

# W.P. Carey

SCHOOL OF BUSINESS  
ARIZONA STATE UNIVERSITY

## Inside

Meet the New Dean  
Sony Pictures' Chris Cookson  
W. P. Carey's Talent Pool

## McCord Hall

The new home for W. P. Carey  
School graduate programs

AUTUMN 2013

plus: Alumni Forum • Whiteboard • Class Notes

# We are all W. P. CAREY

**1946**

Arizona State College at Tempe grants **B.S. in Business Administration** degrees

**1955**

Department of Business Administration becomes the **College of Business Administration**

**1957**

Arizona State College of Business Administration adds **M.S. in Business Administration, M.S. in Accounting, and Executive Education**

**1958**

Arizona State College at Tempe becomes **Arizona State University**

**1959**

Arizona State University's College of Business Administration adds **M.S. in Economics**

**1984**

Arizona State University's College of Business Administration becomes the **College of Business** and begins granting the **Ph.D.**

**2003**

Arizona State University's College of Business becomes the **W. P. Carey School of Business**

**No matter what year, no matter what degree, we are all W. P. Carey alumni.**

## **YOUR BUSINESS ALUMNI CHAPTER**

As an alumnus of the W. P. Carey School of Business, you are a member of our Business Alumni Chapter, a dynamic worldwide network of 80,000. Membership strengthens ties formed on campus and opens the door to new relationships within the business community. To keep these connections strong, the Business Alumni Chapter frequently hosts a variety of local and regional alumni events, including opportunities

to socialize, learn and network. Alumni also volunteer – assisting students with class projects, mentoring young professionals, supporting scholarships and participating in recruiting. Be sure to check our calendar for information. And, you can connect from just about anywhere using the online Alumni Community. For more information please visit [alumni.wpcarey.asu.edu](http://alumni.wpcarey.asu.edu) or email [wpcareyalumni@asu.edu](mailto:wpcareyalumni@asu.edu).

I've always thought that the old adage, "It's not personal; it's business," was crazy. What's not personal about business? If you don't get hired, if you're passed over for a promotion, if you're laid off — it feels very personal. So does getting a supply contract or having it renewed. And whether you receive world-class customer service or lousy service, you feel it. Who'd want employees who didn't think business was personal? Would anyone want a co-worker, relationship manager or salesperson who didn't think of you — and treat you — like a person? Or who didn't care?

The adage has it backward. Business is personal. And so is business education. That's what we're all about at the W. P. Carey School and why this first W. P. Carey Magazine is so important to me and the faculty and staff. It's all about our people.

**This first W. P. Carey magazine is so important to me and the faculty and staff. It's all about our people.**

It's about our alumni who are celebrating career success, marriages and births; who hire Sun Devils, mentor students, connect with new alumni in their area and spread the word about W. P. Carey. It's about our faculty who do research to help today's and tomorrow's managers succeed; who teach because they want to make a difference in students' lives. It's about our corporate partners who support us because they can't hire enough of our amazing students and who guide us toward innovative

curriculum to meet their future needs. And, it's about our students, who come to the W. P. Carey School to do nothing less than change their lives.

This is what business — and our business school — is all about.

My experience as dean for these first seven months has left me in awe. You'd think I'd be less surprised, given I've been on the management faculty since 2001 and served as executive dean since 2008. But, the overwhelming support I've experienced as I visited alumni across Arizona, the United States and in China has exceeded my expectations.

I can't tell you how many times I've heard stories about how "W. P. Carey changed my life." We have multigenerational ASU families, couples who met and fell in love while at school, business ideas born in a classroom that are now thriving enterprises, friends for life, new approaches that have transformed the family business, faculty and staff who alumni remember as people who cared about their learning and their lives. One of my main goals as dean is to make sure that even after graduation we still engage with our alumni in ways that further their lives and careers. If you have ideas about how we can add value to our alumni, please email me at [amy.hillman@asu.edu](mailto:amy.hillman@asu.edu).

I also have been visiting corporate partners who see us as entrepreneurial, innovative and risk-taking: an organization they want to engage. That's why another goal is building the number and depth of those corporate partnerships. We're only as good as our corporate partners. We need more of them, and more engagement with them throughout the business school. So please spread the word about the amazing things you know about us and see in this magazine — to your company and any others who aren't in the W. P. Carey orbit. At least not yet. I'll be happy to come see them.

Your success is our success.

*Amy Hillman*  
@WPCDean



**W. P. CAREY MAGAZINE**  
Volume 1, Issue 1, Autumn 2013

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W. P. Carey magazine is a publication of W. P. Carey School of Business at Arizona State University © 2013

Editorial submissions and letters to the editor can be sent to editor.wpcmagazine@asu.edu

**T**his spring, when we began working on the W. P. Carey School's first alumni magazine, we couldn't think of a more fitting cover story than McCord Hall.

I fell for McCord Hall in the early months of construction, and soon I knew I had to know more about the intriguing building going up right next door. I wheedled my way onto the site by offering to write a blog about the project, which gave me a seat at the Owner Architect Construction (OAC) meeting. This weekly meeting brought together the major players: ASU, W. P. Carey, the design and project architects, the general contractor and any subcontractors active on the site at any particular time.

Over the 20-month construction period, this group hashed out issues large and small in humor-spiked discussions that drove deep into the details. Those OAC meetings were a live demonstration of the best business practices we teach. Lew Laws from DPR Construction, who skillfully guided the Thursday afternoon sessions, asked me to find a way to let people know that everyone who worked on McCord Hall felt honored to be part of the project. It was an honor to be on the inside, observing.

Our aspirations were high for McCord Hall: to raise a building that would perform at the master's level for W. P. Carey's graduate education programs. We had an equally lofty goal in creating the W. P. Carey magazine: to help our alumni connect with each other and with the school, and in the process, create new opportunities for all of us to learn and succeed.

Our magazine project had its own OAC. Last spring, when Amy Hillman became our dean, one of her first acts was to announce that she wanted to energize our alumni community. A magazine could be an effective tool, she said. So we pulled together an OAC: Director of Development Erin Varga, Manager of Alumni Relations Theresa DeLaere, Chief Marketing Officer Kim Steinmetz, Creative Director Paula Murray, Graphic Design Supervisor Laurie Richmond and me. As we envisioned what our final product would look like, we kept a single vision in clear focus: that the W. P. Carey magazine will be about you, the things you care about and what you need to know to grow and succeed.

Now please turn the page! Let the fabulous photography pull you into the stories. And after you close the book, take a minute to think about what else you would like from your magazine. Drop us a line, pick up the phone, get on Facebook ... tweet! Let's get a conversation going!

**LIZ FARQUHAR**, Managing Editor  
liz.farquhar@asu.edu

**Our aspirations were high for McCord Hall: to raise a building that would perform at the master's level for W. P. Carey's graduate education programs.**





- 1 FROM THE DEAN**
- 2 FROM THE EDITOR**
- 4 ALUMNI FORUM**

*features*

- 8 PROFILE** JONATHAN KETCHAM
- 9 PROFILE** ZHEN ZHANG
- 10 FEATURE** MCCORD HALL
- 17 FEATURE** CAMP CAREY
- 20 PROFILE** DEAN AMY HILLMAN
- 22 PROFILE** CHRIS COOKSON
- 24 FEATURE** ALUMNI HELPING ALUMNI

*departments*

- 28 WHITEBOARD**
- 33 BRIEFCASE**
- 36 CLASS NOTES**
- 39 UPCOMING EVENTS**
- 40 THE BACK STORY**





**BRIAN ETHERIDGE:**

Supporting good students who also work and volunteer.

## Fast Break

### Alum Starts Scholarship Just Months from Graduating

**M**ost wait until they are financially secure to get serious about giving, but Brian Etheridge (B.S. Economics '96) got started just six months after he graduated from the W. P. Carey School. At the age of 21, just starting his career, he established a scholarship for business students. The first recipient received \$500, but this year the Brian Etheridge Scholarship winner was awarded \$10,000.

Etheridge started the scholarship because he saw a gap in financial aid at ASU. Some excellent students exceed the hardship criteria, but nevertheless need help with college costs, he explained. And even though they are capable of achieving a 4.0 grade point average, some don't, because they work and volunteer. That description fits Etheridge himself, and if his success is any indicator, helping others like him so that they can complete their education is a great investment.

The Michigan native was an honors student, but he didn't want to spend all of his time studying: "I made a conscious decision to apply what I was learning the next day on the job." Work consumed 30 hours a week — evenings and weekends — processing checks for First Interstate Bank (now Wells Fargo). The job became Etheridge's scholarship, because he qualified for a tuition reimbursement. Any time remaining after work, classes and studying was devoted to volunteer and leadership activities on campus.

After graduation, Etheridge spent a couple years in the banking industry and then made the jump into technology. He endured the dips and bumps of the tech industry before joining Freeport-McMoRan Copper & Gold, Inc. as global manager of custom solutions. For three years he lived in Indonesia, where he built out the company's development team. He and his wife lived in Jakarta when two of their three children were born. The family returned to Phoenix a year ago.

On top of his day job, Etheridge runs three businesses. One business develops iPad games for the Apple store and another manages his rental properties. The third is a retail business; he and his sister, Erica Etheridge Gentile (MBA '07), operate two Kid to Kid stores, which buy and sell maternity and kids clothing, furniture, books and other items. Through it all he's managed to write three books, including "The Tribe," which he says is being considered for movie treatment. The lead character is named after one of Etheridge's favorite economics professors, the late Roger Faith. **continued**

## Etheridge

It's the kind of full life that Etheridge hopes to develop in the next generation through his scholarship. The Brian Etheridge Scholarship winners share three characteristics: they are excellent students, they are working while in school — preferably in their major, and they are volunteer leaders. Review panels made up of Etheridge, his sister and representatives of various industries make the decision. A second group — friends and family — help Etheridge fund the scholarship each year.

Etheridge has also teamed up with fellow alum Robert Redden (B.S. Economics '96, MBA '02) to establish the Student Economics Association Award, which grants \$500 to an outstanding member.

Etheridge credits the economics he learned at W. P. Carey for the analytical skills that enabled him to succeed. "The thought processes and techniques that I learned in my economics classes taught me how to evaluate situations and be ready for them — and analyze what was going to work and what wasn't."

He just couldn't wait to help others learn those lessons too. — *Liz Farquhar*

## Backstage Crew

**W. P. Carey alumni** in Arizona get together for networking, professional development or just plain fun. The stage hands behind the scenes are members of the alumni engagement committee.

Katie Thomas (B.S. Accountancy and Finance '07), a member of the W. P. Carey Alumni Chapter Board, is the point person for the committee. She says that the group brainstorms ideas, researches venues and then helps with the logistics of actually staging an event. Anyone who is interested may join in.

Theresa DeLaere, manager of alumni relations for the W. P. Carey School, works closely with the alumni engagement committee. "This group gives us a direct line to our alumni, guaranteeing that the events we plan are the kinds of activities that they want and need," DeLaere said. "It's really fun working with them!"

Since forming, the committee has helped organize Diamondbacks outings, professional development events, volunteer opportunities, happy hour gatherings and teams to compete in Pat's Run (*see related story below*).

Thomas, who is a senior auditor at Henry & Horne, is looking forward to more alumni

getting involved in the committee. She said it's a great way to stay connected, especially now that the school has a new dean and a fresh direction.

"It's all about the connections," she said. Staying in touch with your school helps you develop your career and assist your company in finding great hiring candidates. Plus, she said, it's a way to give back. "To be a nationally-recognized program the alumni need to be involved," she said. Committed alumni are the hallmark of the top schools.

*If you would like to get involved with the committee, contact Theresa DeLaere at [theresa.delaere@asu.edu](mailto:theresa.delaere@asu.edu).*



Randall Lohn (MSIM '12), Janet Holston (MBA '08), and Theresa DeLaere.

## W. P. CAREY ALUMNI RUN FOR PAT



### READY TO RUN:

Jill and Chris Murphy with their team.

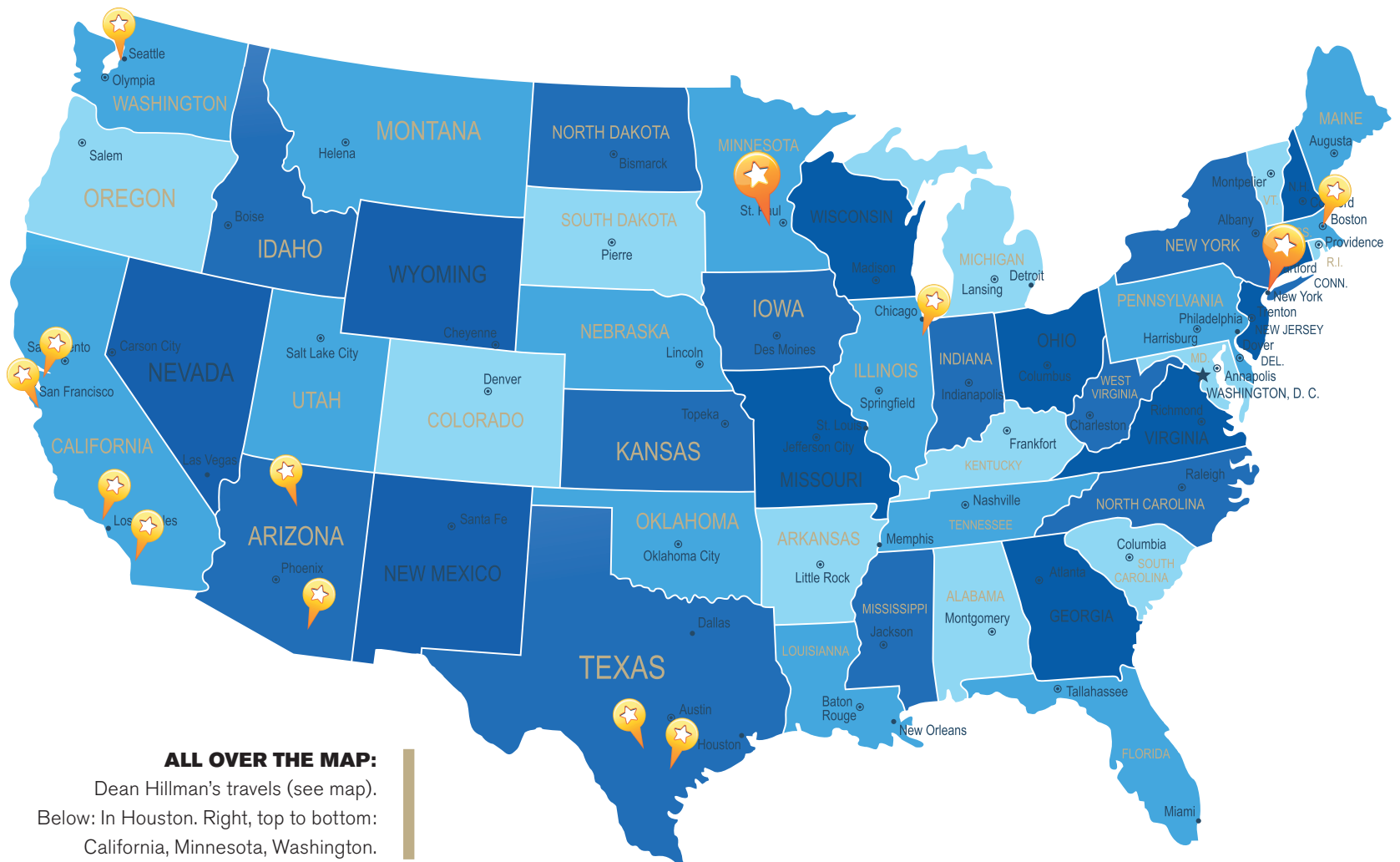
**Number 42 was Pat Tillman's** number when he played football for ASU, and last spring 42 W. P. Carey alumni formed a team for Pat's Run, a 4.2 mile walk/run that benefits the Tillman Military Scholars program. Pat Tillman graduated summa cum laude with a B.S. in marketing in 1997

Among the alumni team were Chris and Jill Murphy, who met while training for the P.F. Chang's Rock 'n' Roll Half Marathon, and they've been running together ever since. Jill (B.S. Accountancy '02, MAIS '03) recently joined Bechtel Corporation as an internal auditor. Prior to joining Bechtel, she returned to the W. P. Carey School often on recruiting

missions for her former employer, PricewaterhouseCoopers. She and her husband Chris (B.S. Accountancy '09) live near campus in Tempe, and they are active in the W. P. Carey chapter's alumni engagement committee. "I've met a lot of great people, and we talk about the direction the school is headed," she said. "It's good to stay in the know — stay connected."

*To be "in the know" about events like Pat's Run, be sure to update your profile at [alumni.wpcarey.asu.edu](http://alumni.wpcarey.asu.edu).*





**ALL OVER THE MAP:**

Dean Hillman's travels (see map).  
Below: In Houston. Right, top to bottom:  
California, Minnesota, Washington.



## Road Show

**Dean Amy Hillman, coming to a city near you**

If you don't live in Tempe anymore, there's no need to book airfare to get together with other W. P. Carey School grads. Groups of alumni meet for happy hour and professional development in cities around the country.

Often, faculty and others from the school travel to these events. Dean Amy Hillman has made 16 trips to visit alumni since she became dean in March.

Hillman said "there's no substitute for seeing alumni face-to-face."

"We all are bombarded with electronic communications but relationships are the key to most of life's successes. They need to know we care about them enough to go where they live and work, and that the relationship isn't over when they graduate," she added.

"These visits really emphasize how much our alumni value their education from ASU and in what ways it has changed their lives," Hillman said. "They often **continued**



**STATE-OF-THE-ART BUILDINGS: IT'S WHAT WE DO**

**BILL HUIZINGH**  
chaired the committee  
for the BA building.

**The W. P. Carey School** is proud of our innovative McCord Hall, but Professor Emeritus William Huizingh recalled a different new building on a recent campus visit. The BA building was also called state-of-the-art when the first wing opened in 1968. Huizingh, who chaired the building committee, said the college broke new ground with its tiered, U-shaped classroom seating, which enabled dialogue between students and professor during class.

Dr. Huizingh, 94, was among the first hired when business became a college at the fledgling ASU. He was founding Dean Glenn Overman's right hand, serving as chairman of the accounting department from 1964–1969 and associate dean from 1970–1985.

During that time the school grew from about a dozen faculty to 220 tenured professors. "Very few people have had the chance to be involved in that kind of growth," he said.

"I had so many good students, and they keep coming back," he said. In addition to a scholarship, Huizingh's students have established a teaching award and a service to students award in his name.

Retired 28 years, Huizingh stays busy on the board of the Desert Botanical Garden, but the W. P. Carey School is still close to his heart. *Send Dr. Huizingh a note to [alumni@asu.edu](mailto:alumni@asu.edu).*



**MATT CARTER**  
Inside McCord Hall

**Getting Personal About McCord Hall**

**A reception desk sits** inside the main entrance of McCord Hall, which is where you will find Matthew Carter, guest and operations services manager. Matt's job is to oversee the day-to-day operations of McCord Hall, and to be sure that the faculty, staff, students and visitors are surrounded by everything they need to be comfortable and productive. It's personal for Matt. "I treat McCord Hall as if it was my own — I like a clean look — crisp and clean," he said. Matt comes to W. P. Carey from a career in hotel management, so he understands well the relationship between facilities and experiences. He started in April, as construction on McCord Hall was finishing, so he knows the building inside out. Matt says we're just beginning to realize the many ways McCord Hall provides unique, beautiful and fun places for working, teaching, studying and socializing. If you would like to tour the building, stop by Matt's desk and he will take you around.



talk about how they met their spouse at ASU, how they changed their family business after their education, how their careers were propelled due to the education, and in general how learning at ASU and W. P. Carey impacted their values and passions."

The same is true for the alumni who turn out for these events. In the past six months, W. P. Carey alumni have gotten together in Chicago, Dallas, Flagstaff, Houston, Los Angeles, Minneapolis, Orange County, Seattle, San Diego, San Jose, San Francisco and Tucson.

Keep an eye on your email for advance notice of these events. If you are not getting the email alerts, be sure to update your information at [alumni.wpcarey.asu.edu](http://alumni.wpcarey.asu.edu).



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# Contagious Concerns:

**Exposure to health care debate drives award-winning researcher**

**H**ealth care economist is a pretty rare career choice; most of us can't name a person who picked it at the callow age of 18. But, here's one: Jonathan Ketcham, associate professor of marketing at the W. P. Carey School of Business.

Ketcham reached voting age during the Clinton health care debates. "They were on the front page of the papers every day," he recalls. He saw the topic as "a set of difficult and deep questions that also have very practical and meaningful implications on people's lives."

At 18, Ketcham also chose economics as the way to investigate health care issues because of what he calls a "great high school economics teacher" (Karen Horn at Midway High School in Texas). "I credit her with showing me that economics is a rigorous, insightful way to understand why people do what they do."

Fast forward to 2013: Ketcham's teenage interests in money, medicine and decision making have earned him prestigious awards. In 2010, he was awarded the John D. Thompson Prize for Young Investigators by the Association of University Programs in Health

**My goal as a teacher is to equip students with a framework for thinking about the world so they can make good decisions.**

Administration. This year, he received the annual Health Care Research Award conferred by the National Institute for Health Care Management Foundation as well as Arizona State University's 2013 Faculty Achievement Award.

**Doctor-patient relationships**

Real-world relevance is one reason Ketcham's research reaps accolades from fellow scholars. So is the timeliness of his work. With Affordable Care Act (ACA)

health-insurance exchanges opening for business on Oct. 1, 2013, Ketcham has several studies under his belt that could inform policy makers and corporate managers affected by the ACA. This research falls into two main areas: how physicians respond to financial incentives, and how to design incentives that prompt physicians to do what patients want them to do. He also examines how and how well consumers choose their health insurance plans.

Along these lines, Ketcham's 2012 research poked holes in common criticisms of government-bred insurance markets, like those soon coming with the ACA. "Nobel laureates like Daniel McFadden

**Ketcham continued on page 32**

**HEALTH CARE ECONOMIST**

Jonathan Ketcham  
jonathan.ketcham@asu.edu

# Origin of the Leadership Species

**A**re leaders in business born or made? Can the right schooling or family environment make a person a leader? Does working for a great leader improve your odds of becoming a leader yourself?

These are some of the questions that Associate Professor of Management Zhen Zhang has been exploring since joining the W. P. Carey School faculty five years ago, shortly after receiving his Ph.D. from the University of Minnesota.

“Leadership is a very big topic,” says Zhang. “I have studied it first from the developmental perspective and then also from the perspective of the interactions between leaders and followers.”

Zhang, 36, has fast become a leader himself in the academic field of leadership studies. He has published two dozen papers in academic journals, serves on the editorial boards of five major journals, and recently won an Early Career Achievement Award from the Academy of Management.

This spring he received Arizona State University’s 2013 Faculty Achievement Award. The prestigious award goes to top young researchers in all of the university’s schools and departments, across all disciplines.

In researching how leadership is developed, Zhang collected data from around the world on leadership and behaviors of identical and fraternal twins. Several U.S. states and foreign countries maintain extensive databases going back decades.

For both kinds of twins, pairs usually experience the same early social environment. But identical twins have the same genetic make-up, while fraternal twins do not.

“You can think of the twins as a natural experiment,” Zhang says. “When we compare identical twins and fraternal twins statistically, we can begin to draw some important conclusions.”

Using the twins data, Zhang and his research collaborators determined that genetics account for about 30 percent of leadership qualities, while environmental factors explain the rest.

Supportive families and schools play major roles in leadership development, according to Zhang. “This is good news for anyone

**It’s not the absolute level of individual proactivity that is important—it’s the match between you and your supervisor.**

**Zhang continued on page 32**



## LEADERSHIP EXPERT

Zhen Zhang  
zhen.zhang@asu.edu



# MASTERFUL MCCORD HALL

## Optimizing Graduate Business Education

**C**urving around McCord Hall's patio are storefront glass walls that reflect the W. P. Carey School's graduate community: students moving between classes, clustering around tables and catching a few quiet minutes on their laptops. The windows are one of the striking architectural features of this long-awaited building, but it's the reflections themselves that reveal why McCord Hall is so significant. It is designed specifically for top-ranked graduate business education.

"McCord Hall is a physical representation of our standing as a business school, and it signals the importance of graduate education here," said Dean Amy Hillman. "The building design is memorable, unique and innovative, and at the same time it embraces our place. That's a pretty good analogy for the W. P. Carey School: we are innovative and entrepreneurial in the world of business schools, yet we embrace our place within ASU and the desert southwest, as well as our obligation to the community." **continued**

Story by **Liz Farquhar** }  
Photos by **W. Scott Mitchell** }



W. P. CAREY SCHOOL OF BUSINESS

Learn more about the project at  
[building.wpcarey.asu.edu](http://building.wpcarey.asu.edu)



Breaking ground on the 129,000 square foot facility in October 2011 was made possible by \$20 million in donations with a generous lead gift made by Sharon Dupont McCord and her late husband Bob McCord. W. P. Carey staff moved their offices across the 1,800 square foot patio from the existing business buildings in late June and the first classes convened in August.

Kohn Pedersen Fox Associates designed the building, working with RSP Architects and DPR Construction. McCord Hall houses W. P. Carey Graduate Programs, the undergraduate Leaders Academy, the Center for Services Leadership and Executive Education. Inside you'll find classrooms designed for graduate teaching methods, space for student teams to work, and lounges where students from various programs can study, relax and network. The corporate recruiting area includes numerous interview rooms, and the building's open, flexible plan enables the school to host conferences, lectures and receptions.

"McCord Hall is the optimal building for achieving our mission, because it has allowed us to focus on building classrooms and learning environments that not only facilitate the way students learn best, but also the way they need to work when they get into their careers," said Stacey Whitecotton, senior associate dean for graduate programs.

### THE W. P. CAREY GRADUATE COMMUNITY

Enter any of the doors on the ground floor of the South Wing and you'll experience McCord Hall's graduate education design. The classrooms are like suites: from the patio you step into a vestibule that leads to a tiered classroom. Desks are arranged in a horseshoe, encouraging the discussion and teamwork that is the hallmark of graduate study. The vestibule also provides access to team rooms: work spaces designed for small groups that are fitted with those ubiquitous, erasable white writing surfaces — including poster-size boards that can be carried back into the classroom for presentations.

The proximity of team rooms to classrooms allows professors to divide students into small groups that accentuate the learning process outside the larger classroom, Whitecotton says. This increases interactivity, but it also enables instructors to break up long classes into a variety of

activities. That's especially important for students in programs for working professionals, where classes can run four to eight hours long. More importantly, Dean Hillman points out, the discussion and small group work enabled by the McCord Hall design prepares students to succeed not only because they've mastered content, but also because they've experienced the modern working style: collaboration, discussion and input.

When students are not in class, McCord Hall offers several study lounges and even more of those team rooms for group projects. A 24-foot flat screen display in the Avnet Information Center will accommodate presentations and maybe even a Super Bowl party! And with a Freshii café on the first floor, students can find everything they need without leaving McCord Hall.

Whitecotton said that the comfortable common areas throughout the building will help W. P. Carey achieve one of its chief objectives: nurturing a robust graduate community culture that encompasses all of the W. P. Carey graduate programs. Students will make friends with people in other programs because they will meet them around the building. Those friendships will result in a richer education as students learn about other disciplines, and once into their careers, these grad school contacts will

**continued**

### Standing Strong for a Century or More

Most buildings have a functional use of around 60 years, but McCord Hall was designed to be a reusable structure that can be repurposed without having to be demolished for up to 100 years, and maybe even longer. The structural slab and roof structure are a post-tensioned concrete, which means they can be re-tensioned years from now to renew their strength. The columns that support the slab are cast reinforced concrete. And the exterior envelope is brick resting on steel attached to the concrete structure and a metal wall framing system. While the interior systems, roofing and weatherproofing may require refurbishing or replacement in 30 to 40 years, the structure itself will not. The money, time and resources saved can be used for other needs. In 100 years McCord Hall will stand straight and perform well!







evolve into lifelong professional networks.

“One of the benefits of an MBA program is having off-the-cuff conversations with people from different backgrounds and experiences. Physical space can facilitate those conversations,” said W. P. Carey Full-time MBA student Ryan Anderson. “The casual work space in McCord Hall opens up lines of sight to more people.”

The building also accommodates programs for executives. Amphitheater and flat-floor classrooms, team rooms, lounge and event space provide self-contained learning facilities ideal for the highly-engaging, discussion-based learning and networking which are characteristics of the school’s executive programs. The space provides a great atmosphere for the school’s Executive MBA program. In addition, W. P. Carey Executive Education will utilize the space for their public workshops and company-specific programs, giving participants a great environment to focus on current business challenges and leadership development opportunities.

Although focused on graduate studies, McCord Hall also is home to the W. P. Carey Leaders Academy, a community designed for the school’s top undergraduate students. Director Brennan Fors describes the new quarters as a place for these students to gather, study and consult with their advisors and mentors. The adjacent Avnet Electronic Interaction Center is also available for student presentations and receptions.

### ALL ABOUT THE STUDENTS

Graduate school starts with the admissions process, and according to Ruthie Pyles, director of graduate recruitment and admissions, McCord Hall is a major asset. The staff is finding that the open work space supports their collaborative style: “Because we are in this new environment we have a unique opportunity to learn from each other and improve the way we do business.” For

prospective students, McCord Hall means a high-quality graduate experience. “It’s a place where students are going to engage with their fellow classmates and their faculty. It also provides an environment that utilizes the latest technology to maximize their experience. This type of environment is what students have come to expect from a top business school.” When prospective students learn about McCord Hall “they get excited about the opportunity to pursue their studies in a state-of-the-art facility.” Once students arrive, delivering that quality experience is the job of Graduate Student and Career Services, headed by director Roxanne Reddick. **continued**

### Super Model

The beauty of McCord Hall isn’t skin deep: it has good “bones.” Great care went into the planning, design and construction, resulting in a building that is not only handsome, but also interesting and comfortable.

### Interesting Facts:

- A computer model was used to calculate energy usage, sun exposure on the windows and shade and sun in the courtyard.
- McCord Hall was constructed twice, first in a computer model and once again for real. During design development, a 50-person design and engineering team created a 3D model of all major systems, structure, walls and exterior skin, reducing possible conflicts during construction and refining the design to maximize value and impact.
- The oculus — a circular skylight in the roof that covers the walkway — is lined with stainless steel panels alternating gloss and matte finishes. At night, when the LED lights in the base of the oculus are glowing, the panels reflect the colors in a pattern.
- McCord Hall’s “trees” — the tilted columns that add support to the south end of the building — are a gateway to campus. They rise through the third and fourth floors to the roof, adding great architectural interest to the rooms they traverse.
- The under-floor displaced air system that cools the building pulls in much more fresh air than any other system on campus, which means occupants should feel more alert — and share fewer colds! Because the air flow originates at the floor and naturally rises upward as it warms, the system uses much less energy, keeping occupants comfortable at reduced energy costs.

● The vertical windows in the building are splayed, which means one side of the window frame is angled to make the inside opening larger than the outside. The splays reflect more light into the rooms than a standard frame, reducing energy costs.

● Accent walls and window splays are painted in these colors: Grape Juice, Dark Celery, Champion Cobalt, Yellow Marigold and Flame (now the color palette of this magazine.)

W. P. CAREY SCHOOL OF BUSINESS

Beginning this year three groups have been united as one team, including student services staff, career coaches and employer relations, and they are all housed in McCord Hall with the population they serve. The convenience of a one-stop shop is extended to the companies who are interested in W. P. Carey talent as well. McCord Hall allows Reddick's team to offer recruiters the space they need. The North Wing houses the Freeport-McMoRan Copper & Gold Graduate Career Center, providing a lounge where corporate representatives can congregate and work, and a suite of interview rooms for private meetings with candidates.

## A HIGH-LEVEL VIEW

The two wings of McCord Hall come together on the northeast corner of the site, forming a sort of canyon, traversed by a walkway that connects the patio with the rest of the ASU campus. Overhead, a bridge joins the wings and over that, an oculus opens up a view of blue sky or stars. At night, LED lights ringing the oculus play a pattern of colors on the stainless steel surface. On the top floor, the Barbara and Ralph Rockow Terrace opens out to the north and east sides of campus.



The beauty of McCord Hall is its brilliant functionality, but it is also its artistry: shape, materials and craftsmanship. Both the building and the programs exemplify excellence. Next time you're on campus, drop by and experience it first hand. ■

## Funding the Vision

Planning for McCord Hall stretched over a decade, but it could not have been built without far-sighted individuals and corporations — support all the more remarkable because it came during a historic recession. In total, the community stepped forward with \$20 million in donations, including a substantial lead gift from Sharon Dupont McCord and the late Bob McCord, a residential and commercial real estate developer and member of the W. P. Carey School's Dean's Council.

The McCords are among Arizona State University's most generous supporters. Sharon Dupont McCord said recently that she and her husband felt an affinity for Michael Crow's vision of A New American

University. They expressed their commitment through gifts that furthered this vision, such as the McCord Scholars scholarship program, which benefits some of the most talented students at the W. P. Carey School. McCord Hall provides world-class learning facilities for great students like the McCord Scholars — an investment in the future of business education, she said.

"The generosity that made McCord Hall possible enables us to develop a new generation of leaders in business. We are so grateful for our many supporters," said Dean Amy Hillman. The following donors helped move McCord Hall from the drawing board to reality.

### Individuals:

Carole and Bruce Andrews  
Paula and George Bradbury IV  
Jane and Geoffrey Edmunds  
Ardie and Steve Evans  
Lauren Firestone and Chris Cookson  
Nita and Phil Francis  
Cynthia and Steve Fry  
Sheila and Mike Geddes  
Kathleen and John Graham  
Jeanne and Gary Herberger  
The Hobbs Family  
Kelly and Todd Jirovec

Jill and Bill Keitel  
Sharon Dupont McCord and  
the late Bob McCord  
Mary Ellen and Bob Mittelstaedt  
Lisa and Al Molina  
Dionne and F. Francis Najafi  
Toni and Scott Ray  
Patti and Chuck Robel  
Barbara and Ralph Rockow  
Sarah and Greg Tryhus  
Connie and Craig Weatherup  
Janice and Roger Wittlin

### Corporations/Foundation:

Avnet, Inc.  
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DPR Construction  
Freeport-McMoRan Copper  
& Gold Foundation  
Globe Foundation  
ON Semiconductor  
Southwest Gas Corporation Foundation

**THE ULTIMATE**

# Orientation



## CAMP CAREY GETS DOWN TO BUSINESS

**At** a forested camp in the mountains outside Prescott, Arizona, a group of in-coming freshmen students huddle around a pile of K'Nex pieces—the building blocks they played with as children. The exercise is fun, but at the same time they are learning about effective communication, so essential to any functioning business team.





The game is called “The Beast,” and it’s been a favorite of the W. P. Carey freshman students who attend Camp Carey, a three-day, two-night camp hosted by the W. P. Carey Undergraduate Programs Office.

“The Beast” gives students a taste of supply chain management teamwork: teams must communicate to build a “product.” Students play the role of buyers, lookers, runners and builders. To successfully complete the activity, students must effectively and quickly communicate which part to “buy” and then hand off to their teammates until the product is built to specs.

“At the end of the activity we go back to what the piece should have looked like and we talk about what they could have done to be more efficient,” said Mateo McLaughlin, a student director for Camp Carey. “We always connect every activity back to business.”

### Smoothing the transition

Every August, the W. P. Carey School of Business welcomes almost 2,500 freshmen undergraduates. Adjusting to college life is a big challenge for all freshmen; for some college is intimidating and the stress of coping sometimes takes its toll. Camp Carey prepares new business students to start their academic careers on the right path. This year 800 freshmen attended.

At camp, freshmen work with volunteer facilitators who are W. P. Carey sophomores, juniors and seniors on leadership and communications skills that will be integral for future business careers. Camp Carey also provides freshmen with a chance to build relationships and network before the start of fall semester, which can make a big difference in a student’s level of satisfaction at the university.

“Making new friends in college helps the students integrate more easily into college life,” said Martha Carter, student engagement coordinator for W. P. Carey. “After attending camp, students will see familiar faces and can easily form study groups with students they met at camp.”

### Been there, done that

Along with building lasting relationships with fellow freshmen, students who are attending Camp Carey find mentors and role models in their camp facilitators.

McLaughlin, a Supply Chain Management junior, works year-round to prepare for camp. This year he and two other student directors – Tiffany Wilbur (Marketing) and Alea Becwar (Marketing and Management/ Entrepreneurship) – interviewed 130 students to find committed, engaged and school-spirited facilitators who make camp a memorable experience for the freshmen.

“[As a director] I love engagement and creating connections,” McLaughlin said. “I can offer advice to the campers and I can make new friends.”

One of his goals as a director is to foster relationships between new students: “I love when students are able to make friends and then go on to say, ‘Oh, we met at Camp Carey.’”

### The wheels on the bus go round and round...

On the first day of camp, students meet on ASU’s Tempe campus with their sleeping bags, pillows and overnight supplies. They then board a bus for the long ride to Camp Carey.

Activities at camp are designed to get

students into a business mindset. The capstone is a corporate challenge, similar to a case competition, where students focus on a business proposal for a real corporation. This year the company was Coca-Cola. The teams pitch their ideas during presentations at camp, and the best team is invited to present before representatives of the corporation at a “Winner Dinner” at Old Main on ASU's Tempe campus. This year one of the judges was W. P. Carey alumnus Douglas Owczarczak (Economics '09).

It's not all work, however. After a day of team-building and communication activities, students spend the evening having fun dancing at the “Club Carey Mixer,” playing board games and enjoying unlimited s'mores!

### **More than memories**

Student facilitators and the W. P. Carey staff hope that the camp experience has shown freshmen what the business school is all about.

“I've noticed that W. P. Carey reflects the modern business environment. Being collaborative and team oriented is a skill you can't get from a textbook,” Kara Wilton, a senior facilitator said. “They [W. P. Carey faculty and staff] truly care about their students and want them to be successful, and I really love that Camp Carey helps do that right off the bat.”

Another facilitator, Ashley Statt, encourages reluctant students to try Camp Carey, because she was once in their shoes. Last year, her mother signed her up even though she did not want to go.

“I sat on the bus alone, but then I started talking with everyone and did the activities and it was a lot of fun,” the sophomore facilitator said. “College is a time to explore. I know people get nervous about 'going to camp,' but it's the first chance to step out of your comfort zone in college.” ■





**“We’re going to keep  
advancing what we do  
to help our students  
achieve career and  
life successes.”**



# Ideas Go to Work

## Dean Amy Hillman sees W. P. Carey through a new lens

**S**ince becoming dean of the W. P. Carey School of Business on March 1, Amy Hillman has logged some 53,000 miles to meet alumni and business leaders in the U.S. and China. The world-renowned researcher, management expert and popular teacher is the first woman to take the reins at the W. P. Carey School.

Hillman's business roots run deep: daughter of a "serial entrepreneur," she was the manager of a small retail and manufacturing firm when she decided she needed to acquire new skills to be a better manager. She enrolled in an MBA program, then went on to earn a Ph.D. at Texas A&M University, where she discovered she loved research and wanted to teach others what she had learned.

Those first steps of her path to the dean's office — the drive to learn more about business — would be familiar to any of the graduate students attending this fall's first classes at the W. P. Carey School's new McCord Hall. Viewing her early career experiences through the lens of her research, Hillman is perfectly positioned to help the school focus on the advancement of the practice of business. One of her priorities is growing the high quality faculty research that has elevated the W. P. Carey School's name over the past decade — in part because that new knowledge transfers to the classroom. She's also committed to building stronger and

closer relationships with corporate partners. As she said in a recent interview, "innovation and practicality loom large" in her new job.

### Finding home in Arizona

Hillman came to the W. P. Carey School in 2001, already a noted scholar and teacher whose reputation continued to grow at ASU. She was the editor of the premier journal of the management discipline, the *Academy of Management Review*, for three years and was associate editor of *Academy of Management Journal* for three years before that. She was named outstanding teacher at the University of Western Ontario, Michigan State University, Texas A&M and ASU, teaching at bachelors, masters and doctoral levels.

Hillman says ASU felt like home from the first time she visited. She was named chairman of the Department of Management in 2007, a post she held until 2010 — the year she was named the Rusty Lyon Chair of Strategy. In 2009 she became executive dean, working with then-dean Robert E. Mittelstaedt, simultaneously serving as department chair for the first year.

Her role as dean is an opportunity for Hillman to apply some of her research findings. "My overall research argues for a strategic approach to composing a board with a portfolio of expertise, connections to other organizations and entities, and diversity for

board effectiveness," she explains. One of her journal articles is the study most cited by other scholars on how firms can achieve competitive advantage through relationships with and investments in key stakeholders, such as employees, customers, suppliers, and the local community.

That work forms a backdrop as Hillman builds close ties with the business community and with the school's several advisory boards, as well as W. P. Carey School alumni. Internally she continues work started as executive dean, developing an employee culture that values people and focuses on service.

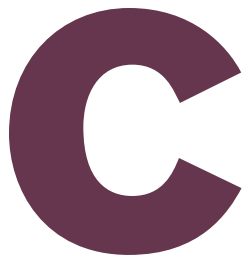
The researcher and strategist has a fun side much enjoyed by the W. P. Carey School faculty and staff: she has wielded an ice cream scoop, smiled as staff used her as a target in a pie-throwing contest, and performed country songs in a cowboy hat!

Hillman's office on the sixth floor of the BAC building looks out on McCord Hall, the school's new center for graduate, executive and undergraduate honors education that was built during her tenure as executive dean. The state-of-the-art building represents W. P. Carey's longtime commitment to provide the knowledge and skills tomorrow's leaders need to succeed. Hillman intends to support and accelerate that trajectory: "We're going to keep advancing what we do to help our students achieve career and life successes." ■





**CHRIS COOKSON:  
Taking Movies from  
35mm to 4K Ultra-HD**



**Chris Cookson, president of Sony Pictures Technologies, likes the view of the world from Seat 1A of his Cessna 414A. The 67-year-old California native has been passionate about flying since the 1970s, piloting his family to far-flung destinations, and enjoying the ride. It's a fitting spot for the entertainment technology veteran, who has commanded a front-row seat for most of the major technological changes that have digitized movie making and revolutionized the entertainment industry over the last 20 years.**

Cookson (W. P. Carey MBA '70) has been a key player in many of the industry's most important high-tech milestones. He has been on the scene for, among other things, the move from analog to digital processing, the development of DVDs, and the emerging ultra-high-definition market.

"This is the most exciting time to be in this part of the business since movies were first created 100 years ago," says Cookson.

Indeed, until recently, not much about movie-making had changed since the beginning. Sound and color were added, but the basic process remained the same: expose a piece of film, process it, cut it, put it together, make a print and send it to a theater where it was played on a mechanical projector.

"Today, virtually everything is different," Cookson says. "We're using electronic cameras, and most post-production is done in digital processing. In the end, we ship a digital file that goes into a digital projection system, so, for most theaters, there is never anything physical at any point in the entire production."

Bidding farewell to armloads of 35-mm film reels has also opened up a whole new world when it comes to the ways in which viewers can consume entertainment media. Once a film or TV show has been created, it becomes a digital asset — and that asset can be viewed on "any medium we can dream up," Cookson explains. "The underlying technology we use to get that asset to someone's TV or tablet or cell phone is basically the same."

Clearly, Cookson is a devoted techie. In fact, his undergraduate degree, also earned at ASU, is in engineering. But he doesn't believe in technology just for technology's sake. He is a proponent of technologies that help to fulfill both the creative vision of moviemakers and the bottom-line demands of the studio.

"Really cool technologies that don't have a business model behind them are only good for a museum," Cookson says. "In fact, the real job of technology is to become invisible. The role of these tools — which today are so powerful that we can do anything someone can imagine when it comes to storytelling and production — is to enable filmmakers to carry out their vision for audiences to enjoy in the best possible way."

That powerful combination of business, technology and entertainment savvy has propelled Cookson through a stellar career, including positions as chief technology officer of Warner Bros. Entertainment, president of the Warner Bros. Technical Operations Division, and vice president and general manager of operations and engineering for CBS. Cookson also spent ten years at ABC, where he won an Emmy award for his work as director of the ABC and International Olympics Broadcast Centers for the 1984 Olympics. The W. P. Carey School recognized his achievements by inducting him into the Alumni Hall of Fame.

Cookson, who moved to Arizona as a teenager, started out by working on lighting and scenery while still attending Scottsdale High School and went on to Phoenix TV station KPHO. He has amassed more patents than he can keep track of, most notably for his work on creating DVD technology and developing tools to digitally realign and sharpen film negatives of classic Technicolor movies.

"I only know a new patent of mine has been issued when I get emails from companies that want to sell me a frame for the patent certificate," he jokes.

Today, Cookson's role as the head of Sony Pictures Technologies centers around overseeing the development and implementation of the studio's technology policy and processes. He is, as he describes it, "the bridge between the electronics company and the studio."

"My job is to understand what we are trying to do in a business context and then put together the right collection of technologies to support that. The economic driver that makes any technology succeed is how people relate to it and what purpose it serves," Cookson notes.

His current top priorities include working with Sony and other studios on the technologies needed to support the distribution of entertainment in 4K ultra-HD (a new technology that provides pictures with four times as much detail as regular high-definition); working on architectures for new camera designs and for the workflows that go with new digital systems for creating higher-quality content; and developing cloud-based tools and methods to improve production and distribution processes.

Cookson is also overseeing the development of a new production and distribution backbone for Sony. The project's goal is two-fold: to cut down on redundant efforts during post-production, and make distribution processes more nimble in order to keep up with the rapidly evolving ways in which people consume entertainment today.

"Without the ability to integrate and automate the various technologies and processes, you miss the opportunity to grow with the marketplace, which now includes thousands of outlets in the broadcast, cinema, cable, satellite, Internet and mobile channels," Cookson explains.

Though his job has him stuck on more 12-hour commercial flights to Japan than he would like (he uses the time to catch up on recent favorites like *Skyfall* and *House of Cards*), Cookson's passion for the job and the industry is obvious. "It has been thrilling to watch the way the industry's technological capabilities have evolved. We can do things today that seemed impossible only a decade ago."

If the next decade brings as much change to the industry as the last, one can only imagine what Cookson and his peers will be working on in 10 years. For him, it will certainly be the continuation of a fascinating career — and a wild ride in the pilot's seat. ■



“Sun Devils will be there for Sun Devils.”

# It's Mutual

## When Alumni Hire Students, Everyone Wins

**G**uru Mohan graduated from the W. P. Carey School of Business with an MBA in Supply Chain Management in 2005, but he didn't stay gone long. Since graduating, Mohan has returned to the school every year to recruit students for jobs and internships. Having achieved success in his own career, he is now reaching back to offer a hand up to current students and recent grads.

Now head of global procurement at Mentor Graphics, an electronic design automation firm, Mohan last returned to campus in May 2013 to interview prospective interns, and to celebrate the graduation of two students who interned for him in 2012. “And,” he adds, “I wanted to take a little trip down memory lane, remembering what it felt like the day I graduated.”

Mohan has a deep personal affinity with the W. P. Carey School, but that's not the only reason he recruits here. For him, recruiting and hiring students and graduates is a business opportunity. “The students I have recruited for jobs and internships have all worked out very well. So recruiting from the W. P. Carey School is an easy business case to make.”

Like Mohan, Elizabeth Crain (B.S. Economics '87) sees the W. P. Carey School as a great source of new talent. Crain, who is chief operating officer at the independent global investment bank Moelis & Company, is also a W. P. Carey Alumni Hall of Fame inductee. She became involved again with the school four years ago, on the encouragement of a student, Ben Goldberg (B.S. Economics and Finance '08).

Goldberg had been looking for a way into the investment banking world, and through his own initiative found Crain online. He contacted her and asked for an interview. She agreed, but said that he would have to get the job on his own merits — not on the back of their mutual connection to the W. P. Carey School. Goldberg sufficiently impressed Crain and her colleagues, and got the job. He then encouraged Crain to re-engage with her alma mater, which she did.

Since then, Crain has come back to campus on several occasions to speak and now actively encourages W. P. Carey School students to look to Moelis & Company for internship opportunities. “In the financial services industry, interns are seeds for the business. We hire from our class of interns,” she explains.

So for students, an internship is the doorway into the industry. For firms, interns from the W. P. Carey School are a great source of talent — and sometimes competitive advantage. Says Crain, “These students represent a business opportunity that the financial services industry is not aggressively tapping.”

Jerry Olivo also sees the opportunity in W. P. Carey School students. Now managing director of corporate treasury at Citi, Olivo graduated in 1983 with a B.S. in Finance. He re-engaged with the school in 2007 after receiving a newsletter from the Department of Finance. “After I got that newsletter, I reached out to Jeffrey Coles, who was department chair at the time,” Olivo explains.

Coles asked Olivo to join the Department of Finance Advisory Board, which he did. As a board member, Olivo works with faculty to ensure that the curriculum is designed so that graduates have the right skills and the right mindset to succeed in their careers — and to serve well the businesses that employ them. Visiting campus twice a year, he also actively works with students to help them **continued**



## It's Mutual from page 25

learn about the financial services industry and navigate the process of applying for internships at Citi.

### Getting and giving

Being involved with the W. P. Carey School is not only about getting high-quality, fresh new talent; for alumni like Mohan, Crain, and Olivo, it's also about giving back to the institution that helped make them great. "I look at my relationship with the W. P. Carey School as a partnership, to give back," says Mohan. "I used school resources to build my career; this is my chance to give back and do for others what the school did for me."

Roxanne Reddick, Director of the W. P. Carey School of Business Graduate Student and Career Services, says, "Working with current students and recent graduates is a way to maximize the capability of your organization and at the same time help to cultivate the next generation of talent." That's the way Olivo sees his engagement with the school. "Working at a major financial services firm and having graduated from Arizona State University, the opportunity I have is to bring together the strength of two great institutions to provide W. P. Carey School students an opportunity to excel."

Sean Gormley, who interned at Moelis & Company in the summer of 2013, has seen the reciprocal relationship firsthand. When he missed the deadline to apply for a Moelis internship through the career center at the W. P. Carey School, he reached out to Elizabeth Crain directly, having met her at two of the school events she attended. "W. P. Carey School alumni are very helpful and really take care of their own," Gormley says. "Sun Devils will be there for Sun Devils."

Like Gormley, Pankaj Kumar has been a direct beneficiary of Sun Devil camaraderie. In the summer of 2013 he interned under Guru Mohan at Mentor Graphics. "Guru was very dedicated. His passion for the supply chain field shows through his work and his expectations from interns," Kumar said. "He made sure that I performed to the best of my abilities at all times — we had regular feedback sessions. This will be immensely helpful to me in my future endeavors."

By reaching back to offer a hand up to current W. P. Carey School students, successful alumni like Mohan, Crain, and Olivo are doing good while doing well. But they're not doing it solely out of goodwill; their firms are benefiting, too — from the access to bright, talented students.

That concept of reciprocity is one that Mohan advises students to always keep in mind. Who you know is the key to opening doors, so tapping into a network of fellow Sun Devils is a powerful way to further a career, he says. "But don't look at the relationship from a 'What can you do for me?' perspective. When you come to the table with more to give than to receive you will always be successful." ▣

## HOW YOU CAN GET INVOLVED



Crain

**R**each out to the W. P. Carey School, to the department you were in. Make connections with the dean of the school and the chair of the department. Get your firm to look at W. P. Carey School students as a source of great talent."

**Elizabeth Crain**, *Chief Operating Officer, Moelis & Company, (B.S. Economics '87)*



Mohan

**T**hink about doing good when doing well. When doing well, how can you help others? You've got to be in the trenches; be actively involved and don't look up to see if others notice what you're doing."

**Guru Mohan**, *Director of Global Procurement, Mentor Graphics, (MBA '05)*



Olivo

**W**hen I visit the W. P. Carey School in the fall, I work with career services to set up time for students to meet with me and hear about our summer internship opportunities, walk through the application process, and get to know Citi. I do the best I can to create channels for the students to have access to these programs."

**Jerry Olivo**, *Managing Director, Corporate Treasury, Citi (B.S. Finance '83)*



Reddick

**T**here are many ways that alumni can get involved and give their time and talent back to the W. P. Carey School — as speakers, as mentors, doing informational interviews with students, recruiting for internships and jobs. It's really easy to get involved. If you don't know where to start, I'm happy to help." roxanne.reddick@asu.edu

**Roxanne Reddick**, *Director of Graduate Student and Career Services*

# COME BACK TO CLASS.



Experience the new McCord Hall for yourself — all W. P. Carey alumni are invited to join us for a free class in February 2014.

Choose from several courses, all taught by faculty favorites. After class, enjoy networking with your fellow alums and faculty. We can't wait to see you back on campus.

Get more info and reserve your seat in class:  
[wpcarey.asu.edu/calendarofevents](http://wpcarey.asu.edu/calendarofevents)



**ASU**® W. P. CAREY  
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## SHARPEN YOUR SKILLS AND PROPEL YOUR CAREER

W. P. Carey Executive Education offers monthly leadership workshops to business executives. All ASU School of Business alumni receive a **10% discount**.

### UPCOMING LEADERSHIP WORKSHOPS INCLUDE:

**October 18, 2013, 8am–12pm**

#### **POWER AND INFLUENCE**

Being an effective leader means effectively influencing others in the pursuit of organizational goals. This workshop explores how to influence others and provides a foundation in the essential aspects of power crucial to being an effective leader.



**Taught by Kevin Corley.** Kevin Corley has taught leadership and negotiation classes in the W. P. Carey MBA program for the past five years. Prior to receiving his Ph.D. from The Pennsylvania State University, Corley was a change management consultant for Ernst & Young, LLP in Chicago. Out of the experience of helping several Fortune 500 companies struggle through small and large change efforts alike, he developed research interests in employee attachment with organizations and processes of organizational change.

Learn more about these programs: [wpcarey.asu.edu/leadership](http://wpcarey.asu.edu/leadership)

**November 15, 2013, 8am–12pm**

#### **DRIVING PERFORMANCE AND ACCOUNTABILITY**

Discover unique and actionable ways to inspire team members toward collaboration, loyalty, and performance. Learn how to overcome those infamous “pains” that may exist on teams and how leaders can create the “conditions of accountability.”



**Taught by Suzanne Peterson.** Recipient of the 2012 MBA Outstanding Teaching Award for her course High Impact Leadership, Suzanne Peterson specializes in executive coaching and team-based coaching with a focus on the development of leadership behaviors that characterize extraordinary leaders. Peterson has advised senior leaders in many Fortune 500 companies as well as many small- to medium-sized businesses. Before joining academia, she worked as a change management consultant for Andersen Consulting (now Accenture).

### COMING THIS SPRING:

**February 14:** GIVING AND RECEIVING FEEDBACK with Dr. Minu Ipe. **March 21:** VOICE OF THE CUSTOMER with Dr. Doug Olsen. **April 18:** CREATING THE ARCHITECTURE FOR SUCCESSFUL TEAMS with Dr. Jennifer Nahrgang. **May 2:** BUSINESS INNOVATION with Dr. Adegoke Oke.

## 10 Tips to Make You Popular on Social Media

It's been about six years since Jack Dorsey tapped out the first tweet – “just setting up my twttr” – launching Twitter into a world apparently ready to communicate in 140 characters. Today, an estimated 60 percent of U.S. companies use some combination of social media, but how many are doing so effectively? Here are W. P. Carey faculty, staff and alumni with some tips to better use social media in your personal and professional life.

### ONE

**BRET GILES** (B.S. Marketing '87) Professor of Practice, W. P. Carey School Department of Marketing. “Social media is not a way to promote your business. It's a way to change the way you do business: Gain insights into what people like and don't like. Find people passionate about your company and hire them. Learn if you're priced properly and see how people research services or products you offer. See how you are connected to people across the world and how you can help one another. “Just don't silo social media in the marketing department, using it to push marketing messages and considering your work done. Do that and you've missed the point.”

### TWO

**BIN GU** Associate Professor, W. P. Carey School Department of Information Systems. Think about blogging as a competitive tool. Gu recently completed a study of the impact of blogs in the computer industry. His team found that blogs not only affect consumer attitudes about focal brands, but also make competing brands lose ground among consumers. The effect was strongest when the brand featured in the blog was not the leading brand. Gu says further research is required to see if this dynamic plays out in other industries, but the study shows why social media should be considered as an important element in mapping a firm's competitive strategy.

### THREE

**SIDNEE PECK** (MBA '09) Director of Entrepreneurial Initiatives, W. P. Carey School Department of Management. “Have a strategy! What kind of message and image are you trying to send? Make sure everything you post supports it. Then be human! People prefer to follow and pay attention to social media profiles with character, so allow yourself to stray from business every once in a while and post something human and engaging.”

### FOUR

“Treat social media like a conversation, not a billboard. Engage your audience. Interact with your clients. And most of all, adapt your content to topics people are already discussing.”

**ELYSSA DULL** Digital Communications Coordinator, W. P. Carey School Department of Marketing and Communications.

### FIVE

**CRISTINA SABBATINI** (B.S. Marketing '10) Marketing Manager, General Assembly, New York City. “Post frequently, embrace failure, and test continuously. The worst thing you can do is aim for perfection—it'll limit you from pushing anything out. You have to be a little fearless to drive engagement and interaction from folks on Facebook, Twitter, Youtube, etc.”

### SIX

“No one likes a narcissist, so don't make social media all about you! Be outgoing, meet new people, and join other people's conversations... you'll make more friends that way!”

**STEVE THOMPSON** (B.S. Marketing '10) General Manager, Uber, Phoenix

## SEVEN

**SCOTT KAUFMANN** (B.S. Finance and Marketing '03, MRED '09) Senior Vice President, Lucid Agency, Tempe. "Too many businesses think social media is all about quantity. The thought is that if they can just send enough tweets; they'll gain a large following. Instead, try focusing on quality and authenticity. Take time to come up with authentic, interesting and genuinely valuable insights. This will build a lasting relationship with your audience, and also reduce your time burden."

## EIGHT

**KEVIN RISSER** (Computer Information Systems and Global Politics, Expected May '15) Student Worker, Tweets from W. P. Carey events. "People tend to forget a huge aspect of social media when they are engaging with others – social media is about fun. And in many ways this is where social media becomes tricky because it can be often very difficult to balance fun and professionalism. Finding the right balance will lead to better engagement with your audience and a more enjoyable experience on your end!"

## NINE

**ALLISON DEVANE** (B.S. Marketing '12) Social Media Director, NYC Restaurant, Marketing Director, Press Tea, New York City. "Occasionally there will be posts from unsatisfied consumers, but you can use social media as a vehicle to show consumers how great your customer service is, perhaps resolve the issue with that consumer, learn from it, and display to future consumers you are a proactive business. People are going to be talking about you anyway, so I suggest to clients to at least take some control."

## TEN

**"Social media is about relationships and needs to be treated as a two-way street. It is a great way to engage with current and prospective clients, but when a company asks a question in a post on their Facebook fan page and does not follow back up with the audience it can be frustrating for the fans. Always review comments on all of your posts, in a timely manner; always close the loop."**

**JAY FEITLINGER** (B.S. Marketing '96) Founder and CEO, StringCan Interactive, Scottsdale.

## employers corner

### RECRUITING IS A CONTACT SPORT

With 10,000 undergraduate and graduate students, the W. P. Carey School of Business is a rich well of talent for companies. But, how do employers approach such a large organization?

The W. P. Carey School offers the services of two career centers, which work with employers and students to make good career matches.

Kevin Burns, director of the undergraduate Business Career Center said that the center is set up in a silo system, with career counselors assigned to industries and departments. With their in-depth knowledge of industry needs and personal relationships with students, the counselors can help connect employers with students.

But finding the right intern or employee is easier when companies have made efforts to get to know students before they hire. Burns said student clubs in the various disciplines host company representatives

at networking events and as speakers at meetings. Career fairs are also good ways to connect. Burns pointed out that the W. P. Carey School stages several specialized career fairs in addition to those presented by ASU. Companies can also contribute directly to classes, through speaker engagements and by working with students on teams. Associate Director Jessica Heidemann, available at [jessica.heidemann@asu.edu](mailto:jessica.heidemann@asu.edu), guides companies to the appropriate club, event or department.

Roxanne Reddick, director of graduate student and career services at the W. P. Carey School, says that finding great talent for your organization is a contact sport. Although the center has options for recruiting from a distance, face-to-face is always more productive. "No one tells your story better than you do."

"Come to events, participate in panel discussions," she says. "Respond to students

Learn more about recruiting at the W. P. Carey School [wpcarey.asu.edu/talent](http://wpcarey.asu.edu/talent)

who reach out for help. You remember what it was like when you were starting your career!"

Reddick and her employer relations team work with companies to develop a plan to identify and hire W. P. Carey graduate students. The center offers online resume books that can be customized based on the company's recruiting needs.

Then, she said, come to campus. The center organizes networking events, panel discussions and social occasions where recruiters can get to know potential hires. "A great event to get your feet wet is the Spring Company Networking Night, to be held on March 20," Reddick said.



# Unpacking the Rankings

If you listen to the buzz, you might think the business school rankings are report cards and that schools are competing to be valedictorian. It's true, some rankings report objective data — such as starting salaries — but not every ranking does so, and some are based solely on reputation.

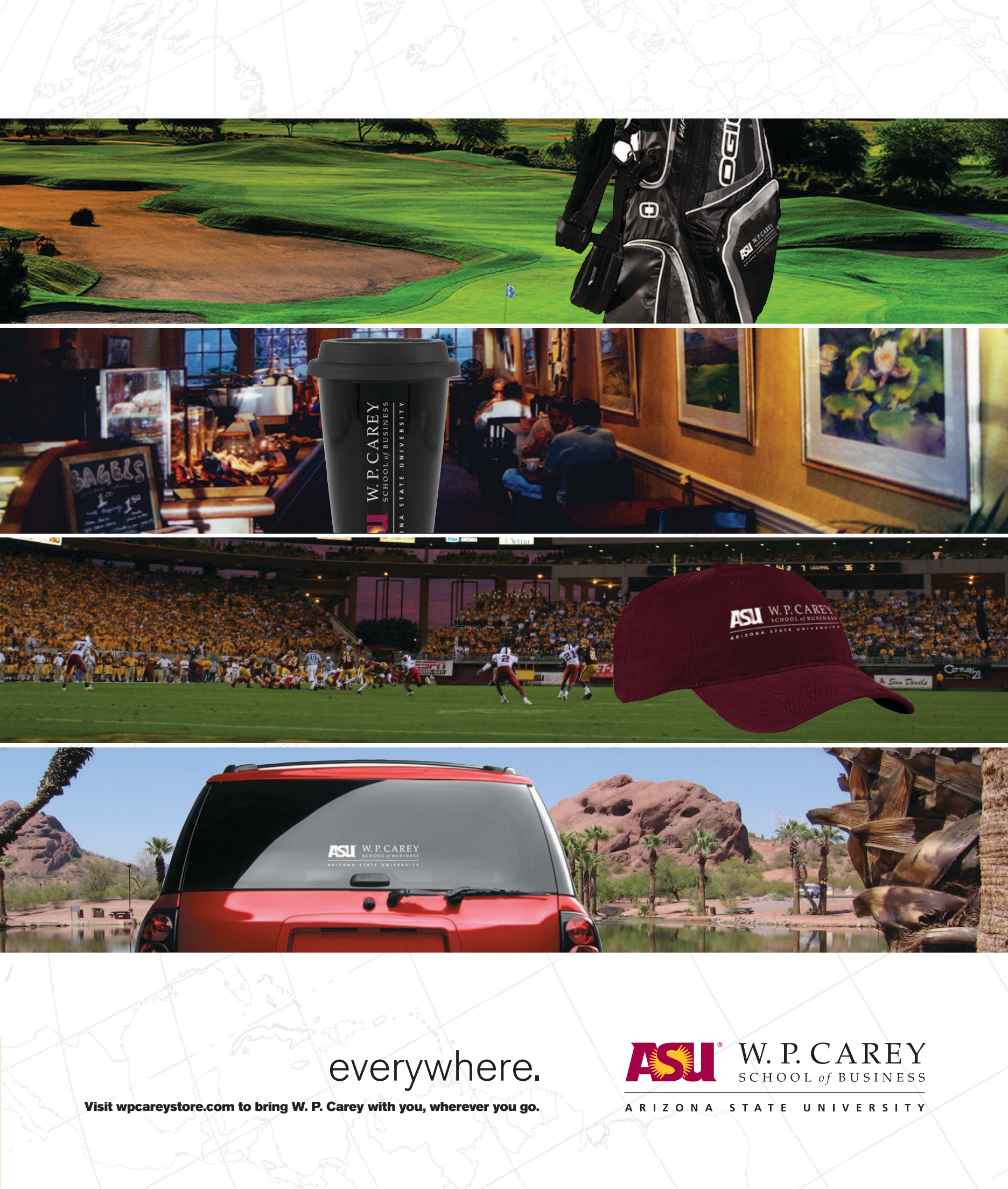
Virtually every ranking is calculated on a different mix of data as the publications fine-tune for their readerships and strive to differentiate. Some, such as U.S. News & World Report's undergraduate list, are reputational — based on a survey of business school deans. The U.S. News MBA ranking, however, combines quantitative measures, such as employment rates and class demographics, with surveys of deans and recruiters.

Many rankings include data from questionnaires sent to alumni in their mix

of numbers. A critical mass of alumni must complete the surveys in order for the school to be included. The survey samples are usually a subset of a school's total alumni, making each questionnaire that much more significant. Although schools hope their alumni will respond, they are barred from coaching to prevent skewing the data. If any institution understands the importance of valid data in research, it is a business school!

So whether you're shopping for a school or curious about where your alma mater stands, rankings are a fascinating subject. The chart below breaks down the categories of data used by some of the leading media organizations to rank business schools. *To see our current rankings, see page 41.*

<p><b>U.S. News and World Report</b></p> <p><b>UNDERGRADUATE BUSINESS SCHOOL</b> 100% Survey of Business School Deans</p> <p><b>FULL-TIME MBA</b> 35% Employment Success of Graduates 25% Survey of Business School Deans 25% Student Quality 15% Survey of Employers</p> <p><b>PART-TIME MBA</b> 50% Survey of Business School Deans 20% Student Quality 15% Student Work Experience 15% Survey of Part-time MBA Students</p> <p><b>EXECUTIVE MBA</b> 100% Survey of Business School Deans</p> <p><b>ONLINE MBA</b> 28% Student Engagement 25% Student Quality 25% Survey of Business School Deans 11% Faculty Quality 11% Student Services and Technology</p>	<p>10% Students attending top MBA Programs</p> <p><b>FULL-TIME MBA</b> 45% Survey of Alumni 45% Survey of Employers 10% Faculty Research and Publishing</p> <p><b>PART-TIME MBA</b> 55% Survey of Graduating Students 30% Student, Program, Faculty Quality 15% Graduate Salaries</p> <p><b>EXECUTIVE MBA</b> 65% Survey of Alumni 35% Survey of Business School Deans</p>	<p>9% Program and Faculty Quality 9% Employer Diversity 7% Alumni Network</p> <p><b>EXECUTIVE MBA</b> 50% Program Quality 50% Employment Opportunities</p>
<p><b>Bloomberg Businessweek</b></p> <p><b>UNDERGRADUATE BUSINESS SCHOOL</b> 30% Survey of Graduating Seniors 30% Student Quality 20% Survey of Employers 10% Graduate Starting Salaries</p>	<p><b>Financial Times</b></p> <p><b>GLOBAL MBA</b> 60% Survey of Alumni 20% School Diversity 20% Faculty Research</p> <p><b>EXECUTIVE MBA</b> 55% Survey of Alumni 25% School Diversity 20% Faculty Research and Publishing</p>	<p><b>Princeton Review</b></p> <p><b>UNDERGRADUATE BUSINESS SCHOOL</b> 100% Survey of Students</p> <p><b>GRADUATE BUSINESS SCHOOL</b> 100% Survey of Students</p> <p><b>FULL-TIME MBA</b> 100% Survey of Students</p> 
<p><b>The Economist</b></p> <p><b>FULL-TIME MBA</b> 38% Salary and Employment Opportunities 23% Survey of Alumni 14% Student Quality</p>		



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**Ketcham**

*continued from page 8*

and Paul Krugman declared Medicare Part D a failure from the beginning,” Ketcham says.

The design of the program, which is what drew reproach, veers from traditional, one-size-fits-all Medicare in which the government is the insurer. Instead, Medicare Part D created a quasi-private market in which people make choices among multiple insurers and their plans. “Thought leaders were saying that people don’t have the ability to navigate this kind of market, so they’d choose poorly and be worse off,” he says.

Early data from Medicare Part D supported this idea, but Ketcham didn’t buy it. According to him, standard economic models wouldn’t necessarily anticipate that people would make the right choices in the first year of a brand new market. So, he looked at the dynamics of the market to see how much better people did in 2007 versus 2006. “We found huge gains from the first year to the second year. People who left a lot of money on the table switched plans and improved their choices substantially from year one to year two,” he says.

Ketcham adds: “Of course, the ACA is built on exactly the same kind of design, where we have private insurers who will be competing for customers in a government-created market.”

**Where does it hurt?**

Most recently, Ketcham has been looking at the physician component

of health-care spending. “Physicians are understudied,” he says. “There’s a ton of work on hospitals, but physicians are in the driver’s seat. They control about 80 percent of health care spending in the U.S.”

Not surprisingly, Ketcham has been wondering if there are ways to get doctors to spend less without sacrificing quality of care.

“There is a program called gainsharing, and what happens in it is that hospitals agree to pay physicians cash at the end of the year if the physicians as a group reduce costs compared to the year before,” he says. “This is very controversial. It’s actually illegal, but the government has agreed not to prosecute if hospitals get approval by the government and if the program provides safety nets for patients.”

Ketcham examined 18 such programs in cardiology and compared them to similar hospitals without the programs. “They reduced costs by 8 to 10 percent without any evidence of reduced access or quality. Such group incentives are typically weak, so the puzzle was figuring out why they worked here,” he says. “Their success hinged on the fact that the managers gave good information and incentives to the physicians, then got out of the way and allowed the physicians to capitalize on their own expertise to figure out how to get there.”

What makes such understanding so crucial? “Hospitals have to align incentives across all players in the system,” Ketcham explains. Whether the current payment reforms bend the health-care cost curve depends entirely on “how well managers of health care systems create incentives for the many team members involved in each patient’s care,” he said.

Pressing issues like these inspire Ketcham’s research. “It’s not ivory tower. It’s practical. It helps

managers and policy makers make real decisions.”

It also earns Ketcham plenty of recognition, including the three awards noted earlier. Still, he says, “You don’t get into this line of work for the awards. They’re nice when they come, but it’s the drive to find out answers that makes this work worth doing.”

—Besty Loeff



**Zhang**

*continued from page 9*

who wants to develop leadership,” he says. “You do not have to be born a leader. And the more support you have when you are young, the less of a role genetics will play later in life.”

Zhang also has broken ground with his studies of leaders and followers. Most leadership research in the past has focused on attributes of leaders — everything from personality traits to IQ test results to education to physical attractiveness. Zhang has taken a different approach.

“I have introduced followers into the picture. I look at how followers and leaders can jointly influence work outcomes,” he says.

To gather data for this research, Zhang, along with his co-authors and students, have gone inside companies and conducted surveys of managers and the people who work for them. The surveys have attempted to measure characteristics of leaders and followers and also to determine whether these characteristics influence work outcomes.

One of the more surprising findings of this research is that it is not always a good thing for employees to be proactive. If both the leader and follower are proactive, then work outcomes tend to be favorable; if the leader is not proactive and the follower is, then the outcomes tend to be unfavorable.

“It’s not the absolute level of individual proactivity that is important — it’s the match between you and your supervisor,” he says. If a leader is low in proactivity and the follower also is low — the results will still be good in terms of job satisfaction, job performance, and interpersonal relationships.”

A native of China, Zhang received bachelor’s and master’s degrees from Tsinghua University in Beijing before coming to the United States to pursue his doctoral studies. He said he was happy to come to the W. P. Carey School after he received his Ph.D.

“Minnesota is a really cold place,” says Zhang. “I spent six years there doing my Ph.D., and my first job is here at Arizona State. It was like moving from living in the refrigerator to living in a furnace.”

Zhang now lives in Phoenix with his wife, Coco, and children Adam, 3, and Cecelia, 1.

Zhang said working with so many top researchers with different specialties at the W. P. Carey School has helped him advance his research.

“In my department, I have colleagues who specialize in strategy and others who study the people side of management,” he says. “Researchers here collaborate. Colleagues are willing to read my papers and offer comments, and I get to read their papers, too.”

Zhang said the school’s reputation as one of the country’s top business schools for research is well deserved: “I look forward to working here for many more years.”

—Robert Preer

## Insource or Outsource?

How firms answer that question



**GLENN HOETKER**  
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Know who  
you are,  
where your  
strengths lie,  
and make  
sourcing  
decisions  
accordingly.  
—Glenn Hoetker

Say you're a multinational energy company looking to diversify, or you're a corn farmer looking to expand beyond just feed grain. You decide to move into the bioethanol business. What is the best way to organize this new business of yours? How do you decide how to configure your value chain? What will you do in-house and what will you outsource? Your answer to those questions will impact the success of your business — in bioethanol or any other industry.

Glenn Hoetker, an associate professor of management at the W. P. Carey School of Business, has looked at the factors affecting firms' decisions about what to insource and what to outsource in the value chain. In a study published in the journal *Organization Science*, Hoetker and two co-authors analyzed existing U.S. bioethanol firms that entered the industry between 1978 and 2009.

The authors consider the experience of "diversifying entrants" (firms moving into bioethanol production from other industries) as well as "new entrants" (startups). They concentrate on the four main activities in the bioethanol value chain: feedstock (corn) procurement; technology development; marketing and distribution of ethanol; and marketing and distribution of the co-product (leftovers that are turned into corn mash and used as feed stock). The findings explain why

successful firms make the decisions they do — insights any business can use to optimize its value chain and run a better business.

"Some activities are harder to outsource than others," Hoetker explains.

Continually risky activities, like those involving corn price volatility, are typically kept in-house. But when risk dissipates as the industry matures, it becomes less of a determining factor in the decision to keep the activity in-house.

"For example, when an industry is young, buying machinery can be risky; what if the machinery becomes obsolete in just a few years?" Hoetker explains. "But over time, those risks go away — the industry may settle on one type of equipment. And as the risks dissipate, they become less of a factor in firms' sourcing decisions."

Prior experience with an activity makes firms more likely to keep that activity in-house. Take that diversifying energy company: it has experience in technology development. But the startup headed by the former corn farmer has experience in feedstock procurement. Either kind of experience makes a firm far more likely to keep that activity in-house.

But that prior experience matters less as the industry matures. "When an industry first is born, there is a lot of uncertainty, so if you have experience you're really going to use it," Hoetker says. "But after 25 years, it's not hard to hire a consultant, read the trade press or hire people who have worked in industry before. Whether you

have experience or not is less of a determining factor in your decision to keep the activity in-house or outsource it."

Experience also mitigates the effect of a risk. Hoetker explains, "If I'm a brand new firm looking to do technology development, my decision to insource or outsource will be heavily impacted by how risky the activity is. On the other hand, if I have prior experience I will be swayed a lot less by hazards because I've lived through them before."

Hoetker's work also carries potentially significant policy implications. For example, should government funding favor startups?

Startups may be innovative and agile, Hoetker says, but established companies have strengths that startups don't. "Existing companies diversifying into new industries are often more likely to succeed at turning technology into product," he explains. "So there is a reason you might want to support both startups and existing companies."

The more mature an industry is, the more likely startups are to outsource all but one activity in the value chain, Hoetker says, because the startup is really focused on doing their one activity well. Diversifying companies, however, are often good at tying the pieces of the value chain together — a real advantage, he says.

The message? Know who you are, where your strengths lie, and make sourcing decisions accordingly.

—Molly Castelazo

See more at KnowWPCarey.com

## Determining a Merger's Value



**CLAUDIA CUSTODIO**  
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**D**iversification through mergers and acquisitions can enable a company to achieve rapid growth, expand its product mix, and hedge against market volatility and seasonal fluctuations in certain industries.

But despite the benefits, most diversified acquisitions don't produce the excess value touted by the pre-merger hype. The combined companies often wind up being valued less by the market than if they had continued as stand-alone entities. That is why many conglomerates eventually spin off diverse businesses into stand-alone companies to create more value – often at the urging of disgruntled stockholders.

When finance researchers investigated valuation of combined firms, they uncovered what they call the “diversification discount.” Researchers compared the value of a conglomerate with that of a portfolio of stand-alone companies in the same industry. Scholars found the market value of conglomerates can be as much as 15 percent lower than that of comparable stand-alone companies.

Claudia Custodio, an assistant professor of finance, found the diversification discount “puzzling.” Custodio joined the W. P. Carey School in 2010 after completing her Ph.D. at the London School of Economics and Political Science. While studying in London she was affiliated with the Financial Markets Group, a leading research center in Europe.

“If diversification is generally such a negative thing, then why don't we just dismantle all the

conglomerates and create value by selling off the pieces?” she asks.

Through her new research, Custodio found the discount can be grossly overestimated as a result of flaws in the way it has traditionally been calculated. Such exaggeration of the discount could shade a proposed acquisition in an overly-negative light and provide an inaccurate picture of a conglomerate's potential value.

If diversification is generally such a negative thing, then why don't we just dismantle all the conglomerates and create value by selling off the pieces?

–*Claudia Custodio*

“It can give a biased view and is not a reliable measure in certain situations,” Custodio says of her findings.

Researchers in the past have developed several explanations for the diversification discount. They have suggested that conglomerates are less efficient than more focused firms due to stretched management and inefficient deployment of capital. Or, that diversified companies tend to buy discounted companies

that ultimately lower their value. But Custodio theorized that the diversification discount could be an aberration caused by the mergers and acquisitions, or accounting rules that companies, particularly conglomerates, have been required to follow since 2001.

The accounting rules tend to have a much greater impact on conglomerates than stand-alone companies, and they result in comparing “apples to oranges” when calculating the diversification discount. That can produce an overly-high discount and make it appear, inaccurately, as if the market is showing a bias against the conglomerate.

Custodio's research shows that diversification wasn't necessarily a negative reflection on the potential value of a conglomerate versus a stand-alone company. It just looked that way due to the effects of mergers and acquisitions accounting rules.

According to Custodio, “It's an important realization for investors and companies trying to determine the value of a conglomerate or an intended acquisition.”

–*Max Jarman*

**See more at [KnowWPCarey.com](http://KnowWPCarey.com)**

## Breaking Bad News May Deter Suits



**STEVE E. KAPLAN**  
KPMG Professor  
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I think the law helps encourage auditors to do the right thing and alert investors when the companies they audit are struggling financially.  
—Steve Kaplan

**W**hen a company is struggling financially, its auditors feel their own kind of pain. Should the auditors issue a going-concern report, triggering possible selling by the company's investors or financial backlash from its creditors, or should the auditors hold back and hope no one sues over a failure to warn of the company's problems?

Research co-authored by Steve E. Kaplan, KPMG Professor of Accountancy in the W. P. Carey School of Business, provides

statistical evidence that auditors reap two important benefits from issuing going-concern audit reports. They reduce likelihood of being named in lawsuits and the likelihood of paying larger settlements.

Previous research on the topic was limited, mixed and outdated. So Kaplan and co-author David Williams of The Ohio State University brought two important innovations to the topic. They used what Kaplan calls the "more modern...more sophisticated" simultaneous-equations approach to prove what audit professionals had traditionally assumed about the odds of a lawsuit. Second, they examined the relation between going-concern reporting and the outcomes of lawsuits.

Going-concern audit reports are red flags, raised when auditors have substantial doubt about a client's ability to remain a going concern for a reasonable period of time. Securities laws and professional standards require auditors to issue these reports, providing investors and creditors with an early-warning system for gauging the risk of

troubled companies.

But when it comes to such companies, disgruntled investors can and do sue auditors in an attempt to recover their financial losses. Auditing firms are vulnerable if they performed negligently, but they also are vulnerable to frivolous lawsuits because of their perceived "deep pockets." The legal costs can run into the hundreds of millions of dollars -- the second-largest expense facing auditing firms. And the bad publicity can do untold damage to the firm's reputation.

"Auditors are somewhat caught in the middle," Kaplan says. "Their clients are trying to tell them how damaging this can be, and on the other hand, they do have a public responsibility to issue this warning when they have substantial doubt... So how do auditors balance trying to work with their clients but still meet their professional responsibilities?"

Kaplan and Williams tested two hypotheses. First, as a company's financial stress and the risk of lawsuits rise, so does the likelihood that auditors will issue going-concern reports. Second, when auditors issue going-concern reports, class-action lawsuits against them become less likely.

The researchers examined 147 financially-stressed firms with market values of at least \$1 million that had engaged a major auditing firm. Of the 147 firms, they then found information on the outcomes of 127 lawsuits.

A first look at the data indicated that auditors had issued going-concern reports in one-third of the lawsuits over troubled companies. But financial stress, lawsuit risks and the decision to issue going-concern reports form a vicious circle. Which are causes, and which

are effects? Previous research had used a type of regression analysis to search for answers. By using simultaneous equations, Kaplan and Williams were able to separate out relationships in that vicious circle. The simultaneous-equations approach is key, Kaplan said, because it sheds more light on auditors' decisions about whether to issue reports and on investors' decisions about whether to file lawsuits against the auditors.

They also tackled an infrequently-studied topic: the relationship between going-concern reports and lawsuits resulting in dismissal, small settlements (\$2 million or less) or large settlements (above \$2 million).

The results confirmed that Kaplan and Williams' hypotheses were valid. As the risk of lawsuits rises, auditors are more likely to issue going-concern reports.

The results also clearly showed that when auditors issue reports, they are less likely to be included in lawsuits. To Kaplan, this means investors have found the reports useful and thus were deterred from naming auditors in lawsuits.

The research also found that issuing going-concern reports reduces the likelihood that auditors will pay large financial settlements and reduces overall settlements.

The results stood throughout the 24 years studied, a period that included swings in the stock market, growth in public companies, consolidation in the accounting industry, and the enactment of legislation such as the Private Securities Litigation Reform Act and the Sarbanes-Oxley Act.

—Jane Larson

See more at [KnowWPCarey.com](http://KnowWPCarey.com)

## Inspired to Give

### All day, every day

**Lona Teague (B.S. Finance '82)** loves using her W. P. Carey degree to make a difference for homeless families in Arizona. Teague is the controller at the Phoenix-based UMOM New Day Centers, the largest homeless shelter for families in Arizona. UMOM provides homeless families with safe shelter, housing and supportive services. The center depends on tax-deductible donations and volunteers to help homeless families and individuals reach their greatest potential. As controller, Teague is responsible for keeping track of the organization's finances. Outside of her work day, Teague often volunteers in the center herself, and she recruits others to get involved. "When Monday rolls around I look forward to starting another week at an organization that inspires me to give my all each day and make a difference in our community," Teague said. "I'm a very lucky W. P. Carey alum!" **Learn more at [umom.org](http://umom.org)**



CHRIS KIM

## highlights

*Please send us news about happenings in your career and your life. Send them to [editor.wpcmagazine@asu.edu](mailto:editor.wpcmagazine@asu.edu).*

### 1970s

**Fred deLeeuw**, B.S. Finance '72, MBA '74, was named executive vice president and chief financial officer of Southern Air, an air cargo service provider headquartered in Norwalk, Conn.

### 1980s

**Andrew S. Zimmerman**, B.S. Accountancy '83, has joined Gordon Silver, Ltd. in Las Vegas, Nev, as chief financial officer.

**Carla Carter**, MBA '85, president of Carla Carter & Associates Inc., Scottsdale, Ariz., has been named a worldwide Who's Who Professional of the Year in Business Management Consulting.

**Pamela Houlden**, B.S. Computer Information Systems '87, M.Ed. '94, is teaching entrepreneurship to sophomore students at the Pan-American Charter School in Phoenix. This spring she invited Brian Burns, B.S. Accountancy '81, to serve on an expert panel.

**George Jordan**, B.S. Finance '87, is senior vice president for operations of Oxford Hotels & Resorts, Chicago. His column, "Operating Independents Requires Tenacity," ran in Hotel News Now on June 10, 2013.

**Lysa Hlavinka Clemens**, B.S. Advertising '89, is the senior vice president for strategic initiatives of Career Education Corporation, a provider of post-secondary education programs and services.

**Lily Kanter**, B.S. Accountancy '87, is owner of Serena & Lily, a home décor catalogue company in Mill Valley, Calif.

**Ron Kral**, MBA '87, managing partner of Candela Solutions LLC in Las Vegas, blogs in Corporate Compliance Insights.

**Loraine V. Upham**, MBA '88, owner of Upham BioConsulting in Albuquerque, N.M., has been hired to market cancer diagnostic technology for Manhattan Scientifics Inc.

**Dawn Eisenberg**, B.S. Real Estate '89, J.D. '92, has been named the new director of San Diego State University's Corky McMillin Center for Real Estate.

### 1990s

**Herman Gonzalez**, B.S. Management '90, is the vice president for ad-

ministrative services at Paradise Valley Community College, Phoenix, Ariz.

**John Lugar**, MBA '91, joined Colliers International, a global commercial real estate organization, as the new senior vice president of tenant representation at the firm's Washington, D.C. location.

**Jody James Watkins**, B.S. Operations and Production Management '91, founded Watkins Landmark Construction in 2004 to develop projects that stand out as landmarks of the community. The company, headquartered in Solana Beach, Calif., is poised to quadruple in size this year.

**Nicole Byun**, B.S. Finance '92, was named executive vice president and chief credit officer of Ohana Pacific Bank in Honolulu after previously

serving as the bank's senior credit administrator.

**Patti McFarland**, B.S. Accountancy '92, was appointed the new chief financial officer for Orange County's \$1.5 billion health plan, CalOptima.

**Frank M. Myers**, MBA '92, has acquired IMLCORP, a Georgia-based manufacturer of loudspeaker systems for tactical operations and emergency mass notification systems. An electronics industry veteran, Meyers is founder of My-Tech Inc. and former president and CEO of Giant International Ltd.

**Gary Schechner**, B.S. Marketing '92, has joined Publicis Groupe Rosetta as partner, head of marketing.

**David Laurence**, B.S. Finance '93, of Gilbert, Ariz., is now the senior vice president at GE Capital's commercial distribution finance business, based in Scottsdale.

**David Turner**, B.S. Management '93, of Gilbert, Ariz., is now managing director, Latin America, for Kincannon & Reed, a global executive search company based in Washington D.C.

**Shea Kenton Nieto**, B.S. Agribusiness '94, M.S.A. '02, has been named

regional president of The Foothills Bank, Casa Grande, Ariz.

**John Shufeldt**, MBA '95, J.D. '05, has written an inspirational book called "Ingredients of Outliers." Shufeldt is a practicing doctor, lawyer and adjunct professor at ASU's Sandra Day O'Connor College of Law.

**Christopher R. Celtruda**, MBA '98, was recently named CEO of Merex Group in Camarillo, Calif.

**Heidi McNary**, MBA '98, recently joined electric bus manufacturer Proterra Inc. in Greenville, S.C. as vice president of marketing.

**Paulina Vasquez Morris**, MBA, M.A. Health Services Administration '98, has been appointed to the board of directors at A.T. Still University of Health Sciences.

## 2000s

**Marc L. Panoff**, MBA '00, chief financial officer and chief accounting officer for Retrophin, Inc., manages financial operations at the company's New York City headquarters.

**Luke Lee**, B.S. Finance '01, joined Carter Validus Advisors, LLC, a Tampa, Fla. real estate investment trust firm, as vice president of healthcare acquisitions.

**Adnan Nalwala**, B.S. Supply Chain Management '01, is director of strategy and development at Al Ansari Group of Companies, Oman. In June he was one of eight standup comics performing as the Funbassadors at the Muscat International Hotel.

**Nan Feng**, B.S. Finance Marketing '02, is regional director of finance at Mainsail Lodging & Development.

**CJ Allen**, B.S. Global Business and Financial Management '04, MBA '09, is currently the senior strategic account manager for the Marketplace business at Amazon.com. He and his wife welcomed their second daughter, Charlotte Grace, on May 9 of this year.

**Erin (Sorensen) Gore**, B.S. Marketing '04, and Scott Gore, B.S. Political Science '04, are the parents of Logan David Gore, born on August 16, 2013 in Arlington, VA.

**Alex Asnovich**, MBA '05, is vice president of global marketing at Guardly in Toronto, Canada.

**Thomas Dalziel**, Ph.D. '05 is the executive director of the University of Cincinnati's Center for Entrepreneurship Education and Research.

**Jeremy Lange**, MBA '05, is vice president of marketing and partnerships at Leavine Racing, NASCAR, in Charlotte, N.C.

**Jonathon Matson**, B.S. Marketing '05, has been promoted to regional sales vice president for Guardian Insurance & Annuity Company, Inc. Matson will handle sales for Arizona, New Mexico and Oklahoma.

**Douglas McKesson Jr.**, MBA '05, was promoted to general manager of the San Francisco, Calif. firm Enologix and will help the company launch its winemaking software for California vineyards.

**Wei Shen**, M.S.I.M. '02, M.S.H.M. '06, a senior manager at A.T. Kearney, Chicago, is a new mom. Arielle Zhang Shen was born April 1, 2013.



## ARIELLE ZHANG SHEN

Born on April 1, 2013

**Chris Wilson**, B.S. Management and Supply Chain Management '06, of Gilbert is the founder of Late Living, an online service offering walk-through video tours of senior living communities.

**Louis Barkan**, MBA '07, an UX (User Experience) designer at Navigation Arts in Phoenix, has a new son, Jacob Jeffrey. He also plays rhythm guitar in a band called Wild Eye Dream, which performs all original music.

**Alex Macias**, B.S. Accountancy and Computer Information Systems '07, manages Del Sol Furniture, his family's Phoenix business. He was named to AZCentral's list of "35 Arizona Entrepreneurs Under 35."

**McKenna Mendoza**, B.S. Marketing '07, is a licensed real estate agent at The Mendoza Team, Phoenix.

**Will Strong**, B.S. Accountancy and Finance '07, is a vice president in the Phoenix office of Cassidy Turley.

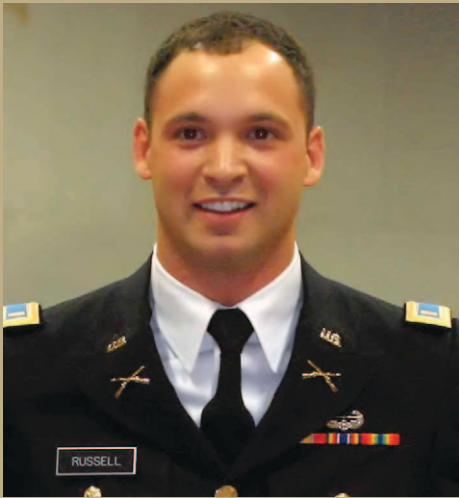
**continued**



## THE W. P. CAREY CLASS OF '63

enjoyed solid gold memories at their 50th reunion.





## IN MEMORIAM: First Lieutenant Jonam Russell

**The W. P. Carey School** lost one of its graduates on July 23 when First Lieutenant Jonam Russell, 25, was killed in action in Wardak Province, Afghanistan. The Defense Department reported that Russell and two other 3rd Infantry Division soldiers died when enemy forces attacked their unit. Russell was commissioned through Arizona State University's ROTC Sun Devil Battalion as an Infantry officer, receiving his commission the day he graduated cum laude with a B.A in business communication in May of 2011. After completing the Infantry Officer Basic Course, he was assigned to 3rd Battalion 15th Infantry Regiment, 3rd Infantry Division at Fort Stewart, Georgia, then deployed to Afghanistan. Russell was honored in a campus ceremony at historic Old Main that included a 21-gun salute. More than 400 guests attended, many in uniform. Russell earned several awards and decorations during his service, including the Bronze Star and Purple Heart. Russell was born in Canada and raised in Cornville, Ariz. He is survived by his parents and five siblings.

## W. P. Carey Alumni in China

**Ai Baojun (EMBA in Shanghai '03)**, a Vice Mayor of the city of Shanghai, is just one of the more than 1,000 graduates of the W. P. Carey School's Executive MBA in Shanghai. Ai has been inducted into the W. P. Carey School's Hall of Fame, together with Xu Jianguo, president of Shanghai Electric Group Co., Ltd.

Ai oversees the urbanization, modernization, infrastructure and public health of Shanghai, according to Buck Ker-Wei Pei, executive dean for China programs. Ai is also expected to play a key role in upcoming bi-lateral negotiations with Washington over a U.S-China Trade Treaty. Pei said that Ai has opened the possibility of creating a think tank, training programs or research center by seeking the help of W. P. Carey and Shanghai National Accounting Institute (SNAI).

W. P. Carey School Dean Amy Hillman met with Ai during her recent trip to China. She said that Ai, a one-time CEO, Shanghai Baosteel Group Corporation, "spoke of how much he learned in the program and how what he learned he continued to apply."

"Our alumni continue to seek new knowledge to help advance their companies and China," said Dean Hillman. She added that Mr. Xu, who was one of the keynoters at this year's SNAI Executive Forum, "is so committed to what he learned he sends his employees to Tempe for

several months each year."

The list of the more than 1,000 EMBA graduates includes "a lot of very heavy hitters within the Shanghai government and Communist Party as well as many of the largest state-owned businesses in Shanghai. In a number of cases those aren't mutually exclusive," adds James Roy, education analyst for the Shanghai-based China Market Research Group.

Ma Xinsheng, for example, is chairman of Bailian, a state-owned enterprise and the largest retail group in China, and has also been a high-ranking party official. A number of managers from prominent private companies are also alumni, including managers from the Taiwan-based Want Want Group, one of the largest makers of snack foods on the mainland.

Other notables among the list of 1,000 are Wang Qiang, president of Shanghai Yidian Holding Group, China's largest instrument and electronics company, and Wang Zhongnan, chairman of the Bright Food Group Co., Ltd, China's leading dairy and convenience foods producer with more than 3,300 convenience stores nation-wide.

"Overall, despite being in elite leadership positions already, our China EMBA alums are humble life-long learners who truly care about their impact on China's development," said Dean Hillman. — *Bill Marcus*



**W. P. CAREY LEADERS**  
congratulate a graduating EMBA class.

**highlights** from page 38

**Trula Ann Breuninger**, MBA '08, has been appointed as interim CEO of the Santa Barbara Neighborhood Clinics.

**Aldo Kafie**, MBA '08, was promoted to group director at Octogon Sports Marketing in the North American marketing and events division.

**2010s**

**Alyssa Wolfe**, B.S. Management '10, co-founded Ash and Aly's Babes ([www.ashandalysbabes.com](http://www.ashandalysbabes.com)). She is also a graduate student in Global Technology and Development at ASU.

**Liam O'Mahony**, MBA '10, is communications manager for Rich Products Corporation, the first non-dairy segment of the frozen food industry.

**Kirk McClure**, MBA '10, is director of business development for the Southwest division of McCarthy Building Companies and is on the board of directors for Arizona Association of Economic Development.

**Chris Kruger**, B.S. Computer Information Systems '11, an account manager at InfoSol, Inc. in Scottsdale, Ariz., presents at more than 15 seminars nationally each year.

**Samantha Waterman**, B.S. Marketing, B.A. Business Tourism '11, has been promoted to marketing manager at Entertainment Solutions Inc., a full-service special events production company in Scottsdale, Ariz.

**Jake Irvin**, B.S. Marketing '12, is on an ASU startup team that developed FlashFood, which helps food providers to donate excess food rather than trashing it.

**Arthur Kenjora**, M.S.I.M. '12, is the chief operating officer at TabHere, an internet payment service he co-founded with his brother, Paul.

**Chase Reno**, MBA '12, is a sales executive at Lovitt-Touche Insurance & Bonds, Chandler.

**Andrew Walter**, MBA '12, former ASU and pro football player, has declared his candidacy for congress in Arizona's 9th district.

**Peter Georgiou**, B.S. Management and Supply Chain Management '13, helped developed an elevating wheelchair.

**Kristell Millan**, B.S. Finance, B.A. Business and Global Politics '13, is a financial analyst in the asset management division at JP Morgan in New York City.

**Jenee Rawlings**, MBA '13, was promoted to senior vice president of Yolo Federal Credit Union in Woodland, Calif.

IN MEMORIAM

**1949**  
John William Frerichs

**1950**  
Charles "Charlie" Artis Bennett

**1953**  
Reverend Ernest Thomas  
Lebya Biven Stewart

**1956**  
Archie D. Swain

Lt. Col. Thomas David Tedrick,  
USAF, Ret.

**1960**  
Mildred Kathleen Guinn  
Poer Pettis

**1963**  
Glen Herber Brooks

**1967**  
Gilbert "Gil" Jimenez

**1970**  
Billie Marie Etchells

**1974**  
Charles F. Perkins  
James Frank Warner

**1975**  
Donald Edward Polityka

**1979**  
Dennis Carter Harris

**1981**  
Michael Lee Harris

**1982**  
Edmund "Jay" Harris

**1983**  
Cynthia Diane (Simmons) Sadowski

**1985**  
Alan Dane Gilbert  
Stephen Marriott

**1987**  
Peggy JoAn Perkins

**1994**  
Ellyn J. Vandenberg-Schreiner

**2006**  
Jay Rasband

**2009**  
Frank Kaminski III

**2011**  
1st Lt. Jonam Russell

upcoming events

For a full listing of events visit [wpcarey.asu.edu/events](http://wpcarey.asu.edu/events)

OCTOBER

**17 Alumni Hall of Fame Event**

JW Marriott Desert Ridge  
Scottsdale, Arizona  
There is no cost to attend.

**19 Homecoming Block Party & Football Game: ASU vs. Washington**

Old Main Lawn, Tempe Campus  
Block party takes place 3 hours prior to kickoff.  
There is no cost to attend.

**23 McCord Hall Dedication Ceremony**

Time: 5:30pm-7:30pm  
McCord Hall Plaza, Tempe Campus  
There is no cost to attend.

**29 Lawrence R. Klein Award for Blue Chip Forecast Accuracy Reception & Program**

University Club  
New York, New York  
There is no cost to attend.

NOVEMBER

**19 Economic Club of Phoenix Luncheon**

Dan Burns, CEO of Athlete's Performance & John Stobo, MP, ABS Capital

**23 Alumni Service Project**

Location: St Mary's Food Bank, Phoenix, Arizona

JANUARY

**23 Economic Club of Phoenix Luncheon**

Joe Shoen, CEO, U-Haul International, Inc.

FEBRUARY

**13 Economic Club of Phoenix Luncheon**

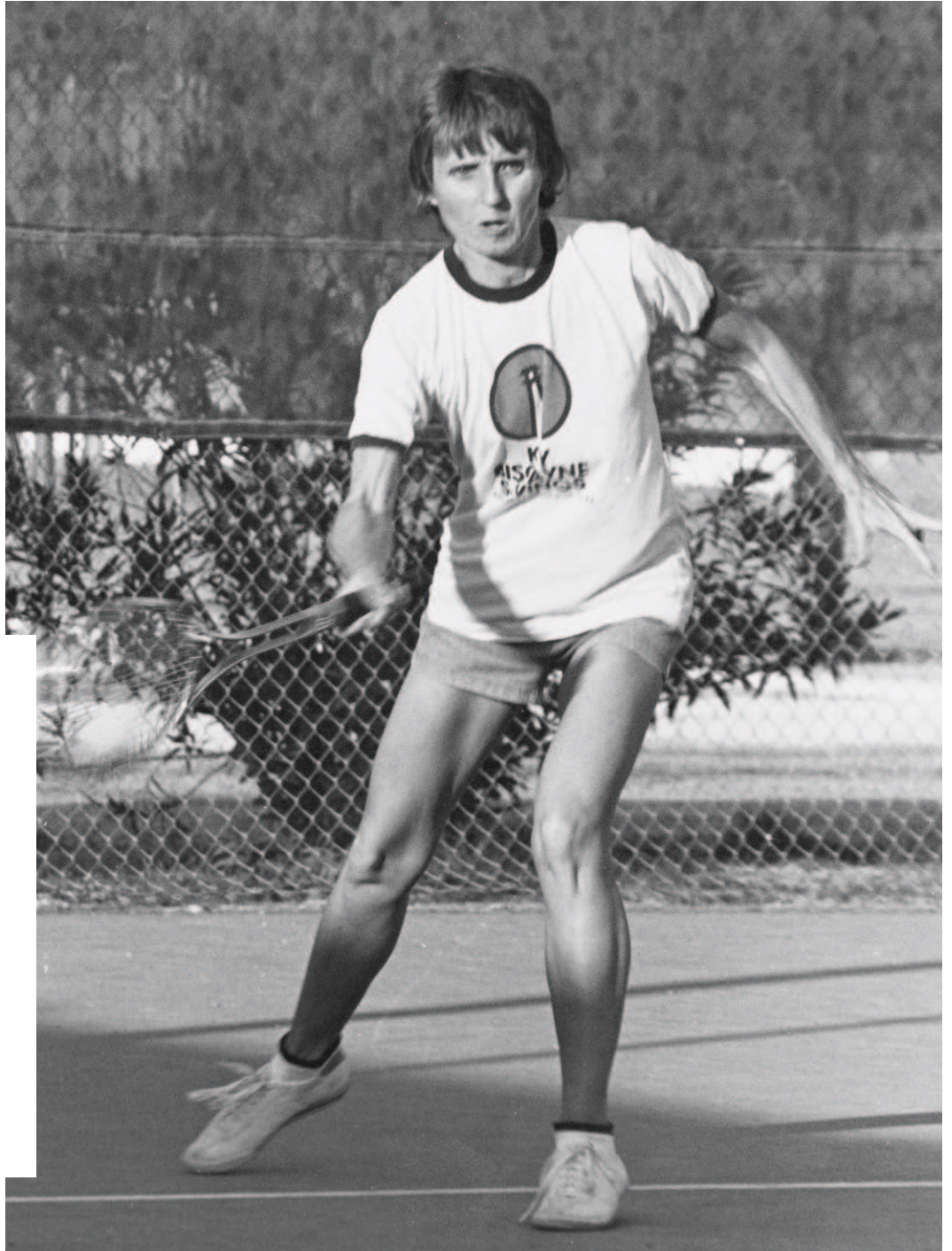
Punit Renjen, Chairman of the Board, Deloitte LLP

MARCH

**18 Economic Club of Phoenix Luncheon**

Dan Hesse, CEO, Spring Corporation

For Economic Luncheon details visit [econclubphx.org](http://econclubphx.org)



**CLOCKWISE FROM UPPER LEFT:**

Nancy Roberts, top left and 20 years ago on the right, played every week on the tennis courts where McCord Hall now stands.

**E**conomics Lecturer **Nancy Roberts** is excited about McCord Hall, but "I miss those tennis courts." Roberts is one of many W. P. Carey School faculty and alumni who enjoyed matches on the courts over the years. Among them are economics Professor **John McDowell** and marketing Professor **John Schlacter**. Some who frequented the courts were also collegiate tennis players. Former W. P. Carey economics Professor **Janet Smith**, now at Claremont McKenna College, played for the University of Utah. **Reka Cseresnyes** (Finance and Supply Chain Management '99), who was recruited for the ASU women's tennis team, remembers playing there as a freshman in 1994. Cseresnyes, now married to former ASU track team member **Jared Schrieber** (Supply Chain Management '98), was the first-ever four-time All-American in Sun Devil women's tennis history. She was also Sun Devil captain in 1998 when ASU went to its 10th straight NCAA tournament.



Delivering excellent quality and great value, the W. P. Carey School is one of the top business schools in the country, highly ranked for academics, groundbreaking research, and student outcomes.

Our students represent a diverse population of emerging leaders. Our faculty members publish in top academic journals and consult some of the world's most influential companies, bringing that knowledge back into the classroom. And our alumni drive organizations and industries to embrace the future.

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# RANKINGS & REPUTATION

## MBA

U.S. NEWS AND WORLD REPORT	<b>NO. 30</b>	Full-time MBA programs	2014
	<b>NO. 22</b>	Part-time MBA programs (evening program)	2014
	<b>NO. 2</b>	Online graduate business programs	2013
Business Discipline	<b>NO. 6</b>	Supply Chain/Logistics	2014
	<b>NO. 16</b>	Information Systems	2013
	<b>NO. 36</b>	Economics	2013
QS	<b>NO. 15</b>	Distance Online MBA Rankings	2013
The Wall Street Journal	<b>NO. 13</b>	Executive MBA, worldwide	2011
Financial Times	<b>NO. 2</b>	Public EMBA programs (EMBA in Shanghai)	2012
	<b>NO. 21</b>	Executive MBA (EMBA in Shanghai)	2012

## UNDERGRADUATE

U.S. NEWS AND WORLD REPORT	<b>NO. 27</b>	Undergraduate programs	2014
Business Discipline	<b>NO. 3</b>	Supply Chain/Logistics	2014
	<b>NO. 17</b>	Management Information Systems	2014
	<b>NO. 22</b>	Accounting	2014

## W. P. CAREY SCHOOL OF BUSINESS

The Wall Street Journal	<b>NO. 19</b>	Recruiter preference, Business/Economics	2011
Technovation	<b>NO. 1</b>	Research productivity	2011
Texas A & M/University of Florida	<b>NO. 1</b>	Management Department Research Productivity	2012
Center for World-Class Universities at Shanghai Jiao Tong University	<b>NO. 21</b>	Academic Rankings of World Universities, Economic/Business	2013
University of Texas at Dallas	<b>NO. 24</b>	Research productivity, North America	2013
	<b>NO. 27</b>	Research productivity, worldwide	

**W. P. Carey School of Business**

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