP specializes in consumer-centric, multi-unit businesses in the restaurant, beverage, leisure and personal care industries.

CCP zeroed in on the burger business after learning that "people were dissatisfied with their choices in burgers," Prokupek shares. "So while America was eating a lot of them, they weren't that happy with the ones they were eating, with three or four big companies dominating the marketplace. We had an idea that there would be a way to do burgers better and put them back into people's lives."

So CCP invested \$15 million to create Smashburger, a company that has found clever ways to differentiate itself from fast-food giants such as McDonald's and Burger King.

For one, Smashburger serves a high-quality burger — one made with 100 percent fresh Angus beef, smashed onto a buttered flat grill and seared into a juicy patty. It offers customers a wide range of choices on everything from bun types to toppings to sauces. It serves something-for-everyone side dishes, including fried chillies, a variety of french fries, Häagen-Dazs shakes and other dishes made with local ingredients. It even offers beer and wine. And unlike some of its competitors, Smashburger puts particular emphasis on excellent customer service.

"For eight to 10 bucks, you get what I say is a \$20 experience," says Prokupek, who has spent more than 20 years as a financial adviser to many leading consumer brands, retailers and restaurant concepts and has managed more than \$100 billion in assets for clients and firms.

This business formula, coupled with word-of-mouth marketing, is helping to take Smashburger to the top of the market.

"We're on a path to creating a number-one brand around the world," Prokupek says. "The way Starbucks is in coffee, I want to be that in burgers."

ALI
BABACAN '92

A 'TRANSFORMATIONAL PROCESS'

Despite the recession, Babacan is turning Turkey into an economic powerhouse

Ali Babacan '92, Turkey's deputy prime minister for financial and economic affairs, has something that many others in his occupation wish they had: a fast-growing economy.

Last year, Turkey's economy was projected to grow by more than 7 percent — second only to China — following a 9-percent increase in 2010.

Just as important, Turkey's debt-to-GDP ratio (the metric that caused investors to shy away from nations such as Greece and Italy) dropped from 74 percent of GDP in 2002 to 39.9 percent in 2007. "Fiscal discipline [has been] the cornerstone of our economic program," says Babacan. "For the last decade, we have been pursuing a comprehensive, far-reaching structural reform agenda to support macroeconomic policies."

Turkey's current financial state is far removed from the one that Babacan inherited when he first took office in 2002. Then, the nation was reeling from a financial meltdown that had resulted in the collapse of the lira and the banking system.

To rebuild the nation's financial infrastructure, Babacan helped implement the Banking Sector Restructuring Program and expanded the supervision mandate of the Banking Regulation and Supervision Authority.

Babacan believes that these actions kept the Turkish banking system immune from the 2008-09 banking crisis. "None of the Turkish banks was bailed out," he says. "No government intervention was necessary."

A graduate of Middle East Technical University, Babacan attended Kellogg on a Fulbright Scholarship before joining the financial consulting firm Quantitative Risk Management and serving as chairman of his family's Turkish-based textile company.

In 2001, he co-founded the Justice and Development Party (AK Parti) because it offered an "unmatched opportunity to serve the nation." The AK Parti is now widely credited for expanding democratic rule in Turkey.

In his current position, Babacan takes part in preparing the national budget, serves as a National Security Council member and oversees institutions such as the Undersecretariat of Treasury, Banking and Capital Markets authorities. He also represents Turkey at G20 ministerial meetings and meets frequently with academics, economists and business leaders "to have the views, approaches and suggestions from a very wide circle."

One item that remains on his to-do list, however, is securing Turkey's membership in the European Union.

To achieve this, Turkey has implemented a series of economic and human rights reforms. "EU has provided us with the benchmarks and criteria [in] all these areas," Babacan explains.

Even if Turkey doesn't obtain EU membership during his watch, Babacan has made his mark.

"Looking at the past nine years, Turkey has gone through an enormous political, social and economic transformation process," he says. "And I have the pleasure and honor to contribute to this transformational process."



ANDY
MILLS '85

BUILDING A HEALTHY BUSINESS

Under Mills, Medline Industries continues its 45-year run of sales growth

When Hurricane Katrina ravaged New Orleans in August 2005, the first helicopter helping in the relief effort came from Medline Industries, a Mundelein, Ill.-based healthcare supply company.

Medline used a rented chopper to make nearly 300 deliveries of medical supplies to the region. It was a move typical of the family-owned company, which was founded by A.L. Mills in 1910.

"People here feel like family, and that creates a positive, optimistic environment all around," says **Andy Mills '85**, the great-grandson of A.L. Mills and current president of Medline. Andy, along with his cousin Charlie Mills and brother-in-law Jim Abrams, are the fourth generation of Mills family members to lead the company, which was named among the "100 Best Places to Work in Healthcare" by *Becker's Hospital Review*. "Kellogg has delivered some of [Medline's] current leaders and some future ones, too," adds Mills, whose family holds strong ties to Northwestern University. Both his grandfather and father earned degrees from NU, and his sister Wendy Abrams '90 is a Kellogg graduate.

The nation's largest privately held and fastest-growing healthcare supply company, Medline manufactures and distributes 125,000-plus products to more than 450 hospitals and healthcare systems around the world. It holds top-tier market share in more than a dozen major medical product categories, such as exam gloves and textiles. And it has achieved a remarkable, 45-year string of annual sales growth.

Under the current leadership team, Medline has blossomed from a 2,000-employee domestic operation with \$675 million in annual sales into an international business with nearly 9,000 employees and \$5 billion in revenue.

"There's a culture here of feeling like the underdog and wanting to hustle," Mills says. "That motivates those results."

After spending time in brand management at Procter & Gamble, Mills joined Medline in 1986, starting in the company's operating room (O.R.) product division and managing the company's marketing department. He rose to his current role as president in 1997.

Sensing opportunity to build upon the company's foundation, Mills has expanded Medline's O.R. and wound-care presence in the industry and, in a twist, purchased new assets.

Over the last decade, strategic acquisitions — all funded internally without debt — have allowed Medline to expand its product line to include durable equipment, anesthesia and bandages.

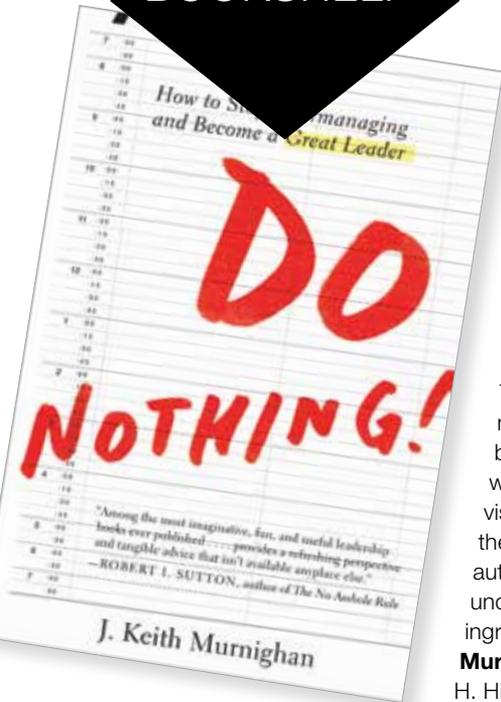
The acquisitions have also allowed the company to gain a stronger foothold in physicians' offices and life science facilities. And they've enabled Medline to enter the retail space. Today, Medline's line of products can be found at outlets including Walmart and Walgreens.

With an entrepreneurial spirit at its core, Medline also owns and licenses hundreds of proprietary products, patents and trademarks.

Remaining a family-owned business in an industry of public heavyweights, Mills says, affords Medline the agility to make the competitive long-term decisions that drive its success.

"From our distribution facilities and new products to acquisitions, we're focused on innovation for the long term," Mills says.





STOP OVERMANAGING

Keith Murnighan's new book "Do Nothing" explores one of the most counterintuitive principles to effective leadership

Too often, newly promoted business leaders bury themselves in their work, make big and very visible changes and flex their muscles to assert their authority. In response to this understandable, biologically ingrained behavior, **J. Keith Murnighan**, the Harold H. Hines Jr. Distinguished Professor of Risk Management at Kellogg, has one piece of advice: Do nothing.

In his book *Do Nothing! How to Stop Overmanaging and Become a Great Leader* (Portfolio Hardcover, June 2012), **Murnighan argues that leaders need to do more of what they're supposed to be doing — namely, leading, facilitating and orchestrating — and less of the actual work that helped those same leaders stand out as they climbed the career ladder.**

"As you move up, you can't help but remember what made you successful and think that you should 'do' more of that," Murnighan says. "But as you get more responsibility, you should actually do less."

As simple as that sounds, many leaders actually do the opposite, by focusing on the "little stuff," doing nitty-gritty work and micromanaging. That's where problems arise.

"As you get higher in an organization's hierarchy, you are expected to have a big-picture outlook, a wide-ranging view and a strategic orientation," Murnighan says. "The more 'little stuff' that you do, the more you get in the way and the more dysfunctional the situation is for everyone else."

Murnighan is quick to point out that the key message behind *Do Nothing!* isn't that leaders should literally stop showing up at work. He notes that bosses need to be less egocentric and should instead focus on understanding their employees' perspectives, choosing actions that will elicit the most desirable reactions from team members.

Murnighan also stresses the need to release control — not necessarily to a "one person, one vote" democracy, but to create an atmosphere where group members believe their voices will be heard and where they feel psychologically safe enough to ask questions or raise issues that may lead to better strategy.

"Whether it's a blue-collar worker running your machine shop or someone who sells bonds to banks, your employees are the kinds of people who want to be respected," Murnighan says. "True professionals who care about their work want leaders to say, 'You're on the front lines and I'm not, so I want to hear your voice as I formulate our strategy.'"

Murnighan's book, released in June, has already earned accolades. Cable news network CNBC named *Do Nothing!* one of its "12 Most Anticipated Business Books of 2012." KW

— By Chris Serb '09

READING CORNER

"If you want to be a more **EFFECTIVE LEADER**, if you want to get the same response that all of my executives' bosses have, simply do what they did. **TRUST MORE**. The result will be **POSITIVE RECIPROCITY**, which will make your job easier and allow you to move much closer to actually doing nothing."

Excerpted from *Do Nothing! How to Stop Overmanaging and Become a Great Leader* (Portfolio Hardcover, June 2012)

“We owe it to donors to invest in the most effective nonprofits and those best positioned to move the needle.”

The team behind A Better Chicago: (from left) Alli Henry '10, Liam Krehbiel '07 and Kate Attea ©Andreas Larsson



COLLABORATION AT WORK

While launching A Better Chicago, Liam Krehbiel '07 finds spirited partners in Kellogg alumni

In between corporate-world stopovers at William Blair and Bain & Company, **Liam Krehbiel '07** spent three years with the Edna McConnell Clark Foundation, a New York City-based, \$800-million fund that “stands at the intersection of philanthropy and private investment,” Krehbiel says.

There, the native Chicagoan began contemplating an organization that would harness the desire of donors to strategically contribute and support nonprofits in his hometown.

In the summer of 2010, Krehbiel transitioned his long-simmering idea into reality when he launched A Better Chicago, an organization that brings a venture capital game plan to Chicago's nonprofit arena.

A Better Chicago serves as a donor clearinghouse of sorts, vetting prospects to ensure that the necessary ingredients for growth — leadership, vision and mission among them — are present. Before issuing a dollar, A Better Chicago interviews senior and frontline staff, board members, program participants and donors, reviews four years of financials and administers its own ROI analysis.

“We owe it to donors to invest in the most effective nonprofits and those best positioned to move the needle,” says Krehbiel, whose organization also provides strategic planning, board development and technology support.

Much to Krehbiel's satisfaction, he's found plenty of Kellogg alumni willing to join the adventure.

Through a fellow Kellogg alum, Krehbiel met **Alli Henry '10**, who in June 2011 joined A Better Chicago as its director of programs. She now develops and executes the organization's grant-making strategy.

Henry was present when A Better Chicago awarded its inaugural grants last November, including a \$100,000 grant

to Year Up Chicago. Headed by **Alan Anderson '04**, Year Up Chicago works with 18- to 24-year-old Chicagoans, connecting them to livable-wage careers and post-secondary education. Anderson says the \$100,000 grant will help Year Up Chicago double its operational efforts and grow from helping 77 students in 2011 to 320 by 2016.

“What's so refreshing about A Better Chicago is that they're providing the investment, but also time, resources and thought,” Anderson says.

Another inaugural grantee was LEARN Charter School Network, which CEO **Gregory White**, a lecturer of entrepreneurship and innovation at Kellogg, calls a “college prep elementary school.” A Better Chicago's \$175,000 award will help LEARN quadruple its student population by 2020.

The Kellogg connections extend into the boardroom.

Inspired by Krehbiel's passion as well as his organization's analytical approach, **Jack Keller '98** joined A Better Chicago's board of directors in 2011.

“This is about rolling up the sleeves, understanding what an organization does and assessing how it will stretch the dollar to improve lives,” Keller says, comparing the work to a business analysis class at Kellogg.

Within the next five years, A Better Chicago hopes to see a clear impact on its earliest grantees and broaden its portfolio to 20 nonprofits.

“Our grantees' success will be our success,” Krehbiel says. *kw*

— By Daniel P. Smith

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Have a story about the power of the Kellogg network? Share it with us at kworld@kellogg.northwestern.edu
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REUNION 2012

Kellogg alumni returned to campus for an exciting weekend of workshops, activities and social events

Photos ©Nathan Mandell and Valerie Tobias

SCHEDULE OF EVENTS
reunion2012
April 27 - 29

More than 2,000 alumni returned to campus April 27-29 to reconnect with classmates and friends at Reunion 2012. The weekend convened graduates from the classes of 1962, 1967, 1972, 1977, 1982, 1987, 1992, 1997, 2002, 2007 and 2011 for an assortment of workshops, activities and social events on the Chicago and Evanston campuses.

HIGHLIGHTS OF REUNION 2012 INCLUDED:

- **Return to Work Conference:** Presented by the Career Management Center, the conference provided comprehensive and tactical return-to-work strategies and advice for experienced professionals.
- **MMM 20th Anniversary Celebration:** The MMM Program marked the 20-year anniversary of its first graduating class with an alumni club and affinity reception and celebratory dinner.
- **Alumni Reception (TG):** Alumni relived their “TG” memories with friends on the Deering Meadow lawn.
- **MBA Update Sessions:** Graduates returned to the classroom for educational sessions with **GAD ALLON**, associate professor of managerial economics and

decision sciences; **HARRY KRAEMER**, clinical professor of management and strategy; **VICTORIA MEDVEC**, the Adeline Barry Davee Professor of Management & Organizations; **MITCHELL PETERSEN**, the Glen Vasel Professor of Finance; **SERGIO REBELO**, the Tokai Bank Professor of Finance; and **MOHAN SAWHNEY**, the Robert R. McCormick Tribune Foundation Clinical Professor of Technology.

- **Children’s Workshop:** “Mini” entrepreneurs enjoyed a hands-on program that focused on how to start a business.
- **Dean’s Address and Professor of the Year Award:** Dean **SALLY BLOUNT '92** discussed “Envision Kellogg,” the school’s new strategic direction, with alumni. Blount also presented the Professor of the Year Award to Victoria Medvec.
- **Reunion Barbecue:** Alumni enjoyed a delicious BBQ lunch while reconnecting with friends on the lawn of the Donald P. Jacobs Center.
- **Reunion class parties:** Class-specific dinners and cocktail receptions were held in venues throughout Chicago, including Fulton’s on the River, Rockit, Japonais and Café Spiaggia. KW



reunion2012
April 27 - 29

SAVE THE DATE

Reunion 2013: May 3-5, 2013

ALUMNI.KELLOGG.NORTHWESTERN.EDU/REUNION

reunion2012

The success of Reunion is due, in no small part, to the tremendous efforts made by Reunion volunteers and the Kellogg Alumni Association. The Kellogg School would like to extend a special **thank you** to the following Reunion 2012 alumni volunteers:

1967

Gregory W. Brown
Scott Filstrup
Jerry Kenney
Larry Levy
Gerron Vartan
Terry Zawacki

1972

Paul Carleton
Philip Krone

1977

Cyndy de Nuno
Rad Hastings
Robb Knuepfer
Rick Lenny
Frank Paul
Shigeru Tanaka
Ric Weldon
David Zwiener

1982

Ronald Benton
Patricia Bloomfield
John Bogart
Vicki Bretthauer (Whamond)
Gwen Cohen (Gilbert)
Timothy Flentye
Steven Follett
Denise Foulkes
Peter Gonye
Emily Hartnell
Betsy Holden (DeHaas)
David Ing
Virginia Kelikian Coburn
Douglas Kellam
Michael Kullman
Bret Maxwell
Stephen Potter
Lawrence Silberman
Gina Tapper
Jean Vernon
Thomas Williamson
Alan Wormser

Michael Holling
Kevin Hughes
Roy Jones
Shelley Keller (Sims)
Jeff King
Cameron Krueger
Richard Mandel
Bruce McMeekin
Vic O'Brien
Steven Rudolph
Diane Schmidt
Blair Trippe (Landau)
Alexa Van de Walle-Owsley

1992

Bernie Armstrong
Julie Carlucci
Mark Cozzi
Jamie Crouthamel
Liz Davis
Kalpana Denzel
Tom Finke
Julia Fitzgerald
Luis Garreaud
Flip Huffard
Carol Kinney
Yolanda Macias
Gerry McGinley
Tom Morrison
Doug Nash
Chris Rhoades
Kristen Simmons
Beth Smith-Korn
Al Warms
Jim Winett

1997

Ifen Carlson
Steve Carlson
Eileen Chang
Alex Emery
Mark Habner
Wayne Hill
Beth Hoffman
Mark Holmstrom

Dan Teree
Ray Woods

2002

Michelle Awuku-Tatum
Sue Budd
Brian Buenneke
Cindy Dodd
Stephanie Blackburn Freeth
Natalie (Guenther) Jackson
Stephen Koh
Marlisa Kopenski
Tobi Laczkowski
Adriana McGrath
Rich Monopoli
Shinya Naka
Liz Pfau
Julie Saliba
Dave Scalzo
Laura Smith
Julia Stamberger
Neil Stewart
Mariana Tolovi
Catherine Vaughn
Brooke Warren
Sarah Zehr

2007

Isil Akdemir Evlioglu
Aditya Bhashyam
Chas Carol
Tibor Friedrich
Lisa "Ward" Gallagher
Chip Goetzinger
Andrea Gouw
Ashley Hartmann Kline
Meredith "Papp" Hoffer
Jamil Hossain
Liam Krehbiel
Guido Kruse
Caryn "Zieses" Levine
Matt Littell
Nadia Majid
Andrea Malik Roe
Josh Mandel
Ivan Martinez Fernandez
Jessica Moschner Bargon
Michelle Perez
Stephanie Pirishis
Darren Schluter
Emily Schultz Thomas
Emre Sucu
Idoya Urrutia
Beth Wherry Pappalardo
Danika Roj Wiedman

EMBA

Mary Consola EMP 14
Marty Ellen EMP 14
Mary Welsh EMP 14
Eileen Clune EMP 24

David Cole EMP 24
Charles Pierron EMP 24
Mary Paskell EMP 25
Dale Peterson EMP 25
Al Atta EMP 35
Robert Aspell EMP 36
Cindy Seemann EMP 36
Thomas Taber EMP 37
Terrell Anderson EMP 50
Sam Coady EMP 50
Rochelle Michalek EMP 50
John O'Connor EMP 50
Jane Ott EMP 50
Sarita Rao EMP 50
Reginald Walker EMP 50
Gene McMahan EMP 51
William Wynne EMP 51
Marc Zimmermann EMP 51
Anil Barot EMP 52
Joseph Burgee EMP 52
Matt Kinnich EMP 52
Polly Reese EMP 52
Michael Ries EMP 52
Richard Sypniewski EMP 52
Joseph Collins EMP 65
Traci Fiatte EMP 65
Thomas Kerwin EMP 65
Sunny Kumar EMP 65
Brian Mittelstaedt EMP 65
Kristin Norris EMP 65
Bernadette Trucco EMP 65
Colleen Hayes EMP 66
Louis Madge EMP 66
Drew Marston EMP 66
Christopher Martinez EMP 66
Martha Nowak EMP 66
Daniela Belmont EMP 67
Deema Dajani EMP 67
Toshikazu Dezaki EMP 67
Tower Krauss EMP 67
Marcello Martins EMP 67
Francisco Ruiz-Maza EMP 67
Eris Thomas EMP 67
Asha Banthia EMP 68
Helen Harris EMP 68
Matthew Kurtz EMP 68
Christine Mastandrea EMP 68
Brian Sexton EMP 68
Diana Sorfleet EMP 68
Brian Ullem EMP 68

Part-Time

Pauline Ho '72
Gregg Behrens '82
Michael Rubin '87
Denise Akason '92
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Joel Grade '07
Gary Schafer '07

Special thanks to **Julia Stamberger '02**, president of GoPicnic Inc., who donated 1,500 GoPicnic boxes for the Reunion hospitality room.

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