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Wharton

ALUMNI MAGAZINE

A Call To Action

Yunus to '09 Grads: 'Create your own world'

Also: Ted Kaufman Returns Home to Capitol Hill

A New Model for AIDS Care in Africa

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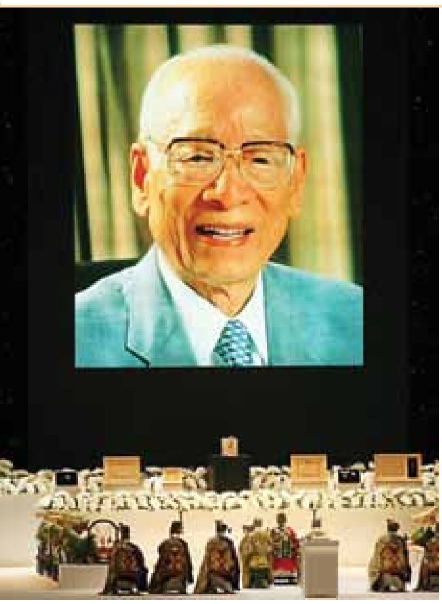
ALUMNI MAGAZINE

Spring/Summer 2009



Features

Departments

COVER . SHIRA YUDKOFF

Editor's Letter

Soon after taking over as Editor of the *Wharton Alumni Magazine*, I interviewed the president of UBS Investment Bank.

A couple days later, I chatted with a former Wall Street executive who, after a radical career shift, has built one of the most celebrated vineyards on the West Coast. Not long after, I had a face-to-face interview with one of the most influential executives in the history of the auto industry. I also spoke with a former media executive now working to save the lives of thousands of women and children in Africa. And finally, I spent an hour interviewing a member of the United States Senate.

That was just my first several weeks.

If I've learned anything in my initial months at the Wharton School, it is something the rest of you already know: Wharton is a truly remarkable place, and Wharton alumni are capable of truly remarkable things. In business. In politics. In anything they do.

My goal as Editor is to build a magazine every bit as remarkable as the school it represents. And I believe we're well on our way to doing just that.

In this edition of the magazine, we are offering a glimpse of some of the many changes to come as we overhaul your magazine — both in print and on the web.

For this edition, we've welcomed new photographers and new writers. We've also introduced a few new features, including our up-front commentary that will help kick off each issue. This space is open to everyone in the Wharton community — alumni, faculty, students — so please send in your submissions. In his piece this month, our first contributor, author **Andy Raskin, WG'94**, recounts the lessons he's learned from Japanese business great Momofuku Ando, inventor of instant ramen noodles.

The big changes, however, are yet to come. The launch of our redesigned web site will offer a number of extras, including podcasts, video segments, and a number of interactive "bonus" features. In the fall, we'll debut the new look of the print magazine, and among the new features we'll be introducing is a long-awaited Letters section. We invite you to share your thoughts about our stories, our plans for the future, or the magazine in general by sending your emails to **magazine@wharton.upenn.edu**.

We want you to be as enthusiastic about the magazine as you are about your Wharton School connection.

Sincerely,

Tim Hyland / Editor

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'Mankind Is Noodlekind'

Lessons Learned from One of the Greatest — and Most Unconventional — Business Minds of All Time

BY ANDY RASKIN, WG'94

Not long ago, I attended the funeral of Momofuku Ando, the inventor of instant ramen. On the playing field of a domed Osaka baseball stadium, 6,000 people sat facing the homerun wall, where rows of Buddhist monks framed a long white stage. The stadium was pitch dark, save bluish LEDs that twinkled in the bleachers and galaxies that rotated on video displays in the upper deck. The outer-space theme was an homage to Space Ram — a zero-gravity instant noodle that Ando's company, Nissin Food Products, developed for astronauts — but also a tribute to Halley's Comet. Ando was born in 1910, the year the comet made one of its near-Earth flybys, and the implication was that both he and instant ramen came from above.

The funeral included speeches by former prime ministers and chanting by the monks, but there were also goodie bags. Each attendee received a five pack of Chikin Ramen, a container of the newly introduced "Eco" Cup Noodles (with a reusable plastic cup), and a book of Ando's famous sayings. Some of these sayings were about golf ("Eighteen holes is the only happiness money can buy") and food ("Meat goes with potatoes for a reason"), and some were simply bizarre ("Mankind is noodlekind").

But many were about management and innovation, each relating to an episode in Ando's remarkable entrepreneurial career.

"When you see people waiting in line, stop to investigate. In a line, you can discover the desires of the masses."

The day after World War II ended, Ando walked the streets of Osaka. Ando's aircraft parts factory had been destroyed, as were several office buildings he owned. While thinking about what to do next, he noticed a black market for food had sprouted up behind Umeda Station, a transportation hub. There, he came face to face with his destiny: "I happened to pass this area," he once wrote, "and saw a line 20 or 30 meters long in front of a dimly lit stall. I asked a person who was with me what all the fuss was about, and I was told that the stall sold bowls of ramen noodle soup. I thought, 'People are willing to go through this much suffering for a bowl of ramen?'"

"Perspiration might lead to inspiration, but only if you set clear goals."

It took Ando more than 10 years to act on what he discovered. When he did, at age 47, he built a wooden shack in his backyard, filled it with cooking equipment, and spent most of 1957 and part of 1958 inside. He pursued five goals. The noodles had to be: 1. tasty; 2. capable of keeping for a long time; 3. ready in three minutes or less; 4. economical; and 5. healthy and safe. He repeatedly steamed noodles, dried them, and poured hot water over them. But this produced only one failure after another. His eureka moment came while watching his wife prepare a batch of tempura in boiling hot oil. When he dipped his noodles into the same hot oil, Ando found that frying not only dried them, but also left the noodles with small holes that made them highly absorbent.

"Let them eat it with forks!"

In 1966, Ando traveled to the United States to promote instant ramen. At the Los Angeles supermarket chain Holiday Magic, he watched in stunned silence as American executives placed his noodles in Styrofoam coffee cups (not bowls!). After filling the cups with boiling water, they ate the noodles with forks (not chopsticks!). Where others might have lectured the execs on how to consume the product "properly," Ando saw the opportunity for a revolutionary new packaging design. Five years later, Nissin launched Cup Noodles, its first international megahit.

Today, the company Ando created employs more than 21,000 people in 11 countries. Its net sales are more than $3 billion a year.

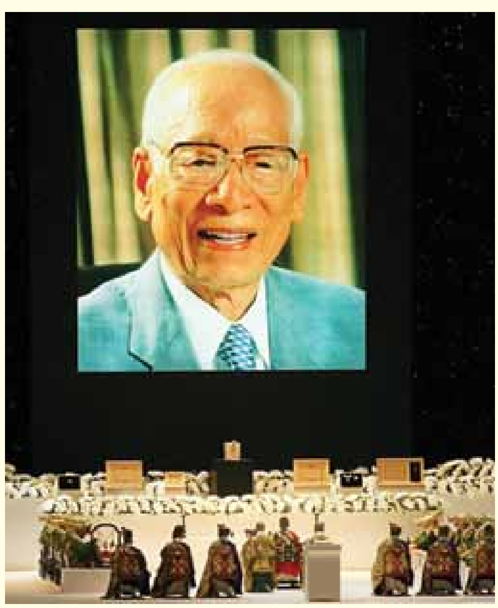
After the funeral, I left the stadium and rode a train to the Osaka suburbs, where I toured the unexpectedly chic Instant Ramen Invention Museum. Ando built it himself, to encourage young people to become entrepreneurs.

One thing I had long wondered about was why a 47-year-old man would suddenly build a shack in his backyard and spend a year in it trying to invent instant noodles. A book for sale in the gift shop told the story.

Ando had been the head of a bank that made many bad loans. Depositors came after him to recoup their losses. At first, he thought he might die of poverty. Or shame. But as he sat alone with his failure, he remembered the line for ramen. And he understood — in what reads like some kind of spiritual transformation — that noodles were his true destiny. Still, he never disowned his previous experience.

"I came to understand that all of my failure — all of my shame — was like muscle added to body."

These days, with failure seemingly all around us, I think of these words often.



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A LARGE PORTRAIT OF MOMOFUKU ANDO IS PROJECTED DURING HIS FUNERAL AT THE KYOCERA DOME STADIUM IN OSAKA.

ANDY RASKIN, WG '94, is the author of *The Ramen King and I: How the Inventor of Instant Noodles Fixed My Love Life*, a memoir.

GENE FALK, WG'80

A New Model for AIDS Care in Africa

Mother-to-child transmission of HIV/AIDS has essentially been eradicated. At least, that's the case in the developed world.

In the developing world, meanwhile, millions of women continue to pass the deadly virus along to their babies — even though this transmission is completely preventable.

Gene Falk, WG'80, is working to correct what he sees as one of the great wrongs of modern medicine.

A few years ago, Falk left a successful media career — he served as Senior Vice President at Showtime Networks, producing and promoting everything from Rolling Stones concerts to Don King's boxing events — to serve full-time as executive director for the Cape Town, South Africa nonprofit called mothers2mothers. He had co-founded the organization with this old friend and Williams College roommate, Dr. Mitch Besser, in 2001. Offering medical help and guidance to HIV-positive pregnant women in sub-Saharan Africa, mothers2mothers ensures these women get the medical care they need to save their children from HIV — and the support they need to thrive despite the still-strong stigma surrounding AIDS there.

"Mothers2mothers is focused on preventing the transmission of HIV from pregnant women to their children," says Falk, who visited Wharton in mid-April to speak with students about his work with mothers2mothers and his experiences as a social entrepreneur. "That may sound daunting, but actually, medically, it's quite easy, which is why there are so few HIV-positive children in the developed world anymore. In the 1980s and 1990s, you heard a lot about AIDS babies. You don't hear that anymore."

Eventually, Falk and his colleagues at mothers2mothers would like to be able to say the same about Africa. They're working toward that goal in two ways: First, by identifying HIV-positive mothers and getting them the life-saving medicines they need; second, by training some of those women to become "mentor mothers" for other HIV-positive pregnant women. These mentor mothers serve a vital role for mothers2mothers, educating women in their communities about how they can live healthier, fuller lives — even after HIV infection.

"We created a model where we train women, we hire them, and we send them back into their communities — into the clinics where treatment is available — so when a doctor says to a young woman, 'Did you know you have HIV?,' he also says, 'Here's someone from your community you can talk to,'" explains Falk, a longtime activist for gay and lesbian rights and winner of the Wharton Club of New York's Joseph Wharton Social Impact Award in 2008. "Our mentor mother then says, 'I'm from your town, I'm HIV-positive, but I'm not sick, I'm not skinny, I had a baby last year, my baby is healthy and HIV-negative. This is going to be your life, too.' It changes the entire dynamic."

The model has proven to be a huge success. Mothers2mothers engages in about 200,000 client interactions per month and now employs more than 1,500 women at more than 500 sites in South Africa, Lesotho, Zambia, Kenya, Malawi, Rwanda and Swaziland. Falk says he's confident the organization will continue to provide its crucial services for years to come.

"We're looking at this as a third-party payer — that people are buying services for someone else, whether that's the government or a private donor or foundation," Falk says. "And consequently, there are realistic expectations about the quality of the services that we provide, as there would be in any situation like that. I think that's been a large part of our success. We didn't know this wasn't a typical approach. …

"There isn't a private-sector business model that will work for us. But if there's going to continue to be investment in public health, programs like ours are going to have to grow, because there is actually no other option. If you're going to rely on public health professionals to deliver care in the developing world, well, they're not there. There's more technology, there are more solutions, and there are *fewer* providers."

– TIM HYLAND

PHOTOS COURTESY OF MOTHERS2MOTHERS

MOTHERS2MOTHERS NOW EMPLOYS MORE THAN 1,500 MENTOR MOTHERS AT MORE THAN 500 LOCATIONS IN SOUTH AFRICA, LESOTHO, ZAMBIA, KENYA, MALAWI, RWANDA AND SWAZILAND.

Private Wealth Management Program Celebrates 10th Anniversary

Charlotte Beyer, founder and CEO of the Institute for Private Investors, has seen it happen again and again: An entrepreneur starts a company, grows the company and sells the company — then realizes that she or he has no idea what to do with this newfound wealth.

"These are really brilliant CEOs," Beyer says. "Then they have a liquidity event and, suddenly, they find that they're the CEO of a completely new company — My Wealth, Inc."

For the past 10 years, the Wharton Private Wealth Management Program has been giving these wealthy individuals the guidance and support they need to manage and protect that wealth — for themselves, and for their families. The program, launched jointly by Beyer's Institute for Private Investors and Wharton in 1999, has served more than 500 individuals from 27 different countries through a rigorous, in-depth, real-world curriculum delivered by top Wharton faculty.

The program has evolved slightly over its 10 years, but its focus remains the same: To help very wealthy families answer the most fundamental questions they face about how and where to invest their money.

"There are some questions that are perennial, and asked with great desire to find answers," Beyer says. "Who is the best money manager? Who is the best advisor? But they learn after their week here that those are not necessarily the best questions. The real questions are, 'Who's the right advisor for me? Do I even need an advisor? And assuming I do, how do I know if I hired the right advisor? What are the steps for picking the right manager for me?' They begin to recognize the process that takes place is not only one of understanding the markets and how to do their due diligence, but a function of being more self-aware."

Beyer says the Private Wealth Management Program was ahead of its time when launched and has since spawned numerous imitators. But the Wharton program, she says, remains unique in its scope. It also remains as crucial today, in the midst of a worldwide economic slowdown, as ever before. She noted that during the program's most recent event in May, the curriculum included classes about the subprime mortgage meltdown and the state of the real estate market.

"The people in this [May] class have huge amounts of wealth just sitting in cash — huge amounts," Beyer says. "They sold their companies, and saw what was happening, and didn't want to go in. This week, I've watched them listen, and argue, and then … begin to understand the markets, and the way pricing works. And now they feel far more confident about how they'll invest."

– T.H.

The Winner Is …

A team of entrepreneurs who has developed an innovative new technique for diagnosing wound-healing problems were the big winners at the 2009 Wharton Business Plan Competition, which each year awards thousands of dollars in seed money to promising Penn start-ups.

The competition is open to any Penn student and is run by Wharton Entrepreneurial Programs. This year's competition wrapped up on April 29 with Wharton's Venture Finals.

The NIR Diagnostics team — comprised of Wharton MBA students **Bosun Hau**, **Pitamber Devgon**, **Xiaoming Fang** and Penn School of Medicine Ph.D. candidate Armen Karamanian — won the $20,000 Michelson Grand Prize for its "InfraVue" device, which can help doctors better predict whether a wound is healing or requires additional therapy. The device has already been used in animal testing and, as of late spring, was nearing a human pilot study. The NIR team believes the product may be able to tap into a $1.1 billion global market for wound assessment.

The $10,000 second prize went to the CuddleBots team, which created programmable robot toys and online communities for kids, and the $5,000 third prize was awarded to Realistic Eye, a group that aims to make artificial eyes look more realistic. Realistic Eye is the highest-ranked Business Plan Competition winner ever from Wharton | *San Francisco's* MBA for Executives program.

Serving as judges this year were: David A. Cohen, President of Karlin Asset Management; **William P. Egan, WG'69**, Founder and General Partner at Alta Communications; **Evan Jones, WG'83**, Managing Member at jVen Capital, LLC; **David A. Piacquad, WG'84**, Senior Vice President at Schering-Plough Corporation; and **Fred Wilson, WG'87**, Partner at Union Square Ventures.

– T.H.

BOSUN HAU, PITAMBER DEVGON, ARMEN KARAMANIAN AND XIAOMING FANG OF THE NIR DIAGNOSTICS TEAM.

Global Alumni Forum Brings Wharton to Middle East

The Wharton Global Alumni Forum in Dubai — Wharton's first such Forum ever in the Middle East — was a sold-out success, attracting more than 500 alumni and friends to the Dubai Grand Hyatt on March 11-12.

Under the theme, "At the Crossroads of Global Economic Change," the Forum focused on the Middle East's increasingly important role in the global economy, as well as the challenges it faces in light of the current financial crisis. Panel discussions addressed such issues as the development and growth of Middle East and North Africa (MENA) multi-nationals, entrepreneurship and emerging markets, the future of education and media in Gulf Cooperation Council (GCC) countries, and energy and change in the global economy. In addition, Wharton faculty led five master classes on topics including wealth preservation, managing global policy risks, and valuation and governance of family businesses.

The Forum, organized by a team of committed alumni under the leadership of **Mohammed Abdul Aziz Alshaya, WG'84**, Executive Chairman of M.H. Alshaya Co., featured senior Wharton faculty as well as a range of prominent business and government leaders. Among them were His Excellency Sheikh Nahayan Mabarak Al Nahayan, UAE Minister of Higher Education and Scientific Research and Chancellor of the Higher Colleges of Technology; **Donald Humphreys, WG'76**, Senior Vice President and Treasurer, Exxon Mobil Corporation; Najla Al-Awadhi, Member of the UAE Federal National Council and Deputy CEO, Dubai Media Incorporated; Joe Saadi, Chairman, Booz & Company; and **Tarek Sultan, WG'90**, Chairman and Managing Director of Agility. Sultan, a member of the Wharton Executive Board for Europe, the Middle East and Africa, was also a sponsor of the event.

Wharton was honored by the presence of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of UAE and Ruler of Dubai, who spoke with **Dean Thomas Robertson** about business and education trends in the region.

Describing Wharton's goals for the event, Robertson said: "We want to develop a Middle East perspective on the global financial crisis and its aftermath. The new global economic order will be an era of stronger collaboration and the Wharton Global Alumni Forum will assist in strengthening the partnerships."

– LAUREN ANDERSON

DEAN THOMAS ROBERTSON WITH HIS HIGHNESS SHEIKH MOHAMMED BIN RASHID AL MAKTOUM, VICE PRESIDENT AND PRIME MINISTER OF UAE AND RULER OF DUBAI.

Wharton and the White House

With the advent of a new administration, Washington has seen a flurry of new appointments to key positions. A number of these new appointees have Wharton ties.

G. Edward DeSeve, WG'71, serving as special advisor to President Barack Obama and assistant to Vice President Joe Biden, will lead the distribution of federal stimulus funds. A former Clinton official, DeSeve held positions during the tenures of three Philadelphia mayors and former Pennsylvania Governor Bob Casey. Most recently he was a Senior Lecturer at the University of Pennsylvania's Fels Institute of Government.

In March, the Senate approved **Gary Gensler, W'78, WG'79**, as Chairman of the Commodity Futures Trading Commission. A former Goldman Sachs executive who served under both Clinton Treasury Secretaries, Gensler possesses both private- and government-sector experience. Appointed in December 2008 by then-President Bush, **Neil Barofsky, C'92, W'92**, continues to serve under the Obama Administration as Special Inspector General of the Troubled Asset Relief Program (TARP).

Also joining the administration is **Robert Wolf, W'84**, Chairman and CEO of UBS Group Americas, named to the impressive ranks of the newly created Economic Recovery Advisory Board (see story, inside back cover). And joining the U.S. Senate as Delaware's newest senator is **Edward "Ted" Kaufman, WG'66**, appointed to fill the vacant seat of Joe Biden (see story, page 22).

In the Department of Agriculture, Obama appointed **Rajiv Shah, M'02, GrW'05**, as Under Secretary for Research, Education, and Economics. Shah, named a Young Global Leader by the World Economic Forum in 2007, was the Director of Agricultural Development in the Global Development Program for the Bill and Melinda Gates

WHARTON'S KEVIN WERBACH SERVED ON THE FEDERAL COMMUNICATIONS COMMISSION REVIEW FOR THE OBAMA-BIDEN TRANSITION PROJECT.

Foundation. **Nancy-Ann DeParle**, Senior Fellow of Health Care Management, leaves Wharton to become Counselor to the President and Director of the new Office of Health Reform. DeParle is an expert in health care regulatory issues.

In a recent interview with *Knowledge@Wharton* about his experience as Co-Lead of the Federal Communications Commission Review for the Obama-Biden Transition Project, Assistant Professor of Legal Studies and Business Ethics **Kevin Werbach** spoke about the urgent need for the FCC to "think about itself as an economic stimulus agency, as an agency that's about creating jobs and fostering investment."

Founded in 1964 by President Lyndon Johnson to encourage active citizenship and service to the nation, the White House Fellows Program is now led by **Cindy Moelis, W'82**. Moelis most recently served as the Executive Director of the Pritzker Traubert Family Foundation. Meanwhile, **Michael Vickers, WG'88**, continues his service as Assistant Secretary of Defense for Special Operations/ Low Intensity Conflict and Interdependent Capabilities, a position he has held since 2007.

– L.A.

Voices of (Varied) Experience: The Wharton Colloquia

Steven Pinsky, WG'91, Private Equity Services Practice Director at J.H. Cohn, LLP, paced the front of the Huntsman Hall classroom, whistling the *Jeopardy!* theme song.

In the seats facing him, five teams of Wharton undergraduates scribbled furiously on the mini-whiteboards Pinsky had brought along for the occasion. The students had just spent the last half hour learning "What's Up With Private Equity?" Now, they quickly applied their new knowledge to such questions as: What was the total value of U.S. mergers and acquisitions in 2008?; Which sector saw the most private equity deals in 2008?, and; What was the total private equity deal flow in 2008? [Answers: $850 billion; business products and services; and $186 billion, respectively]

With the tongue-in-cheek title, "Are you Smarter Than A Wharton Student?," the quiz capped off Pinsky's Spring 2009 Wharton Colloquia presentation, which used equal parts PowerPoint and dry wit to walk a captivated audience through the private equity industry — from the early years of the market to the more cautious atmosphere of the current economic times. In 2007, said Pinsky, private equity had "far too much money chasing too few deals." The atmosphere was "downright frothy."

Held twice each year, once in the early fall for incoming freshmen and once in the spring for all undergraduates, the Wharton Colloquia bring alumni from diverse fields back to campus to share their experiences with current students. With alumni presentations covering topics from personal finance to investing in emerging markets to generating entrepreneurial ideas, and more, the Spring 2009 Wharton Colloquia introduced some of the newest members of the Wharton community to some of the most established, and helped to open undergraduates' eyes to just a few of the career paths a Wharton education makes possible.

An hour later and a few floors down from Pinsky's presentation, a slideshow was worth a thousand words as **Gabriel Mandujano, W'05**, Executive Director of The Enterprise Center Community Development Corporation (TEC-CDC), powered up his laptop to present, "How to Use Your Wharton Degree to Save the World." Images of diverse neighborhood residents working together on community clean-up, greening and beautification projects brightened the classroom's projector screen and illustrated TEC-CDC's dedication to the "inclusive, sustainable revitalization" of West Philadelphia's Walnut Hill neighborhood.

The undergraduate audience members — many of whom expressed a commitment to their own social impact ventures — took copious notes as Mandujano explained the unique aspects of nonprofit culture, suggested reliable means for evaluating the viability of social entrepreneurship initiatives, and offered a checklist of the facts and values aspiring social entrepreneurs should consider before beginning their venture. Advised Mandujano: "Ask yourself, is there a moral imperative?"

– CAROL QUINN

Three Named to Wharton Executive Boards

Dean Thomas Robertson in March announced three key

Wharton Makes News

A sampling of recent news stories featuring Wharton alumni, faculty and staff.

June 2, 2009
Appearing on National Public Radio's *All Things Considered*, Wharton Professor of Finance **Jeremy Siegel** said the stock market remains the best long-term investment. "Even though we all know it's been a very painful 10 years," Siegel said, "looking forward … I think it's certainly going to be much better for investors." He also said he didn't expect a "long wait" for the turnaround to begin.

May 11, 2009
In a *BusinessWeek* story about the increasing popularity of the business Ph.D. degree, Wharton Vice Dean and Director of Doctoral Programs **Robert Inman** said the fall of such Wall Street titans as Lehman Brothers has pushed many bright young professionals into academia. "It's not that we're getting all the quant jocks from Wall Street who suddenly lost their million-dollar jobs and say, 'Well, what the heck, let's go get a Ph.D.,'" Inman said. "What's causing the increase is the really smart kids who would have been tempted to go to Wall Street and maybe stay there, but now the jobs are not available."

May 4, 2009
Wharton Director of MBA Admissions and Financial Aid **J.J. Cutler, C'93, WG'97**, was interviewed by *BusinessWeek* about how Wharton is faring during the economic downturn — and why he believes Wharton graduates still are getting a return on their investment. "Our perspective is that now more than ever, not unlike in all industries, there is a flight to quality," Cutler said. "We think that we have demonstrated results and that even in times of financial uncertainty, the long-term ROI on a Wharton MBA is still quite high."

May 3, 2009
Wharton research fellow **Kevin Gillen, GrW'05**, spoke to the *Philadelphia Inquirer* about the state of the housing market. Despite some signs of hope, Gillen said the market is still a long way from full recovery. "When a man is starving, a few crumbs can seem like a buffet," he said. "Only when inventories are restored to their long-run average will we return to a more balanced market."

April 28, 2009
In a *BusinessWeek* story analyzing the market impact of the Swine Flu, **David Asch**, Wharton professor of health care management, operations and information management and medical ethics, said the public should probably fear diabetes and obesity more than flu outbreaks. "People fear things that are sudden and mysterious," Asch said, "and yet the monster is all around us."

April 23, 2009
Wharton Professor of Management **Peter Cappelli** told the *Wall Street Journal* that companies looking to cut costs should consider furloughs and shorter workweeks instead of pay cuts. "Once business comes back, no one is quitting over a furlough," Capelli said.

April 13, 2009
Dean Thomas Robertson told *Bloomberg.com* that the financial downturn has driven Wharton students to look at alternate career paths, including work with nonprofit organizations. "The fact that our students are looking more broadly at career options is not all bad," Robertson said.

April 10, 2009
Olivia Mitchell, Executive Director of Wharton's Pension Research Council, joined a discussion about the future of pension plans on National Public Radio's *Here & Now*.

appointments to Wharton's Executive Boards, naming **Scott A. Wieler, WG'87**, as chair of the Graduate Executive Board, **William H. Lawrence, W'83**, as chair of the Undergraduate Executive Board and **Sebastián Escarrer Jaume, WG'93**, as chair of the Executive Board for Europe, the Middle East and Africa.

Wieler is chairman and chief executive officer of Signal Hill Capital Group LLC, a Baltimore-based investment banking firm. He succeeds **Dolf R. DiBiasio, WG'69**. Lawrence is founder, chairman and chief executive officer of Meridian Capital Partners, Inc. in New York. He will replace **Brian D. Finn, W'82**. Escarrer is joint vice chairman and chief executive officer of Sol Meliá, S.A. in Palma de Mallorca, Spain. He enters this role following the service of **Sir Paul R. Judge, WG'73**.

Wharton has six Executive Boards, including the Board of Overseers, the Graduate Executive Board, the Undergraduate Executive Board, and the Executive Boards for Europe, the Middle East and Africa; Asia; and Latin America. Along with the Wharton Alumni Association Board, these boards help to define and implement Wharton's strategic mission and goals.

– T.H.

Posthumous Praise for Mayo

The Economist recently recognized former Wharton researcher Elton Mayo (1880-1949) as one of the greatest "management gurus" in business history.

Mayo garnered praise for his groundbreaking work proving that factory workers responded more favorably to improved working conditions — such as the introduction of break times — than to wages alone. Mayo proved it with an experiment conducted at a Philadelphia mill, where he and his team were able to reduce labor turnover rate from 250 percent to 6 percent in less than a year.

The magazine also cited Mayo's later work, which proved that relations between managers and workers could only be stable "when each party appreciated the position of the other."

"This sounds much like common sense today," *The Economist* declared, "but following Frederick Winslow Taylor and his time-and-motion studies, it was almost revolutionary."

– T.H.

Knowledge@Wharton Looks Back at 10 Historic Years

The past decade has brought almost unfathomable change to world of business.

There was the tech boom — and the following bust. Once-secretive China soared to business prominence. Google revolutionized search, Apple stormed back, and Napster took on the music industry. Interest rates fell — and fell some more. Real estate prices soared. The mortgage business did, too. And then it all came crumbling down in one big mess. Lehman Brothers disappeared, AIG got bailed out, and the future of the American auto industry was thrown into serious doubt. Meanwhile, Facebook conquered social networking — that is, at least, unless Twitter has something to say about it.

Knowledge@Wharton has been there to document all of it. And now, in celebration of its 10th anniversary, the hugely popular online business journal network — a network that reaches more than 1.3 million subscribers worldwide through four different editions — is looking back on the biggest stories in business since its 1999 debut.

In a special section now available at knowledge.wharton.upenn.edu, *Knowledge@Wharton* has republished the most popular stories of each of its first 10 years. The stories cover topics ranging from the emergence of technology to trends in online marketing and the impact of globalization in the Middle East.

– T.H.

Lauder Institute Creates Advisory Board

The Lauder Institute turned 25 this year, and to celebrate its quarter-century of success, the Institute in March created a new Senior Roundtable Advisory Board — a group of respected alumni who have used their Lauder educations to build distinguished international business careers.

Recognized as one of the most rigorous and exclusive international business programs in the world, the Lauder Institute asks students to complete both a Wharton MBA and a Master's degree in International Studies from the School of Arts & Sciences.

Chairing the Board will be **Janifer M. Burns, G'86, WG'86**, and **David Trachtenberg, G'88, WG'88**. Burns is former Managing Director of Debt Capital Markets at BBVA Securities Inc. and Founder and Principal of HWB Inc. Trachtenberg is President of The Hartland Group. Joining Burns and Trachtenberg as founding members of the board are: **Rosalind Copisarow, G'88, WG'88**, CEO, International Development Enterprises; **Tony Davis, G'97, WG'97**, CEO, Anchorage Capital; **Bruno Ducharme, G'85, WG'86**, Founder, TIW Telecom; **Rene Kern, G'90, WG'90**, Managing Director, General Atlantic; **Allan Kwan, G'87, WG'87**, Venture Partner, Oak Investment Partners; **Eileen Naughton, C'79, WG'87**, Director, Sales, Google, Inc.; and **Norm Savoie, C'86, G'91, WG'91**, Financial Advisor, Smith Barney.

– T.H.

Duckworth Receives Distinguished Service Award

Dean Thomas Robertson recently honored **Connie Duckworth, WG'79**, with the Wharton Alumni Award for Distinguished Service.

The Distinguished Service award recognizes alumni

CONNIE DUCKWORTH, WG'79

who demonstrate outstanding leadership in their profession and exhibit extraordinary dedication to Wharton. Duckworth, who serves as a Wharton Overseer and was co-chair of her reunion class this year, received her award during Reunion Weekend.

Duckworth was a trailblazer at Goldman Sachs, where she became the firm's first female sales and trading partner, co-head of the Municipal Bond Department, head of Fixed Income in Los Angeles, and co-head of the Chicago office. In 2001, she left Goldman and co-founded 8 Wings Enterprises to advise and fund early-stage, women-led companies.

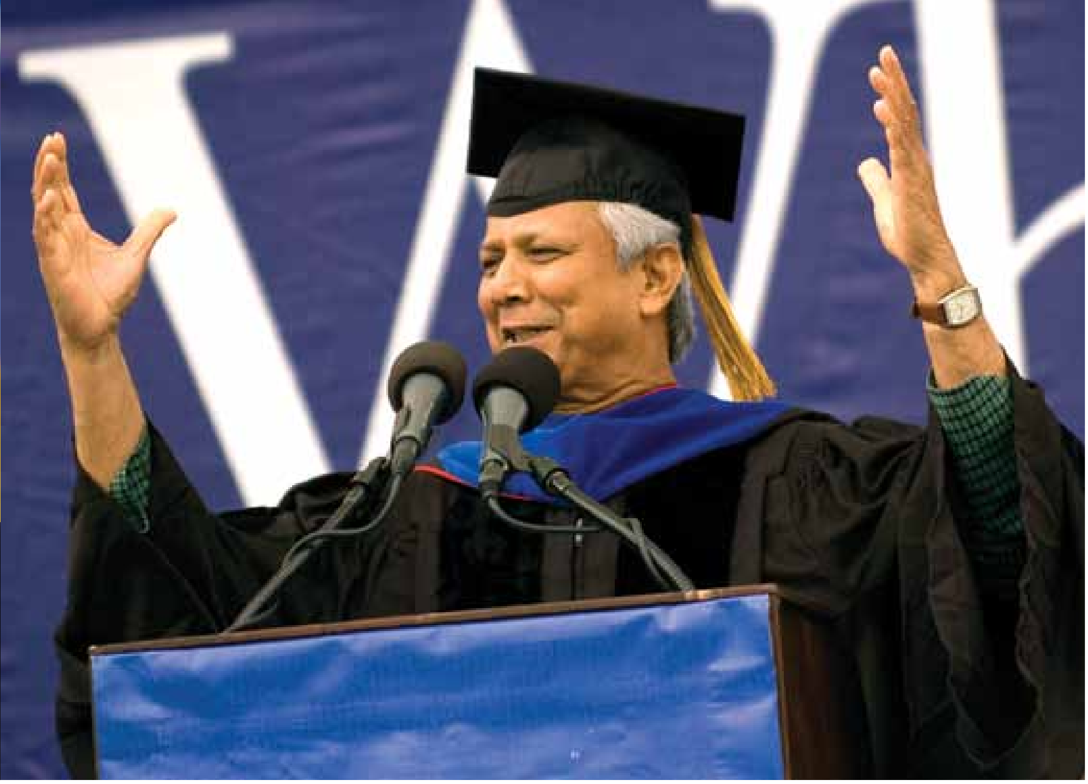
Currently, Duckworth serves as president of Arzu, Inc., the nonprofit she founded to provide sustainable income to Afghan women and their families by sourcing and selling the rugs they weave within the global consumer market. Arzu also provides literacy training and health care to the women and their communites. ◆

– T.H.

PHOTOS BY SHIRA YUDKOFF

Welcome New Alumni

www.whartonconnect.com



Yunus to Grads: 'There is So Much to be Done'

Nobel Peace Prize winner Muhammad Yunus proposed a novel business model to members of the 2009 Wharton MBA class, a model he has used for decades with great success.

The founder and managing director of Bangladesh's Grameen Bank, citing what many describe as the sorry state of much of today's banking industry, urged graduates to "do the opposite of what conventional banks do" as they look to build satisfying, successful and meaningful careers for themselves.

"They go to the rich," he said of the banking industry. "They go to men. They establish themselves in the center of cities. They require collateral and legal documents. They are owned by rich people."

Grameen Bank, by contrast, is thriving, with a nearly 100 percent repayment rate, by doing precisely the opposite: lending to poor women in tiny villages who have no collateral. "Sometimes reversing something, turning things around, works beautifully," Yunus said.

Yunus started what became Grameen Bank in 1976, believing that small loans to the world's poorest people could lift them out of poverty. Grameen Bank ("grameen" means "village") has since spawned a host of microfinance programs that lend small amounts of money to poor people to start businesses, including those that sell crafts, food, and services. It now has more than 7.5 million borrowers, 97 percent of whom are women, and has lent more than $8 billion with a near 100 percent repayment rate.

In his speech to Wharton MBAs, Yunus argued that poverty is "created by the institutions we have built and the concepts we have designed. Human beings are not money-making machines," Yunus said. "They have selfish and selfless (characteristics) in them." He urged the MBA class to work toward creating something he called "social business," a model that focuses first on helping the world rather than taking from it.

"There is so much to be done," Yunus told the graduates. "If you put your mind to it, there is no reason we cannot address poverty, environmental degradation, you name it. That is a challenge for you. You can create your own world. What kind of a world do you want to create?"

In his commencement address, Wharton Dean Thomas S. Robertson described the roller coaster ride graduates have witnessed in the business world during their short time at Wharton: The S&P 500 rose to its historic high of 1,565 in October 2007 — then fell to a 12-year low of 677 in March 2009.

Somewhat less obvious has been the extraordinary acceleration of technological change over the past few short years. Much of the technology now taken for granted was still quite rare back in 2005; it is now ubiquitous, Robertson said. Facebook was launched in 2004. YouTube arrived in 2005. Twitter is barely three years old; the iPhone just two. Kindle arrived in 2007, and Hulu opened to the public in 2008.

"These new technologies have shattered many of the business models that were profitable not so long ago," Robertson said, citing the newspaper business, the recording industry, and other media companies. "While many decry the falling away of … old business models, this clears the way for you. You are handed the challenge of creating new business models that will drive the next wave of growth."

He closed with a reflection on leadership today. "Society has changed — and it will continue to change, as change is the only constant in life. But for now, ostentatiousness is out and greed is so last year. Social responsibility and community mindset are in. The imperial CEO is out; the entrepreneur is in," Robertson said.

Robertson shared Wharton School founder Joseph Wharton's belief that business education should find "solutions to the social problems inherent in our civilization," that its leaders should be community builders and leaders who are responsible to society's shared needs.

"That is our hope for you," Robertson told the graduates. "We have confidence in you. We expect great things from you. From those to whom much is given, much is expected."

Earlier that day, at the Undergraduate Division graduation ceremony, new graduates celebrated under umbrellas and gray skies.

Student speaker **Ravi Naresh, C'09, W'09**, a student in the Huntsman Program in International Studies & Business, also described the dramatic changes this year's graduates have faced since arriving at Wharton four years ago, changes that, for many, have meant job offers that have slipped away with Wall Street's fortunes. But these changing realities have also brought the graduates greater resiliency, creativity and "above all we have learned to solve problems," Naresh told classmates.

Wharton Professor of Legal Studies and Business Ethics and Management G. Richard Shell, in accepting the David Hauck Award for Excellence in Undergraduate Teaching, encouraged graduates not to worry about what they do right after college. Assistant professor Shane Jensen also received the Hauck Award.

"The important thing is to figure out what you like and don't like in the world of work," Shell said. "So consider the next few years as a graduate program in an institution called 'The School of Life.' " The most prestigious positions on Wall Street will feel oppressive to someone whose passion is teaching or entrepreneurship, he said. "And even if you end up waiting on tables for a little while, you may discover that you are passionate about delivering perfect service to customers. Once you really 'get' that, you can set your sights on becoming the president of the Four Seasons Hotel Group."

Shell, a negotiation expert and author of the book, *The Art of Woo: Using Strategic Persuasion to Sell Your Ideas*, told graduates that successful negotiations are all about relationships. "There is no negotiation problem that cannot be fixed by a good relationship," he said. "And few negotiations can survive a bad relationship. So treat people well, give them more than they expect, and they will give you in return, over your lifetime, more than you could ever achieve any other way."

– NANCY MOFFITT

Reunion 2009

PHOTOS BY TOMMY LEONARDI

A Conversation with J.D. Power III, WG'59

Soon after earning his Wharton MBA in 1959, J.D. Power landed a plum position with the Ford Motor Company, which in itself was something of a miracle.

Power had graduated in the midst of a deep recession that had hit Detroit especially hard. Job cuts had swept through the industry. Power recalls his office being awash in pink slips.

But even during those hard times, Power says he never imagined the American auto industry would ever fall quite so far as it has today, with both General Motors and Chrysler on the brink of collapse and Ford battling massive problems of its own.

"To see what's happening today with Chrysler and what's happening to General Motors, I don't think anyone would have ever believed it," says Power, founder of the market research firm J.D. Power & Associates, who returned to Wharton in May to celebrate his 50th class reunion.

The weekend was Power's first-ever Wharton Reunion event, and he marked the occasion by addressing his classmates during a special Saturday luncheon that also featured remarks by Dean Thomas Robertson and a performance by the Penn Glee Club. Power took a few minutes to chat with us about the value of his Wharton years, his advice for the new graduates, and his thoughts on the American auto industry.

This is your first Reunion weekend. How does it feel to be back?

I've been back a few times but not for alumni events. I really find it unbelievable how many [new] buildings there are. I arrived yesterday in the afternoon, during rush hour, and I couldn't believe all of the activity going on, especially during this economic downturn. So I'm glad to see the whole university is so very vibrant.

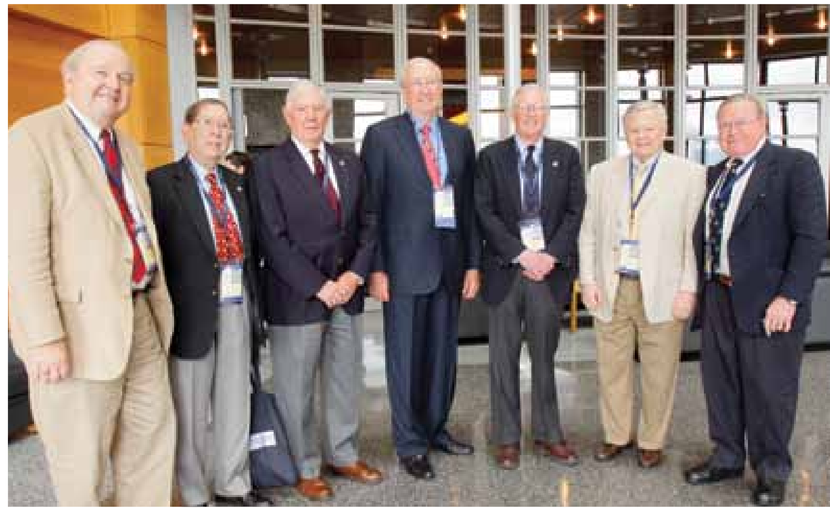
You've had a long and successful career. How do you think your Wharton experience helped you along the way?

I think certainly graduate school was very important for me. I learned a lot about the career I eventually took — market research. Dr. Blankerts, who was head of that division at the time, taught a market research class that really helped me understand what I wanted to do. It had a lot to do with me eventually starting J.D. Power & Associates.

I feel the Wharton program in the late 1950s was much more geared to what I needed to have. I was a liberal arts major and then served four years in the Coast Guard and then I was off to graduate school and I didn't know what I wanted to do. I think the program they had was very intense and multifaceted. I learned a lot every day.

Do you have any advice for graduating students — either MBAs or undergraduates — as they head out into the workplace during this challenging time?

Yes — don't let [the downturn] interfere with what you eventually want to do. I was hired by the Ford Motor Company in 1959. That was 50 years ago — the tail end of another recession and it was perhaps one of the best things that's ever happened to me, to get that assignment. I can remember [at Ford] they couldn't find the application forms [for new jobs]. They only had the pink slips, because they had been letting



so many people go. To have that kind of situation, where we had to actually search around for the job applications, that was very eye-opening.

Do you feel you learned anything by starting your career in hard times?

Oh sure. What a person does, I think, is learn every day. Actually, Ford hired me in the financial division, and that's not what I wanted. I wanted marketing. But they told me that if I went through the training program for two years, it would advance me well. So I took it and I learned a whole heck of a lot, just like in school.

Your company has been studying the auto industry for decades. What is your opinion on what happened to the American automakers?

I think our company zeroed in on the problems that they had back 40 years ago. And it just took them a long time to understand what was happening. It was the fact that they were building cars and pushing them out the door and the people were buying them [because] they had no choice. There were the Big Three plus American Motors. And [the companies] got comfortable with their efforts and didn't look at what was really going on. Then the Japanese came in with a much better product. We've worked with all the auto companies. But Toyota was my very first client out in California, and I could see that they were really going to do a job on the U.S. market.

That being said, could you have ever imagined that the Big Three would get to this point?

No, no, no. When I arrived in Detroit, actually, General Motors was being threatened by a Michigan senator [Philip Hart] to be split up. He wanted to take Chevrolet away from General Motors in order to make a more competitive marketplace. General Motors had close to if not more than 50 percent of the market at that time. That was 1959. So things have changed dramatically over the past 50 years.

Ultimately what kind of future do you see for the American automakers?

I don't think [Chrysler and GM] have any choice. I think … they'll have to declare some form of restructuring through bankruptcy. And this will then put pressure on Ford, which has been avoiding taking any government money, at least in the last few months. I think my prediction would be that GM, Ford and Chrysler will be lucky to retain 18 percent of the U.S. market, of which they used to have 80 percent. It's a restructuring. We're into a new situation now. Globalization is going to take hold and I think we're going to see positive things — eventually. Any time you have major restructuring changes like this, a lot of people get hurt. There will be some winners, though. ◆

– T.H.

PHIL BLISS

THE REAL WORLD: WHARTON

Wharton students spend as much time learning outside the classroom as in it. They aren't the only ones to benefit from the experience. By Natalie Pompilio

In one of the last meetings before the final presentation to their client, the consultants reviewed the data they'd gathered. They had customer surveys — compiled by hand at four different business locations — as well as secondary research, studies of competitors, and a communications analysis.

Still, more work had to be done. The team needed to finalize staffing dates, create a web advertising strategy, and figure out how to process some customer responses. So the consultants decided to meet over the weekend. One member asked if he'd be free by 8 p.m. Saturday night, since he had social plans.

Probably not, he was told — even though the meeting was scheduled to start at noon.

Such commitment is to be expected from highly paid business consultants. But these weren't highly paid business consultants. They were students in Professor Anne Greenhalgh's Management 100 class, the gateway course to a Wharton undergraduate degree that takes students out of the ivory tower and into the real world, working with real businesses, real money and real people's livelihoods.

"They're being tossed out there into the world. That's the test. Then they come back and reflect upon what happened," says Greenhalgh, director of the Undergraduate Leadership Program and adjunct professor of management. "The course is upside down and backwards. They're used to studying, studying, studying and taking the test, not taking the test and then studying. My job is to pull that life experience into the classroom and connect it to the readings and exercises."

That's why this particular group of consultants — called "The Breadwinners," as they were working on behalf of Philadelphia's own Metropolitan Bakery — was working so hard, and so long. The team was tackling an external communications analysis for Metropolitan Bakery, spending countless hours poring over statistics, analysis and field work. And, because they're still fun-loving students, they also weighed more idiosyncratic issues — like whether or not they should wear chef's hats during their final presentation.

"This is something completely new to our entire team. Nobody knew what to expect," says Rob Goldstein, 21, a junior transfer student concentrating on finance. "It's been really nice to apply what we learned to a project that's true to real life. It'll definitely help us with any business career we enter. I think our recommendations will be valuable to her and hopefully to us, too."

The "her" is Wendy Born, one of Metropolitan's owners. She says she's successfully worked with Wharton students before and jumped at the chance to do so again when Wharton's Small Business Development Center asked if she'd be interested in partnering with students from Greenhalgh's class.

"Any time I can learn something that can help my business, it's always good," Born says. "And I like working with students. They ask questions you've been deflecting or never thought about. It pushes you. Your day-to-day management is so all-inclusive and encompassing you don't get a chance to step back and get perspective."

Business schools regularly have students work with real companies, particularly at the MBA level, says Jerry Trapnell, executive vice president and chief accreditation officer of the Association to Advance Collegiate Schools of Business. "They get that experience first in an initially safe environment with a mentor or faculty member before they're thrown in post-graduation. That's very valuable," says Trapnell. "They get out into the real world and see what it's like — that round pegs don't always fill round holes — and they can begin to apply some of the skills they've learned."

But Wharton seems to go further than most other schools. The School puts students out there through MGMT 100 and then repeatedly throughout the academic experience. Students may find themselves working with a local business owner, an international corporation, and a wannabe entrepreneur — all in one semester.

Last year, undergraduates in one of Whitney M. Young, Jr. Associate Professor and Associate Professor of Marketing Americus Reed II's classes developed a new product line for Nike, presenting their work to a team of company representatives. Other students have worked with L'Oreal Cosmetics, the Philadelphia Eagles and Johnson & Johnson. This spring, Reed's MBA students dedicated their energies to a customer analysis for Payless ShoeSource.

"There's an old saying: 'It's very easy to make the lion disappear on stage, but can you do it in the jungle?'" Reed says. "One thing we do at Wharton is try to be relevant. Most students say this is an incredibly valuable introduction to reality."

During the student presentations for Nike, Reed recalls three company representatives — professionals with a combined *four decades'* worth of experience with the com-

RYAN DONNELL

WENDY BORN OF METROPOLITAN BAKERY SAYS WHARTON STUDENTS "ASK QUESTIONS YOU'VE BEEN DEFLECTING."

"EVERYTHING IS DIFFERENT WHEN IT'S REAL. IT'S INVALUABLE."

pany — being truly interested in what the students had to say. With good reason, too. The students had actually picked up on the same trends Nike had noticed in its own research, says Kathy Hines, Nike's Director of Business Development.

As the Nike people left, Hines says, one commented on how impressed he was by the Wharton MBAs. Hines was amused.

"I said, 'Those weren't MBA students,'" she recalls. "'They were undergrads.'"

"There's a difference between information and insight," adds Reed. "Information is something you can just gather, like the average age of customers, but translating that into an insight that's exercisable for the client? That's exciting. I've been doing this for eight years and I've never been disappointed. I always have at least one team where the client and I will say later, 'Wow. That was really insightful.'"

Beyond the Textbooks

After working through the nuts and bolts of business success through courses in economics and management, marketing and entrepreneurship, it can be easy for students to forget that there's much more to making it in the real world than what they read in their textbooks.

That's why Jerry Wind, Wharton's Lauder Professor of Marketing, brings guest speakers to his 800-level "creativity" class for MBAs most every week. The speakers came from diverse fields — museums to medicine, apparel to architecture — and offer students real-world proof of Wind's semester-long message: That creativity matters.

"The idea is to show them that, regardless of what discipline it is, creativity is valued," Wind says. "It's much more powerful to communicate it if they hear the same thing from an architect, a scientist, a curator, a choreographer, and so on."

Students end up building a rapport with the speakers, some of whom are big names in their fields, Wind says. Some even email the speakers for advice. Most of the time, the speakers are delighted to help.

Wind also is sure to bring the real world into his other classes, presenting students with case studies involving everything from growth strategies, to employee issues, to competitive realities. Then he invites company executives to talk about the problems in person. The students advise the entrepreneurs — and the entrepreneurs listen.

"A textbook can be as complete and powerful as a guest lecturer," he says. "The real difference is the extent to which the text or speaker or assignment or class can excite the students enough and motive them to try something. If you happen to have a good speaker to motivate people, or you have a good text or article, that does the same thing, that's great. That's what we're really looking for."

There are other benefits to these interactions, too.

Last year, after Pom Wonderful founder Lynda Resnick addressed one of Wind's classes, one of his students struck up a conversation with the executive. The conversation eventually turned into a job with Pom, which explains why, when Resnick returned to Wind's class last year, she jokingly asked: "Last year when I was here, I took a very lovely young woman home with me. Anyone want to come home with me today?"

More than one hand shot into the air.

Greenhalgh, too, has seen how working with outside businesses can change students' perspectives. One student was so taken by the nonprofit organization he worked with that he later joined the board. Some students stay in touch with their clients in a collegial advisory role. Others realize the value of the course and, after graduation, return on the opposite end of the relationship — as the clients.

And Reed noted that while working with the different companies he brings in is not an apprenticeship, "every while and again, one or two of my students will get a job opportunity from this."

"It's recruiting," Reed says. "It's learning."

'Labor on the Cheap'

Students aren't the only ones to benefit from these interactions.

Haskel and Aviva Weiss are proof.

The Merion Station couple started Fun and Function, a small toy company focusing on children with special needs, about two years ago. They run the business out of their home and fill every role possible — "accountant," "product designer," "customer service rep." They also stay busy raising their four children, ages one to seven.

Market research? Not enough time.

"Until now, we've done market research on a small scale, interviewing 15 to 20 customers and asking them how we can improve," says Haskel Weiss.

With the help of Greenhalgh students, Fun and Function is finally getting the full-fledged market analysis it needs. A student group that's taken on the name "Dynamic Synergy Consulting Group" has sent out more than 10,000 customer surveys, and culled results from 300 responses.

"We're going to incorporate all of that data and implement anything we can find out from them," Weiss says. "We're always looking for ways to improve the company and the best way to do that is to listen to your customers."

Since the Weisses discovered Wharton's resources, they've taken small business classes, gotten advice from professors and worked with other student groups on different aspects of their business.

"When you run a business, you get very busy with the everyday grind," Aviva Weiss says. "With Greenhalgh's students, they bring that freshness and they're not scared to have an idea, whereas someone else might say, 'That can't be done.'"

RYAN DONNELL

PROF. ANNE GREENHALGH SAYS HER COURSE IS ABOUT TOSSING STUDENTS "OUT THERE INTO THE REAL WORLD."

Born, of Metropolitan Bakery, agreed that students can bring a unique perspective to a business. Recently, she says, she became curious as to what effect social networking sites like Facebook could have on the bakery's marketing efforts. Getting help from the Facebook-savvy Wharton students, she says, seemed natural.

"A small business doesn't have a budget for marketing and public relations," Born says. "And I'm old and these are young people who are in the business program and, by nature and demographic, social networkers. I knew they could help me explore the communications side of doing business now."

Indeed, Born says Metropolitan has in the past benefited from its association with Wharton. One student group focusing on business acquisition strategies, Born recalls, offered an impressively comprehensive analysis of what a potential buyer for the bakery might look like. The students brought up issues Born hadn't even considered before.

"In small business, you change every day. What it did was give me an insight into what changes we needed to make," she says. "We've really built our business on a solid infrastructure, and that's been helped by the work we've done with students."

"The analysis that the students do is about 95 percent the same as if they went out and engaged a quote-unquote 'real' consulting firm," Reed says. "With Payless, you have 50 MBAs who are going to collectively expend 2,500 hours on this so you can imagine what that would cost. In a way, it's labor on the cheap, a really cost-effective way to get some insights. If one or two interesting ideas come out of this, it's worth it, and the businesses find since the students at this school are so thoughtful that there are a lot of really creative insights that come out of it."

The Client Comes First

If Greenhalgh could rename her course, she would call it, "Foundations in Teamwork," because while the time-consuming course is certainly 'high task,' it's also 'high touch,'" she says. It teaches students another important real-world lesson.

That lesson? "Relationships matter — with your teammates, your client, your T.A.," she says. "The fact that the course emphasizes relationship building is unnerving for them. They're unaccustomed to being assessed on their interpersonal skills. These are all soft skills that, although soft, are no less difficult than the hard skills they're used to being assessed on."

MGMT 100 has a reputation of being time-consuming, and it is: Groups meet two or three times a week outside of lectures and, in the home stretch, before their final presentations, they think nothing of an eight-hour-long meeting on a weekend.

RYAN DONNELL

GREENHALGH'S STUDENTS LEARN A VALUABLE LESSON: THE CLIENT COMES FIRST.

So the first challenge for students, in some ways, is learning to working as a team.

"The project really forces you to spend time together," says Greg Hamill, 21, a junior member of The Breadwinners. "Everyone understands that we're all in this together. The network of support the whole class provides is really comforting. A lot of other classes don't have that."

"When you work with people outside the classroom, you have to take initiative [to get things done]," adds Colin Lee, a 20-year-old sophomore. "It's a lot harder than just meeting in class."

Working with the clients presents another challenge.

Greenhalgh jokes that her East Coast students seem to operate on "California time," working late into the night and then being surprised when they don't have answers back from clients first thing in the morning. "It brings you back to your college days," Born says. "One thing I've noticed is I've gotten emails at 3:30 a.m. That just corroborates the evidence I see on campus when students are drinking coffee at 8 p.m."

Born and her Breadwinners had a somewhat rocky start. A lost email and poor early communication hampered their efforts. Within weeks, the problem was corrected, but those sort of rough patches can actually help Greenhalgh drive home the point to students that the client comes first.

She often reminds them that, for many entrepreneurs, a business isn't just their livelihood, but also their baby. So if the client wants to change something, the consultants have to adjust. No matter what they think is right.

That's what the Dynamic Synergy Consulting Group faced. After originally directing their efforts to one of Fun and Function's newer products, the group was later asked by the Weisses to instead focus on the company's established speech-therapy line.

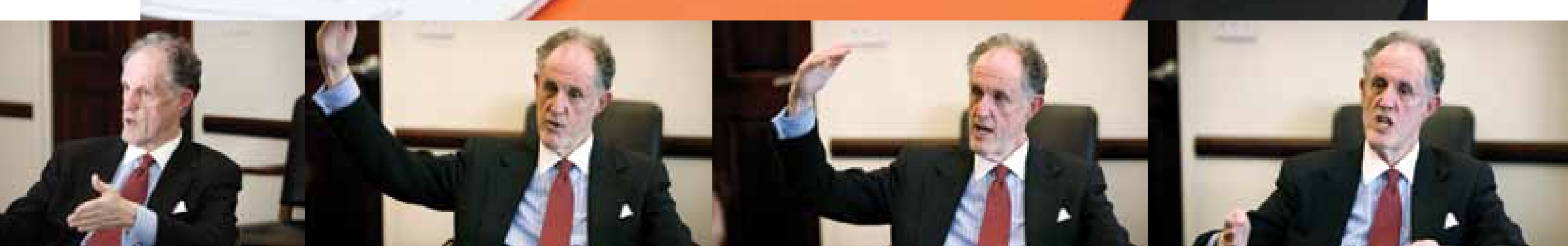
The students adjusted and, very quickly, got to work.

"There's some negotiation that's involved. You have to change to what they want to do because the client is always right," says Sarah Brown, a 19-year-old sophomore. "And it turned out to be more interesting."

Sophomore Cameron Berns said that after countless hours of thinking about Fun and Function while working with the Weisses, analyzing their finances and talking to their customers, he can't help but be a fan.

"We've invested a lot of time in this project and we definitely want to see them succeed," Berns, 20, says. "I'm a big proponent of classes like this. At the end of the day, you can be very book smart, but you have to know how to interact with your clients. Everything is different when it's real. It's invaluable." ◆

MARK STEHLE



Back Home in the SENATE

Ted Kaufman spent more than 20 years working behind the scenes for Sen. Joe Biden. Now Kaufman is front and center, serving as the freshman Senator from Delaware.

- By Tim Hyland

Senator Ted Kaufman's father went to Penn. His mother went to Penn, too. So did two of his sisters.

But Kaufman?

Well, Kaufman bucked the trend. When it came time for college, he chose … Duke. "I wanted to get away from home," Kaufman says. "You know — new experiences and all of that stuff."

He didn't stay away for long.

Soon after graduation, Kaufman says he quickly realized all of the people making the important decisions at his company were the ones with business degrees. So he decided to get his MBA. And he didn't think twice about where he was going to get it. He returned home, and enrolled at Wharton.

"I came to Wharton with a lot of questions," says Kaufman, WG'66. "Questions about how you do administration, how you do accounting and finance and marketing. I really came in with a whole bunch of questions. And I didn't miss a single class my entire time there."

He got answers to all of his questions, too. Today, he's especially thankful for that.

As new member of the U.S. Senate serving at a time of historic economic turmoil, Kaufman says he appreciates his Wharton experience more than ever. His Wharton degree, Kaufman says, has not only helped him diagnose some of the problems wreaking havoc on America's financial system, but has also given his opinions a certain cachet in Washington. Even those loud-talking cable shows seem impressed.

"Only 1,800 people have ever been in the Senate of the United States," Kaufman says. "It's a great thing — a great thing to be able to do. And this is absolutely, completely, totally true: I am so glad I went to Wharton. I feel so much more competent to deal with these problems that the country is facing."

Though technically a Senate freshman, Kaufman is not your typical newbie. He worked for 22 years as chief of staff to then-Senator Joseph Biden, ran several of Biden's campaigns, and, last fall, also served on President Barack Obama's transition team. Once he saw his old friend Biden off to the White House, though, Kaufman had anticipated that his political days might be over.

Then, in late November, while waiting to board a plane at the Philadelphia Airport, Kaufman's phone rang. On the other end was Delaware Governor Ruth Ann Minter, asking him if he'd be interested in taking Biden's Senate seat.

After some thoughtful consideration, and consultation with his family, Kaufman accepted. In the months since, he's been busy both adjusting to life as a Senator and working with his colleagues to help right the U.S. economic ship.

We sat down with Kaufman for an hour-long conversation in early April.

Q: After graduating Wharton, you went to work for DuPont. How did you end up getting into politics — and working as Joe Biden's chief of staff?

A: I went to work for DuPont and moved down here [Delaware]. I did a number of different jobs and moved to a number of different cities. In 1972 I ended up working on a development project, doing market development work, and I got involved in a very minor way in the Democratic Party. I met Joe Biden, who was then 29 years old, and he was running for the United States Senate against a fellow named Caleb Boggs. [Boggs] was beloved. He was probably the most beloved politician in the history of the state. And Joe Biden is running at 29. He's running in a year when the top of the Democratic ticket was George McGovern, and the top of the Republican ticket was Richard Nixon. [Biden] asked me if I would help him with his campaign. I said I would, but I also told him he had no chance of winning. But I said the reason I would help him was … back in 1972, he was talking about the environment. Nobody else was talking about the environment. He was talking about the criminal justice system. No Democrat was talking about criminal justice. He was talking about fiscal responsibility. No Democrat was talking about fiscal responsibility. He was talking about all of those issues. So I told him, 'It would be great to help you, to help your campaign — part-time.' Then he pulled [the upset]. I would challenge anyone to find a greater upset than the one he pulled. As you know, six weeks later his wife and daughter were killed in an auto accident. He called me in January and asked, 'Would you come and help me get the office started? Because I need some help.' So I took a one-year leave of absence from DuPont. And I stayed for 22 years.

Q: What were those years like?

A: I was his chief of staff for 18 years, and was involved in everything he did — from [choosing] Supreme Court justices to his presidential race. I was there for the aneurysms — he had two. We didn't have a Senator for seven months, and I was his chief of staff. I went through everything with him for 22 years, but in 1995, I decided I wanted to get involved in a bunch of different things. I started teaching at Duke University. I was appointed to the Broadcasting Board of Governors. I had a little consulting business, primarily doing consulting for Sen. Biden's campaigns. I was involved in his 1996 campaign, his 2002 campaign, his 2008 campaign. I was involved in his presidential race. When that race was over, I was involved in his vice presidential campaign. Then, after he [was chosen], he and I were traveling somewhere and he asked me [if I would have any interest in replacing him]. And I thought about that for a while. It was going to be a real lifestyle change for me. I had really been in control of my schedule. But it didn't take me long to say yes. Whether or not [the governor] was going to pick me or not, well, that was another matter.

Q: Well, she did. When did you get the call?

A: It was right before Thanksgiving. My youngest daughter and her husband and three of my grandchildren live in London, and my wife and I were going to go over there to renew the fact that, yes, these children are half American and there is a thing called Thanksgiving that we celebrate here. We literally had our bags packed and had gone to the airport, and then Ruth Ann called and said, 'Would you like to be a senator?'

Q: What was your reaction?

A: That's a good question. It was, 'I hope I made the right decision.' Because my life was really going to change. But my kids and my grandkids were so excited. And so many of the people that I really respect in the world, when the news came out, they called me and saw me and said, 'This really is a great thing.' So it wasn't long before I said, 'I've made a really good decision here.' [laughs] But I wasn't at all sure that I'd done the right thing right away. It's a lot of stress, a lot of real lifestyle change. I knew what I was getting into. So I did have some concerns about that.

Q: You had been around the Senate for two decades as Sen. Biden's chief of staff. But when you returned as an actual member, was it exactly what you expected?

A: It was really quite extraordinary to me just how quickly I felt absolutely comfortable. I just felt really, really comfortable. It's incredible how, after the 22 years I did this, I never realized how welcoming senators are to a new senator, how nice they are to you and how friendly they are to you. I'm talking about Republicans and Democrats. I had very conservative Republicans call me and say, 'Let's go have a cup of coffee.' That doesn't mean there aren't disagreements. But it's much more [friendly] than when I left. When I left, the lack of civility was personal. There was a lot of personal animosity between members of Congress. I haven't detected that and it's really one of the big surprises to me. With most senators, there may be

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strong words about the economic recovery package or these other issues, but it doesn't seem to carry over into personal relationships. Even on the floor, if you watch on C-Span, they're very friendly with each other.

Q: Is the media coverage a little more ferocious today than it was when you worked for Sen. Biden?

A: Oh, not a little more. Much, much, much more. That's one of the reasons for the perception that Congress is so partisan. The example I used in my [Duke] class is this: If there are two press conferences going on in the Capitol, and there's one press conference that affects 95 percent of the people in the country and you have a Democrat and Republican up there to announce they've come to an agreement, and in the other part of the Capitol there's an issue that affects 5 percent of the people — virtually nobody — but you've got a member of the Republican party and a member of the Democratic party up there shouting at each other, that's where the cameras are going to be. A lot of this has to do with the shout shows, a lot of it has to do with the cable coverage, and there's no doubt the media is a major factor in this perception of partisanship. But what people forget is … they become Republicans or Democrats because they have strong opinions about certain things, especially on economic issues. If you wake up a Republican at 3 a.m. and say, 'There's a downturn in the economy,' they're going to say, 'Cut taxes.' If you wake up a Democrat at 3 a.m. and say, 'There's a downturn in the economy,' they're going to say, 'We've got to do something about jobs, and unemployment compensation, and health care so people aren't getting hurt.' That's just the way they are. So when you start putting together a recovery package, the big argument about that, when you cut right through it, is what percentage should be tax cuts and what percentage should be about jobs.

Q: Can you give me a sense of what it takes to put a package like that together?

A: It takes Presidential leadership — the bully pulpit. It takes strong leadership in the House and the Senate. And it takes a lot of coordination between the three. I remember Jimmy Carter, after he was President, he was asked, "What's the one thing you learned while President?" And he said, "You never propose comprehensive legislation." The reason is, people may not agree on a single thing, but if you don't like Title 1 and I don't like Title 2, while we might not agree on everything else, we do agree that we're opposed to the bill. That's really what happens. And you can't get much more comprehensive than the Economic Recovery Act.

Q: Were American business leaders generally supportive of the bill? Republicans quite obviously were not.

A: We couldn't have gotten it passed without business support. The U.S. Chamber of Commerce endorsed it. I can't think of a time in all the years I've been here where even 70 percent of Republicans voted against a bill supported by the Chamber of Commerce. So the idea that 99 percent of House and Senate Republicans voted against a bill supported by the Chamber? Incredible. The one thing I love about this stuff, and I've been around it for 36 years, is that you'll see everything. Just about the time you think you've got it all figured out, something will happen and you'll go, 'Oh, my, how did that happen?' I think business knew how absolutely essential it was to get this thing passed.

Q: Does the size of the bailout concern you?

A: Oh, absolutely. But it's like that old joke — how are you going to worry about draining the swamp when you're up to your thighs in alligators? The one [comparison] I always use is that this is like fighting a forest fire. You build a break. You spend hours and hours and cut down trees and build that break and if you miss by one foot — if one spark comes over to the other side — all that work is for nothing. So if you don't put enough stimulus in the stimulus package in order to get the economy moving again, you've just thrown away all of that money. The real concern here is that we have got to get the economy moving again. Do you realize the deficits we're going to have if we don't turn this around real quick? If this thing goes another year beyond where it has to go? Look at Japan. Japan tried to piecemeal it [in the 1990s], and they had 10 years of rough going.

Q: There are some who would say that government cannot regulate against the next financial meltdown — that any regulations crafted today would be crafted for the last meltdown, not the next one.

A: This isn't about the details of regulation. It's about whether we're going to even have regulation. One of the things I took away from Wharton is that I am a full believer in the power of markets. I think markets are absolutely incredible. I think markets and democracy are the two ideas that are going to make the world good and make the world better. But I'll tell you what — you need regulation. You need police. You don't pull police off the street. That's not what you do.

In fact, the president recently signed a piece of legislation into law that I introduced earlier this year to address just this — the fact that critical resources were diverted away from the agents and prosecutors who handle financial fraud cases. With reports of mortgage and corporate fraud at an all-time high, the Fraud Enforcement and Recovery Act will ensure the financial fraud that significantly contributed to our economic downturn no longer goes unregulated.

This is also not about whether we're going to change or not. You don't go through one of these things and then have people say, 'Oh, OK, let's move on.' We are going to change. The world is never going to be the same. We're going to have to get back to certain things — some things I learned at Wharton … like the whole idea of conflict of interest. Somehow we lost track of the fact that if you have somebody who is a broker and also a dealer, that maybe they've got a conflict of interest, and when you've got a conflict of interest you've got to do something about it. This goes back to the old arguments when the accountants were doing consulting. You can't have accountants doing consulting. But then we did it, and we broke it apart. So now we're going to have to break up these conflicts of interest. We made some mistakes that led us into this thing.

Q: You were working with Senator Biden during the downturn in 1981-82 and the one in the early 1990s. So I have to ask: How does this crisis compare?

A: This is the worst since the big one. And it's not over. That's the scary part. Here's my rule: Until housing prices stop going down, and until unemployment stops going up, anybody who gives you a timeframe on when this is going to end — I would treat their [opinion] very carefully. Because nobody knows. We're in a rough spot here. But I think we have a good plan. I think the economic recovery package was a good first step. I think we've got good people working on it. Geithner, Summers, Bernanke, they've done a great job.

The one positive thing I'll say is this. There was the old Wharton MBA rule [when I was in school] that the first thing you've got to do is define the problem. Until the last two weeks or so, I don't think we knew, definitely, the size of the problem. We didn't know how credit default swaps worked. When AIG loses $62 billion in one quarter? Ha. I don't think anyone in the world thought AIG could ever lose $62 billion in its lifetime. So clearly, we didn't know what was going on there. But now, the feeling from the administration and from the Fed is that they're finally getting a handle on the scope of the problem, and the dimensions of the problem. ◆

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* "The Art of CEO Succession," *BusinessWeek Online*, April 30, 2009

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NEW HOPE × 10,000

WHARTON HELPS ENTREPRENEURIAL WOMEN OVERCOME THE UNIQUE CHALLENGES OF DOING BUSINESS IN THE MIDDLE EAST.

BY ROBERT STRAUSS

Engy Fahmy was a woman in a hurry, rushing to get to the pinnacle during difficult economic times in her native Egypt.

"I graduated from university and started working in business, mostly in marketing, for several agencies," Fahmy says. "I was going to make it to the top. At some point a few years out, I decided that this wasn't what I wanted to do with my life. What I wanted to do was have a business."

Fahmy began looking for the right opportunity last year. And she found it close to home. Instead of setting out on her own, Fahmy decided to help her father with his wrought iron design and manufacturing business in Cairo. "I thought he was losing opportunities in the marketplace," says Fahmy. "I [thought] I could really help."

Then she spotted an advertisement that, at least temporarily, put those plans on hold.

The ad described a new program, hosted by the American University in Cairo (AUC), targeting entrepreneurial women just like her. Backed by Goldman Sachs, the program was to be a five-week, multi-faceted seminar — with a curriculum created by Wharton. Though anxious to begin work with her father, Fahmy knew the program — and the opportunity to learn from some of the world's best business minds — was simply too good to pass up.

She applied and was among three dozen women out of more than 250 who were accepted.

"If I, as a woman, was going to take over some of the business's functions from a wise man like my father, I needed to know how to do it from a practical manner, which is precisely what the program taught," says Fahmy, who has since completed the program. "Women in the Middle East have never seen something like this before. And I am only hoping many, many others will have the opportunity like I did."

As its name suggests, that's precisely what 10,000 Women was created to accomplish.

Developed by Goldman Sachs after an internal research report showed investment in business education for women in developing nations, particularly women entrepreneurs, was a "critical and underutilized lever for economic growth," the program has a stated goal of investing $100 million over five years into the education of aspiring businesswomen the world over. In announcing the program, Goldman Sachs Chairman and CEO Lloyd C. Blankfein said the program would "expand the ranks of businesswomen, managers and entrepreneurs around the world."

This is not a task Goldman plans to tackle alone, though. To puts its plan into action, the firm sought the assistance of some the world's top business schools. Harvard Business School is working on the program in India. Columbia Business School's efforts are focused in Kenya and Tanzania. And Wharton, which joined the initiative last year, is operating in the Middle East.

There, Wharton faculty have created a practical and inspiring curriculum designed to help women like Fahmy succeed in a culture that has not always been supportive.

"The status of women in the Middle East is not, say, like in Scandinavia," said Mauro F. Guillen, the director of the Lauder Institute and Zandman Professor of International Management, who is helping to coordinate Wharton's role in the 10,000 Women initiative. "This part of the world is not the most favorable to women entrepreneurs."

A CULTURALLY COMPETENT CURRICULUM

Just ask Hend Zayed.

When Zayed was an undergraduate student, she apprenticed out to a jewelry-maker impressed by her silver jewelry designs. She learned a little about the business and, while working toward a Master's degree in English language and literature at the university, started selling her own jewelry on the side — and began thinking about launching her own company.

Then she told her friends that she was applying for 10,000 Women.

They were less than encouraging. "They said, 'Oh, it won't be Egyptian-oriented. What will Americans know about things here?'" said Zayed, now 26.

According to Zayed, it turns out the Americans knew plenty. As one of the program's recent graduates, Zayed can attest that the curriculum Wharton developed proved the professors understood not only the Middle East, but also the unique challenges facing women trying to work there. The curriculum was designed by Wharton faculty in collaboration with the Aresty Institute of Executive Education, while *Knowledge@Wharton* contributed classroom sessions, workshops and distance learning modules.

"The American University people were good with the hard-core stuff, like accounting and finance and human resources," Zayed said. "But it was the Wharton staff who really delved into things I didn't know or didn't think about before."

The Wharton curriculum, she says, focused on the importance of family in the region — and the Middle Eastern tradition in which women are responsible for nurturing both the immediate family and the extended one.

It's a tradition that extends even to business relationships.

"I am a feminist, too, and the Wharton professors there showed me how to use that in our Egyptian markets," Zayed said. "We talked about how we pass on what we learn to other women, which is far different from the business mindset of men here. Men tend to keep things for themselves. Women are made to share here, so in business, too, we will pass it down. We will form networks. We will all prosper that way."

Monica McGrath, an adjunct assistant professor of management at Wharton and the academic director of the Cairo program, said focusing on women's issues, not just business issues, in the context of Middle Eastern culture was a distinct goal behind Wharton's partnership with the 10,000 Women initiative.

"What we know about women's learning is this: Women like to use their voice, to express themselves in ways they don't feel they can do in a mixed group," says McGrath. "Women tend to build networks deep and not broad. Women have a tendency to have close networks. They tend to think they have to know someone really well, while men don't — they might call someone they don't know at all well and ask anything.

"In the Middle East especially, women form close-knit relationships, though not broad ones," she says. "We knew we had to develop a program that would encourage these women to branch out, to look for mentors, to learn to ask for help out of their close group when they needed it."

McGrath said that those at Wharton setting up the Cairo program wanted to make sure that the women participants also observed good examples of what they wanted to become.

"You do that through bringing in entrepreneurs who will explicitly say, 'You need to do this. You need to do that.'

PHOTO COURTESY OF GOLDMAN SACHS

Women participating in the 10,000 Women program came from diverse backgrounds — some in their 20s, some in their 50s, some from Cairo, some from Iraq. "It is normal for a 25-year-old like me to have ambitions and start a business, but for someone who is 50 and with grandchildren to want to do that, well, it was just inspiring," said participant Engy Fahmy.

You don't just do theory," she said. "We knew we had to talk about social networks and mentors, how to access them, and how to be respectful of those networks and use them."

'INSPIRING' DIVERSITY

Goldman Sachs' point person in the 10,000 Women initiative, Dina Habib Powell, was born in Egypt, but moved to Texas at the age of four. She held various jobs at the Republican National Committee and the Bush White House before joining Goldman Sachs as managing director and global head of Corporate Engagement in 2007.

Due to her Egyptian background, she had a keen interest in what Wharton was developing for the Middle East.

"We knew these women were not going to come from privileged backgrounds, so they were really going to have to have both the basics and something more," said Powell. "When we went to Dean [Thomas] Robertson, he immediately wanted to be part of this, and in the way we wanted. He said that a business school should be a force for good, and that is the way we see 10,000 Women."

Accordingly, Wharton and AUC sought to bring in women of different but complementary backgrounds. Many in the March class were from Egypt, specifically the Cairo area, but several others were from Jordan and Palestine and one was

“ WE FEEL 10,000 WOMEN IS A WAY TO MAKE A UNIQUE IMPACT, WHETHER IT IS IN THE DEVELOPING PART OF THE WORLD, OR EVEN THE DEVELOPED PART. ”

from Iraq. Most were in their 20s and early 30s, without children, but some were in their 40s, trying their hand at business for the first time.

That diversity excited Fahmy.

“It is normal for a 25-year-old like me to have ambitions and start a business, but someone who is 50 and with grandchildren to want to do that, well, it was just inspiring,” said Fahmy. “What I told everyone in the first week was that I came here to learn how to do a good business plan, but what I discovered is that I would learn more from the women in the program — to see how they react to the problems the professors gave to us, to hear creative ideas, to have the positive vibes in the place. That makes you feel, ‘Yes, I can. Someone else is doing it. I can, too.’”

Guillen said it was no accident Fahmy and the others came away with that impression. The program Wharton created fed into it: Sessions and classes had titles like Entrepreneurial Mindset, Self-Branding, Negotiations, and Empowerment Exercises.

“Then, in the second week, we brought in faculty to teach strategy. In the fourth week, people from Wharton came back to teach communications skills and business planning. The final week we taught sessions on mentoring and how to access networks,” he said. “I don’t know if that was what the women expected, but we believe it was effective.”

That much became clear at the conclusion of the course, when the women gathered for what organizers called an “entrepreneurial souk.” After weeks of learning and training, the women were called upon to present their business ideas. It was, in essence, their first taste of what was to come out in the real world of business.

“They had to all come in and bring their product or service, presenting their business concept in a fair of sorts,” McGrath said. “It is only there, with the input of all the students, that they could see whether what they learned could apply to them. In essence, it is not just the business plan, but the business plan plus the confidence that the plan will work in light of the obvious obstacles of being a woman in the Middle East.”

LEAVING BEHIND A LEGACY

Wharton professors themselves will be coming to Cairo less and less with each succeeding Middle Eastern session. AUC faculty will be taking over, following the curriculum that Wharton has established, while Goldman will continue to finance the program and provide mentors for the women who take the courses.

“We wanted to leave behind a legacy in the heart of the Middle East of a higher quality business education for those who wouldn’t have been able to receive it in the past, and we knew Wharton could do that,” said Goldman Sachs’ Powell. “We feel 10,000 Women is a way to make a unique impact, whether it is in the developing part of the world, or even the developed part.

“In some places, and the Middle East is one, entrepreneurship is the primary way for women to be successful in business. They need to know finance and balance sheets and all that, but even more, they need to see those ephemeral things they need to do to be successful.”

Sometimes, that can be something as simple as learning to depend on a helping hand.

Fahmy said she knew there were more markets for her father’s wrought-iron pieces. In the 1990s, wealthy Egyptians and expatriates living around Cairo were moving out of fancy apartments and into high-end single-family homes. Decorative gates and doors and facades became more desirable.

But the task of reaching these customers seemed — at the time — insurmountable.

“The best thing about the faculty from Wharton was to basically tell us not to create our own fears — that that is an important part of doing business,” she said.

Family and friends, especially among the middle class in Egypt, she said, will tell a young woman just to go out and get a job — that things are fine as they are.

“What the Wharton staff said was to set short-term goals, ones I could achieve. If goals are too big, you will be frustrated. In the modern Middle East, we seem to want everything now, and I was probably like that going into this,” she said. “The assurance from 10,000 Women that I have mentors and other women to network with and reasonable goals to meet — that is something so many women in the Middle East can learn, which will eventually make a much better society.”

“What I heard most after the program was, ‘They gave us the confidence to realize we could do it’,” adds Maha El Shinnawy, director of the Women’s Entrepreneurship program at AUC. “With the [current] economic situation, out of necessity women have to be entrepreneurs here. But women here are often ill-prepared, psychologically, to be successful. They have never thought about how to seek funds, how to negotiate, how to network. This is why such a program is vital for us.” ◆

HOW ABOUT FREE? The Price Point That Is Turning Industries on Their Heads

There's an old joke about a businessman who gives away his products. A customer asks: "How do you make money doing that?" He answers: "I make it up on volume."

It's nonsensical, yes. But a funny thing has happened: Giving away the product has become a legitimate business model on the Internet and even beyond. And it's been getting increased attention. Author Chris Anderson will publish a new book in July titled, *Free: The Past and Future of a Radical Price*. It's a follow-up to his *Wired* magazine cover story last year, "Free! Why $0.00 is the Future of Business." Anderson, the editor of *Wired* and a former *Economist* reporter, also wrote the 2006 book, *The Long Tail*, in which he observed how companies such as Amazon.com and Netflix were thriving by offering gigantic catalogs of products that each sell in small quantities. Today, those companies are among the few thriving through a recession.

Anderson isn't alone in exploring what has been dubbed "freeconomics." Venture capitalist Fred Wilson of Union Square Ventures popularized the term "freemium" to describe an emergent business model — popular among online service and software companies — of acquiring users en masse with a free offering but charging for an enhanced version in hopes of subsidizing the free usage.

Even businesses that aren't about to give away the store can benefit from an understanding of the forces behind "freeconomics" by re-imagining old models of charging for their products and services. Technologist Jeff Jarvis, in his new book, *What Would Google Do?*, wonders if there's a revenue-generating "free" model for automobile makers. Could automakers adopt the Google model and give away advertising-supported cars? Once you accept that price need not be tied to the cost of production and begin thinking creatively, new possibilities can emerge — even for offline products, says Kevin Werbach, Wharton professor of legal studies and business ethics. "There's no fundamental reason why gasoline couldn't be free and you would pay an annual fee for usage of your car," Werbach says. "Similarly, there's no reason that cars couldn't be free and you would pay a service fee for gas. Neither of those models makes much sense in the marketplace today, but why not?"

According to Werbach, a startup manufacturer of electric cars, called Better Place, is looking at making its cars available at a low price and charging for new batteries, just as printer manufacturers offer low-cost printers and put a hefty price on ink cartridges. "People look at it like it's crazy, but if a car is part of an integrated ongoing service, then there's no fundamental reason to allocate the price one way or another."

But what is really new here? After all, "free" has been around "probably since the beginning of business," says Z. John Zhang, a Wharton marketing professor who has authored books on pricing strategy. "You go to a supermarket and they give you free samples and then you buy a whole box. Some bars let women go in for free and they charge the men. 'Free' is one of the most powerful words in marketing. It truly motivates people. If you see 'free,' even if you don't want it, you're going to get it. Marketers will take every opportunity to use that word."

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Bending the Demand Curve

Indeed, the appeal of "free" has been shown to be so extraordinary that it bends the demand curve. "The demand you get at a price of zero is many times higher than the demand you get at a very low price," says Kartik Hosanagar, a Wharton professor of operations and information management who studies pricing and technology. "Suddenly demand shoots up in a nonlinear fashion." Josh Kopelman, a venture investor and entrepreneur who founded Half.com, has written about what he dubbed "the penny gap." Even charging one cent for something dramatically lessens the demand [generated at] zero cents.

It's no surprise that many companies have worked "free" into their offers in a number of different ways. "Cosmetics are never on sale. They say, 'Buy this at regular price and get a free gift.' That protects the normal price," says Wharton marketing professor Stephen J. Hoch. Adobe gives away its Adobe Reader software for displaying documents that use the company's PDF electronic document format, but charges corporations for the Adobe Acrobat software needed to create the documents. "If you charge for both, the software will never take off," states Hosanagar.

Of course, products and services offered for free aren't really free; they're just paid for in another way. Cross-subsidies have been a selling strategy for ages, the classic example being Gillette's move a century ago to sell razors cheaply to create demand for expensive blades, long before printer makers adopted a similar strategy with printers and their supplies.

Then there are two-sided markets, which derive revenue from two sets of customers. In those, "whichever side is more price inelastic [less sensitive to price changes], that's the side you want to charge more [for]," says Zhang. In the case of "Ladies' Nights," he says, establishments may increase overall revenue by letting women in for free to attract more males — who are price inelastic in that their desire to be there will not be greatly affected by entrance price.

Newspapers traditionally have charged readers as well as the advertisers who want to reach those readers. For years, however, some types of publications have been given away to readers for free, with publishing costs supported by advertisers. But the profusion of free content online has made reader demand extremely elastic — suddenly sensitive to any price above zero — and many publishers are fumbling with revised models, including cross-selling. The *Wall Street Journal*, for example, now sells wine to readers at wsjwine.com, Zhang notes.


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What's new, of course, is the Internet, which makes the marginal cost of delivering one more product close to zero. As Anderson explains in a February *Wall Street Journal* article, "Digital goods — from music to Wikipedia — can be produced and distributed at virtually no marginal cost ... making price a race to the bottom." Add in easier sourcing online of cheap products and materials, and the Internet means cost is evaporating from the system and opportunities for free offers have exploded.

Beyond minimizing distribution costs, the Internet has fostered other distinct trends that have pushed prices and consumer expectations toward zero. Two-way markets become more sophisticated online — Google is able to offer web searches for free by matching advertisers to what people appear to be seeking: Search for cars, get some car ads. "Some of these transactions could not be done before, because transaction costs for matching an advertiser with a consumer were too high," says Hosanagar. This has inspired online firms, such as Google, Yahoo and Facebook, to take advantage of the nonlinear allure of "free" to build giant audiences in hopes of future revenues, even in cases where revenues from ads or other sources are not covering the cost of the free service, says Hosanagar.

Other factors also have been at play. On the web there's little financial barrier to set up a store, an information site or blog, and compete with established players who may have high fixed costs and brick-and-mortar investments. This easy entry into markets has played a role in creating what *BusinessWeek* called the "free-labor economy." People are putting together elaborate and sometimes useful sites at no cost other than time. Simultaneously, digital technology has enabled easy copying of copyrighted materials — music, movies, photos and news articles — that are or were products of traditional industries. The result of all this has been a change in consumer expectations. A "culture of free" has emerged — there are a lot of things for which people simply don't expect to pay. Forced to compete against free offerings — in some cases from competi-

> “The demand you get at a price of zero is many times higher than the demand you get at a very low price,” says Kartik Hosanagar.

tors churning through investors’ money to aggregate eyeballs and hoping to sell out without necessarily making a profit — old-line businesses have suffered.

Consumers’ sense of entitlement to free content online “has had catastrophic effects — meaning both large and quick — that I don’t think anyone would have predicted,” says Hoch. “It’s had a yet unknown catastrophic effect on the news. It’s had a catastrophic effect on music. Clearly the concept that you can make it up in volume is bogus, because you can’t. Music CD sales have gone from $13 billion in the U.S. to about $7 billion since 2001 while legal digital downloads generated about $1.5 billion in sales.”

Newspapers and magazines, saddled with high fixed costs and high distribution costs, have been hit by both the free culture online and the ease with which their product — which is costly to produce but easy to copy and paste — is hijacked by free sites put together by unpaid bloggers. Most papers have resorted to offering their content for free, but online ad revenues alone have not covered their high fixed costs. A February *Time* magazine cover story by longtime print journalist Walter Isaacson titled, “How to Save Your Newspaper,” takes on the threat of “freeconomics” squarely. “This is not a business model that makes sense,” Isaacson writes. He suggests newspapers figure out how to protect their intellectual property and charge readers real money to consume it.

Zhang agrees: “Right now, newspapers are doing things that level the playing field, bringing themselves down to the level of lower-quality competition. They should move to the high-end and exploit their advantages and distinctions.” Isaacson advocates for a system that makes it easy for readers to pay small “micropayments” online for the articles they view. But that’s easier said than done. The sort of online micropayments Isaacson and others advocate have a poor track record, in large part because the psychology of the “penny gap” is hard to overcome. It’s especially difficult because people have come to expect a vast selection of no-cost news online. “The last thing you want to do is get people addicted to free. If you’re going to go free, you ought to expect that it is going to be the price forever,” says Hoch. “If you’re going to be a low price seller,” he adds, “you sure as hell better have low costs.”

More Software Apps, Fewer People

The effects of the free culture online have had a hard impact on offline businesses. Many jobs once done by people are turning into software applications, Anderson says. “Your cranky tax accountant has morphed into free TurboTax online, your stockbroker is now a trading web site and your travel agent is more likely a glorified search engine.”

Google has used profits from web-search ads to finance moves into other free online applications, confounding competitors who had grown accustomed to charging money for similar products. Google Docs, a free suite of office applications (word processor, spreadsheet, etc.) competes with software for which Microsoft normally charges hundreds of dollars. Microsoft has been forced to respond by promising that free web versions of its software suite will be available in the future. “There can be a situation where, fundamentally, the amount of money in the system changes,” says Werbach. That’s not great news for companies with fixed costs to meet, such as payroll.

Companies have experimented and struggled with a wide spectrum of pricing strategies. Some see hope in the “freemium” model, giving away a basic version of a product, but charging for premium features. Yahoo lets tens of thousands of fantasy football players participate in its online leagues for free every season, then lures them into paying for real-time game statistics or player scouting reports. Every tax season, companies — including H&R Block and Intuit — offer free basic online tax filing, but charge for more complicated returns. Newspaper web sites have grappled with the question of what content to give away and what to lock up in areas that readers must pay to see.

Some businesses have been especially creative. In 2007, the rock band Radiohead offered its album *In Rainbows* as a download for a “pay what you want” price. Research firm ComScore estimated 38% of people downloading the album paid an average of $6. A later release of the album as a physical CD sold more copies than the band’s prior two CDs.

“A business needs to adapt its revenue models to new technology,” says Zhang. Not everyone can compete against free, but there are still creative ways — more ways now than ever — to employ the strategy.

“The problem is in thinking the business model of your industry is ordained forever,” says Werbach. “Business isn’t static, and it’s less static today than it’s ever been. The great challenge the Internet poses is that it makes it possible to very quickly shift the allocation of money in certain industries. It’s not easy to go through that kind of transformation, but that’s life. Successful companies are the ones that appreciate that.” ◆

Planning For Retirement in Uncertain Times

How to Take Control of Your Golden Years

Work Wanted: Protect Your Retirement Plans in Uncertain Times

By James W. Walker and Linda H. Lewis

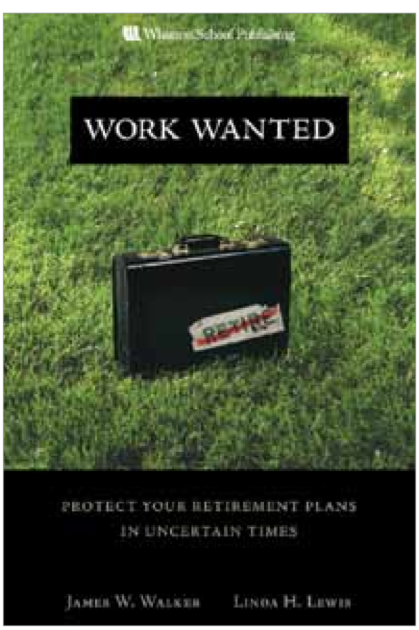
"The best resource available for professionals interested in planning their older years. *Work Wanted* makes a persuasive case that we can and should make paid work an important part of our older years. Most of us want to keep some attachment to the work world as we move into the retirement years, and *Work Wanted* tells us everything we need to know to do so."

– **Peter Cappelli**, George W. Marshall Professor of Management, Wharton, and author, *Talent on Demand: Managing Talent in an Age of Uncertainty*

If you're a baby boomer and a professional, chances are you will live far into your 80s or beyond. That means you'll have 20 or more years to actively work and pursue your interests in retirement.

Work Wanted will help you make those years as valuable as you possibly can. Packed with practical checklists, references and case studies, this book is organized for action, not talk.

In *Work Wanted*, Drs. James Walker and Linda Lewis explore the myths, falsehoods and obsolete "conventional wisdom" about aging and retirement. Drawing on their experience working with companies and individuals facing these issues, the authors will help you realistically assess the challenges you'll face in retirement — from your true income needs to your changing goals. They'll also explain how a growing shortage of experienced workers will give you more workplace leverage than ever before, how you can implement an action plan to keep working at your current company — on your own terms — and how, if you wish, you can reinvent yourself in retirement, pursuing more meaningful work, acquiring new skills and mentoring your new, younger colleagues. Whatever your hopes for retirement, this book will help you stay vital, happy, and healthy — not just for years, but for decades.



Six Rules for Brand Revitalization: Learn How Companies Like McDonald's Can Re-Energize Their Brands

By Larry Light and Joan Kiddon

"Larry and Joan have laid out a great set of guiding principles for any business executive — whether they are revitalizing a brand or making sure it stays relevant."

– **Russ Smyth**, CEO, H&R Block; former President, McDonald's Europe

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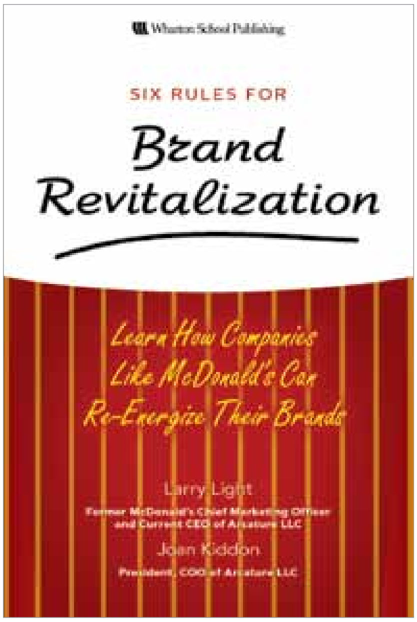
Are you responsible for reinvigorating your brand to achieve enduring profitable growth? Or keeping your still-strong brand from fading in relevance and value? If so, this book is a "must read," because it teaches invaluable lessons from one of the most successful brand revitalization projects in business history: The reinvigoration of McDonald's.

Larry Light, the Global Chief Marketing Officer who spearheaded McDonald's breakthrough marketing initiatives, presents a systematic blueprint for resurrecting any brand and driving it to unprecedented levels of success. Light and co-author Joan Kiddon illuminate their blueprint with specific examples from Light's days at McDonald's, offering detailed "dos" and "don'ts" for everything from market segmentation, to R&D, to executive leadership.

You'll discover how to refocus your organization around common goals and a common brand promise, restore brand relevance based on a profound knowledge of your customers, and reinvent your total brand experience, leveraging innovation, renovation, marketing and value. Light and Kiddon reveal how to define and measure progress, rebuild brand trust within and outside the organization, create a "plan to win," and execute that plan to perfection.

About the Authors: **Larry Light** is Chief Executive Officer of Arcature LLC, a leading global brand con-



sultant. He served as Global Chief Marketing Officer for McDonald's from 2002 to 2005, the crucial years of its marketing turnaround. Through his experience working with organizations ranging from Nissan to 3M to IBM, he has developed breakthrough principles, concepts, techniques and processes for nurturing, managing and building brands for enduring growth. Light previously served as Executive Vice President at BBDO, Chairman and CEO of the international division of Bates Worldwide, and a member of Bates' Board of Directors. **Joan Kiddon** is President and Chief Operating Officer of Arcature LLC. She consulted on McDonald's key strategic projects during the brand turnaround. Kiddon began her marketing career at BBDO in New York, moving to BBDO/West in Los Angeles, where she served as Director of Market Research. After several years as an independent consultant, she joined Arcature LLC in 1991.

The Network Challenge: Strategy, Profit and Risk in an Interlinked World

By Paul R. Kleindorfer and Yoram (Jerry) Wind

"The theme of network-based strategies and competencies has already become a central element of discourse in business schools and boardrooms around the world. Whether in the context of new governance and leadership challenges from web-based commerce, or in the current financial crisis and its contagion effects, or in the continuing discussions of the costs and risks of unbundling and outsourcing, the subject of network-based business models is full upon us. This book aims to contribute to setting the research agenda on this important theme."

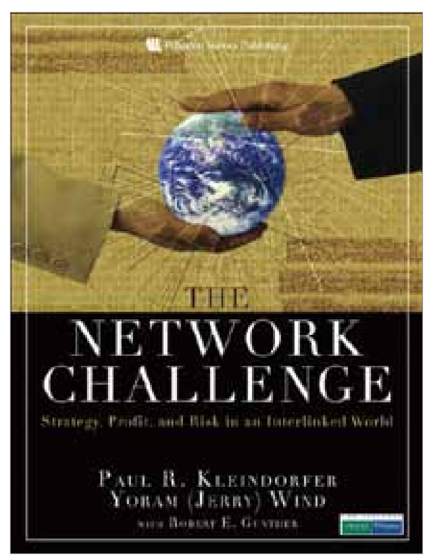
– **Thomas S. Robertson**, Dean, Wharton, and **Frank Brown**, Dean, INSEAD

Networks define modern business.

They can both introduce new risks, as evidenced by the rapid spread of contagion in global financial markets, and new opportunities, as seen in the rapid rise of network-based businesses. And while managers typically view business through the lens of a single firm, Kleindorfer and Wind challenge readers to take a broader view of their enterprises and opportunities.

In *The Network Challenge*, the authors bring together 50 industry leaders to share their thoughts on how to understand, manage and leverage networks. This exciting book offers deep knowledge of networks drawn from decades of research by one of the broadest groups of experts ever assembled. It provides actionable new insights into many facets of the network challenge — from supply chains to social networks, leadership to strategy, risk management to HR, terrorism to infectious disease. *The Network Challenge* won't just transform the way you think about networks. It will transform the way you build, use and profit from them.

About the Authors: **Paul R. Kleindorfer** is Paul Dubrule Professor of Sustainable Development at INSEAD and Anheuser-Busch Professor Emeritus of Management Science at Wharton. His research and consulting focuses on pricing, risk management and capacity policies for capital-intensive industries. His current research is concerned with sustainable operations and the impact of climate change policies on carbon-intensive businesses. His publications include some 30 books on pricing, regulation and the foundations of decision-making and risk management, including *Decision Sciences: An Integrative Perspective*. **Yoram (Jerry) Wind** is Lauder Professor at Wharton, Director of the SEI Center for Advanced Studies in Management, and Academic Director of the Wharton Fellows Program. He is internationally known for his pioneering research on organizational buying behavior, market segmentation, conjoint analysis and marketing strategy. He consults with major firms around the world and has lectured at more than 50 universities worldwide. He is founding editor of Wharton School Publishing, a joint venture with Pearson Education, and author of 22 books, including *The Power of Impossible Thinking: Transform the Business of Your Life and the Life of Your Business*. ◆



Dick Shea, WG'72

Those long, frantic days on Wall Street never seemed particularly long or frantic to Dick Shea. He didn't mind getting to work at dawn or staying there well into the evening. And he still doesn't understand why anyone considers the Wall Street lifestyle stressful.

"It's often portrayed as being a high-pressure environment," says Shea, WG'72. "I found it to be a whole lot of fun."

In fact, looking back on his long and successful career on the Street — a career that saw Shea eventually rise all the way to Senior Vice President at the private investment bank Dillon Read & Co. — the only thing Shea regrets is that he spent all of those years indoors.

So now, he's making up for lost time.

"This is such a great counterpoint to Wall Street, having been somebody who worked in those canyons for so long," says Shea, who left Wall Street in 1999 to manage his Oregon vineyard full-time. "I changed from 25 years of doing that to really being outdoors all the time. The only time I'm not outdoors is when I'm working down in the cellar with the wine. I loved Wall Street when I was doing it, but this is a great second career."

Just like his first career, Shea's second is proving to be a successful one.

Shea and his wife, Deirdre, have built Shea Vineyard into one of the finest in all of Oregon. The 200-acre vineyard produces both Chardonnay and Pinot Noir grapes, supplying Shea's own Shea Wine Cellars as well as such top Oregon makers as Beaux Frères and Ken Wright Cellars.

Twenty-eight of the 37 Shea-produced pinot noirs reviewed by *Wine Spectator* magazine scored 90 points or higher on the magazine's 100-point scale.

That's no accident, according to Shea.

Though he's a winemaker now, Shea remains a businessman at heart. And he says he realized early on that in the crowded wine industry, the only way to thrive is to produce a truly phenomenal product.

ANDREA JOHNSON

"You have to make really superb wines if you want to make money," Shea says. "And if you're not making really superb wines, you're probably not going to be making wine for much longer."

As the *Wine Spectator* ratings attest, Shea is clearly achieving superb results. But the relatively quick success of the vineyard is especially impressive given that when Shea first bought the land, he didn't have a solid idea of what he was going to do with it.

At the time, he had no designs on actually leaving Wall Street and certainly didn't seem himself as a farmer. Besides, he grew up in Queens. "There aren't a lot of Queens people who end up in farming," he says.

To hear Shea tell it, he was merely a novice wine lover who, after tasting an Oregon pinot noir at a high-end Manhattan wine shop, grew intensely curious about Oregon wines.

"I wanted to find out more about it," Shea recalls. "So I got on a plane and checked out [some land]. As I looked at it more, I really thought it would be a great investment — not a career thing, just an investment."

He purchased the 200 acres of what is now Shea Vineyards in 1989 for $3,000 an acre. The first vines were planted in 1989, and, by 1994, Shea — still working full-time in New York — was selling his grapes to respected Oregon winemaker Ken Wright. Wright's endorsement carried weight; before long, Shea was also supplying more than a dozen wineries.

But even as the demand for his grapes was taking off, Shea was thinking long-term. He decreed that Shea Vineyard would not be just another vineyard. It would be the best vineyard.

It was this vision, says Shea winemaker Drew Voit, that ultimately propelled Shea Vineyard to its position today at the very forefront of American winemaking.

"The real distinction between Dick and some of the other [owners] was that, relatively early on, he decided to work exclusively with people who were extremely high-quality minded," Voit says. "He sold to people based on their doing work that would reflect well on the vineyard. They pay a fair price but it's about quality-minded winemakers, and when the quality is not there, Dick does what needs to be done to make changes."

That was especially true in 1999, when, after a decade of remotely managing his vineyard, Shea made the biggest of changes, deciding the time had come for him to leave New York and move to Oregon. He saw an opportunity to make his own wine, rather than just selling his grapes to others, and wanted to be there to oversee the process.

As with most things he's tried, Shea has met with success there, too. His winery is now pumping out about 5,500 sought-after cases a year.

While that's not a lot by industry standards, Shea believes the quality of the wine, like that of his grapes, speaks for itself.

"At my age, I'm not looking to build some kind of wine empire," he says. "I'm here to make wonderful wine and enjoy every day doing it. That's the nice place we're in right now. We don't need to get any bigger."

– TIM HYLAND

William McNabb, WG'83

Vanguard CEO William McNabb jokes that his predecessor, John Brennan, is the ultimate market timer.

"He joined Vanguard in July of '82, a couple of weeks before the great bull market started, then announced his retirement not quite at the market's peak, but darn close," McNabb says wryly.

By contrast, McNabb, WG'83, took over in August of 2008. By early fall, the subprime mortgage market had helped propel the stock market into its biggest free fall since the Great Depression.

Indeed, McNabb's first year as CEO of the suburban Philadelphia-based mutual fund giant has been one of long hours and far more time spent communicating than strategizing. But in spite of the mayhem, McNabb has few complaints. "It's been really gratifying to see people rise to the occasion," he says.

McNabb, 51, joined Vanguard 22 years ago as a guaranteed investment contract specialist, a job he told the *New York Times* he was not qualified for and knew little about. "But Jack Brennan, who was then the CFO, talked about what kind of a company Vanguard would become. I liked his vision and his Midwestern values," McNabb said in the interview. McNabb went on to serve in several senior management roles and lead each of Vanguard's client-facing business divisions.

As an undergraduate at Dartmouth, he studied government. After graduation, he took a job teaching first-year Latin at the Haverford School near Philadelphia. It was a post that allowed him to coach a variety of sports, earn his MBA at Wharton and pursue his passion for rowing, a sport he credits for his strong belief in the team over the individual.

The past year has solidified that belief. "Obviously when things began to unfold last fall we found ourselves very much in contingency mode," he says. "We were meeting as an executive team three, four, five times a day and keeping a conference room well stocked right outside my office."

Avoiding market landmines was a key focus of those meetings, as well as managing and responding to the torrent of calls and emails from investors.

"We had to make sure our service infrastructure could handle whatever was thrown at it, from phone call volume to web traffic. We had record traffic on our website," he says. "We really underscored getting out there in front … We tried to be factual and communicate to people that the world wasn't going to come to an end."

Phone associates were given special training to manage the myriad of anxious questions from shareholders, while Vanguard's institutional investment team members were sent out to meet face to face with jittery clients.

For McNabb, the past year has also meant a shift in the way he expected to spend his time as a new CEO. "Right now I am spending less time on long-term strategy than a typical CEO school would say you should," he says. "But I

PHOTO COURTESY OF VANGUARD

think people need to be here for our investors and frankly being here for our people is way more important." At the time of his appointment, analysts predicted McNabb would push aggressively into expansion overseas, plans he says he fully intends to pursue. "We had some success over the last decade going overseas and that has been a toe in the water."

But despite some easing of credit markets and a market rally in March, McNabb predicts continued economic instability and higher unemployment in the months ahead.

"We were very worried about the subprime crisis," McNabb says. "But I don't think anyone fully saw that it would explode into a broader financial crisis and frankly into a global crisis. If you had told me in the fall of 2007 where we would be today I would have said, 'I don't think so.' But one of the things you learn is to balance the here and now with the longer term future. We spend a lot of time thinking about that balance."

As he considers the havoc wrought by the financial crisis, McNabb argues that "the Whartons of the world" need to focus more on inculcating future business leaders with concepts of principled leadership.

The $1 trillion Vanguard, McNabb says, works to teach employees about the role of paradox — the ability to hold two seemingly contradictory ideas. He cites the company's simultaneous focus on low cost and high quality, two concepts that are typically at odds. Similarly, Vanguard works to create a caring, responsive environment for employees, but also holds them to "incredibly difficult and high performance standards. Some people would see that as a paradox," he says. "I don't."

"There's a great quote from [conservative African American politician and former football player] J.C. Watts: 'Character is doing the right thing when nobody is looking,' " McNabb says. "We tell people to lead by example." ◆

– NANCY MOFFITT

Do Your Part: Give Back to Wharton

PHOTO COURTESY OF CRAIG ENENSTEIN

CRAIG ENENSTEIN, G'95, WG'95

DEAR ALUMNI,

I am among the many who can say Wharton changed my life, so I am honored to give back to our preeminent alma mater as incoming Chairman of the Wharton Alumni Association Board of Directors.

We 84,000 Wharton alumni take pride in our brand and feel a sense of obligation to ensure our school maintains its global reputation as a leader in business education. These attributes of pride and obligation are intertwined at the heart of a world-class alumni group.

Wharton Pride

We have a duty to share our pride in the Wharton enterprise.

We do this by promoting the Wharton brand on our resumes, biographies and press outlets. The brand shines brightly on our tee-shirts, golf towels and children's clothing (there is nothing better than a Wharton onesie).

And of course, we can always drop "Wharton" in a business conversation.

Honoring Our Legacy

We give back to Wharton to ensure the School's legacy of excellence is maintained.

As students, we did not pay full fare. Our time at Wharton was made possible by the generosity of those who came before us.

To give back, we can of course donate our money to enable our Wharton successors to enjoy the benefits we received and continue to reap.

However, we can do so much more.

So I encourage you to hire Wharton students and alumni. Do business with Wharton alumni. Return to campus and speak on a panel or in a classroom. Become a mentor. Attend your reunion. Participate in a Global Forum. Join a geographic or affinity club. Take Wharton Executive Education courses. Support Wharton alumni during these challenging times in every way you can. Read *Knowledge@Wharton*. Buy Wharton School Publishing books for yourself and others. Register on **www.WhartonConnect.com**. Volunteer.

The opportunities are abundant.

As I begin my two years in this role, I will strive to ensure that we continue to build the best alumni environment of any business school — indeed, of any university — in the world. I welcome your input and your involvement.

I especially thank Tama Smith, who will now take on the role of Chairwoman Emeritus. She has been a dedicated volunteer, and Wharton is far richer for her service.

I look forward to working closely with incoming President Rob Newbold, who has made exemplary contributions as the Chairman of our Global Clubs Committee and brings extraordinary talent to his new position. I am grateful to Jillian McGowan, Director of Alumni Affairs & Annual Giving, and to the entire Wharton External Affairs team that works tirelessly to implement an unparalleled global agenda. ◆

Thank you for your confidence and support.

Craig Enenstein
Chairman,
Wharton Alumni Association

We welcome the following new members who join our Board in July 2009. These great volunteers hail from all over the world and have been true assets for Wharton and its alumni.

ALUMNI

Robert Chalfin, W'78, G'78
Raymond Noujaim, WG'02
Steven Pinsky, WG'91
Jamie Riepe, C'98, WG'07
Bruce Schulman, WG'99
Joel Serebransky, WG'85
Cathryn Taylor, WG'87
Brian Wong, WG'03

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Collier Bern, WG'10
Adam Janvey, WG'10

UNDERGRADUATE STUDENTS

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Andrew Stern, W'10