

BUSINESS EXCHANGE

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CEO, Glendenning Brothers Inc.
MBA '14

ALUMNI
ENTREPRENEURS:

**BIG
IDEAS
IN ACTION**

BUSINESS EXCHANGE

Driehaus College of Business
DePaul University
Fall/Winter 2014

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Business Exchange is published for DePaul University business alumni and friends by the Driehaus College of Business in collaboration with the Office of Advancement.

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Sales Support for Scholarships
Students in a DePaul sales leadership course taught by an alumnus apply their knowledge to a worthy cause—raising money for the Sid Feldman Scholarship Fund.



Leadership Lessons
Alumni team up with DePaul's management department to provide leadership and financial literacy advice to teens from the Chicago Housing Authority.

Shaping the Future Through Entrepreneurial Thinking

Alan Kay, the pioneering computer scientist, once said that “the best way to predict the future is to create it.”

This advice is being embraced by a growing number of business school alumni worldwide. More than one in ten graduates from the classes of 1959 through 2013 are creating their own futures through entrepreneurship, according to a recent global survey of 21,000 business school alumni by the Graduate Management Admission Council. In addition, the longer they've been out of business school, the more likely they are to pursue this path. More than 23 percent of business school graduates who earned diplomas before 1990 are now business owners.

This trend applies to the Driehaus College of Business, where our robust and well-ranked entrepreneurship program has a rich history of preparing students for entrepreneurial opportunities. In our most recent career outcomes report (see p. 2), 11 percent of the Class of 2013 chose entrepreneurship/self-employment as their career path, up from 8 percent for the previous class. What's more, an increasing number of DePaul alumni who don't choose to start their own businesses are being recruited by startups.

In our cover article, we explore these phenomena through the stories of DePaul business alumni who have used their entrepreneurship education to forge different paths to success. The coverage continues in Connections (p. 12), where you'll read about new initiatives at DePaul's Coleman Entrepreneurship Center designed to help strengthen the links between students, alumni and the entrepreneur community in Chicago and beyond.

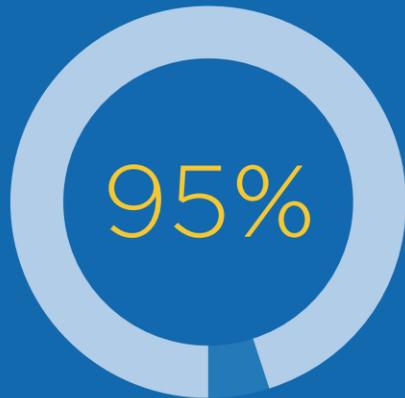
Our plans for new academic programs at the college embody the entrepreneurial spirit as well. This fall, we launched an Evening Cohort MBA program that develops individuals for senior positions in business, consulting and nonprofits through a curriculum that focuses on strategy, leadership and change management. This innovative program combines the best features of full-time and part-time MBA programs by allowing working professionals to experience the camaraderie and network-building benefits of taking all of their MBA classes together as a group, but in a convenient, accelerated after-work schedule.

As part of the Evening Cohort MBA program, we plan to launch a new biannual Charles H. Kellstadt Forum. This series of one-day events will bring together students, alumni and distinguished executives to discuss trends in leadership and management. At the forums, we will showcase current faculty research in conjunction with practical views on leadership and management from executives in Chicago and abroad. We look forward to sharing more about these plans as they unfold and hope you'll gather ideas for your own future entrepreneurial endeavors at one of the forums.

Ray Whittington
Dean, Driehaus College of Business

ALUMNI CAREER OUTCOMES BY THE NUMBERS

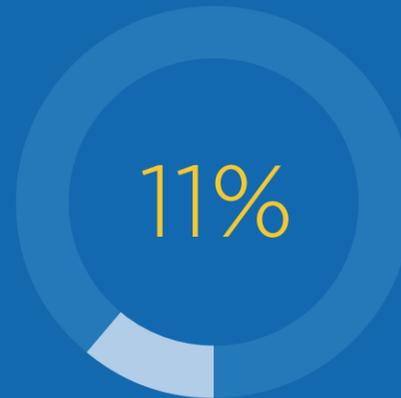
What's the career outlook for recent Driehaus College of Business graduates? Here's what the DePaul Career Center found in its **Class of 2013 career outcomes** survey conducted at commencement and again six months later:



DePaul master's degree recipients in full-time jobs who **secured positions directly related to their fields of study**



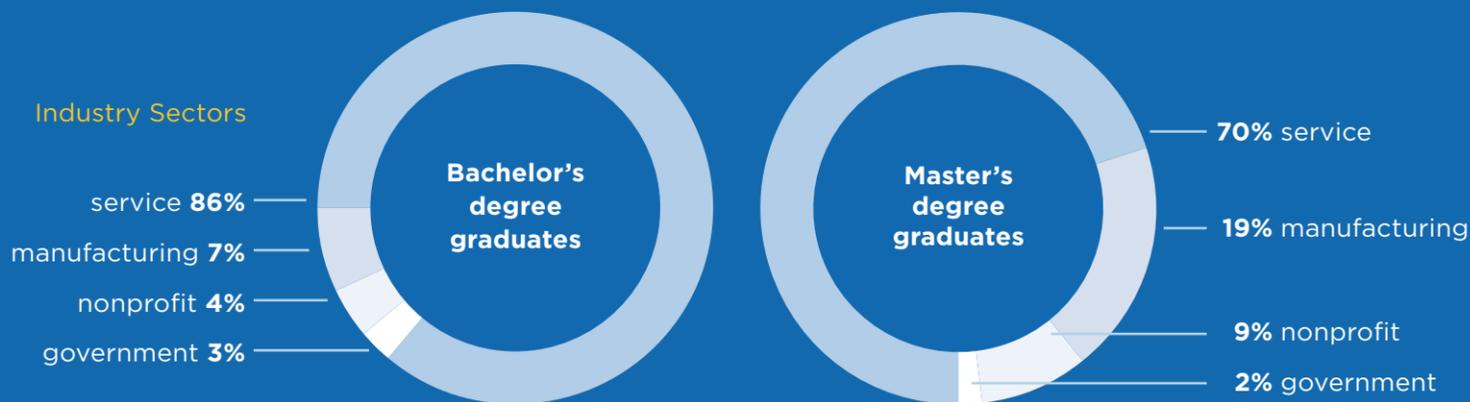
Business baccalaureate graduates who were **employed or in graduate school**, the highest rate since 2009



DePaul business graduates who chose **self-employment or entrepreneurship** for their career path, up from 8 percent in 2012

847

Business graduates who, as students, held **academic-based internships**, which often provide a path to after-graduation careers



The survey response rate was 86 percent for business bachelor's degree recipients and 89 percent for master's degree graduates.



Finance Legends Share Tips With Students

Driehaus College of Business students had a chance to learn about personal investing from a group of real-world finance stars last spring.

Richard H. Driehaus (BUS '65, MBA '70, DHL '02), the college's namesake and chairman of Driehaus Capital Management, and **William Farley**, chairman and president of LV Ventures, Inc., presented guest lectures during "Practical Investing: How to Make Money and Enjoy Doing It." The Department of Finance class, taught by **Joel Litman (BUS '93)**, chief investment strategist of Valens Securities, emphasized how to make money by using data to pick stocks.

Driehaus and Farley showed students how successful investors think. Driehaus stressed embracing change, and Farley emphasized that success takes persistence

and courage. Driehaus also outlined nine approaches to investing that challenge popular investment paradigms. Instead of buy low and sell high, Driehaus said investors should "buy high and sell even higher. You want to buy stocks that have already had good moves and are doing well rather than take the risk on investing in a stock that is already in decline and hoping it goes up."

DePaul's ties to the elite investment community provide opportunities for unique learning experiences, Litman noted. "Students get to hear stories you can't get in a textbook."

Business leaders **Richard H. Driehaus (right)** and **William Farley (left)** answer students' questions about investing and leadership.

TOP RIGHT: **Joel Litman, MBA professor and chief investment strategist for Valens Securities**, discusses how data can be used to pick stocks.

LOWER RIGHT: **William Farley, chairman and president of LV Ventures**, discusses the successes and challenges he faced as a CEO of Fruit of the Loom and other ventures.

Buy low and sell high? Driehaus told students to instead "buy high and sell even higher."

Read more about Driehaus's investment advice » DePaulBusinessExchange.com



College Welcomes New Hospitality School Director

Misty Johanson, an associate dean and professor at the Driehaus College of Business, has been appointed director of the college's School of Hospitality Leadership.

Nicknamed "Dr. J." by her students, Johanson is a prolific scholar and teacher who joined DePaul in 2009. She helped develop the curriculum of the hospitality school, which was founded five years ago with a \$7.5 million gift from the Conrad N. Hilton Foundation. Johanson earned her bachelor's, master's and doctoral degrees in hospitality business and tourism from Michigan State University. In addition to her academic knowledge, she brings experience as a management advisor and consultant for major hospitality industry companies to her new role.

Ray Whittington, dean of the Driehaus College of Business, praised Johanson as a "talented and enthusiastic academic leader whose industry experiences and connections will help us access all the opportunities that a world-class hospitality city can offer to enhance the prominence and success of the school."



New 3D Printer Helps Students Turn Ideas Into Reality

DePaul business students have a new digital tool for visualizing their business ideas. The Center for Creativity and Innovation (CCI) has purchased a 3D printer that allows users to make three-dimensional figures from electronic files. Students can access the device to create prototypes of product ideas for business classes and pitches. The printer was bought to support the efforts of the CCI's new Innovation Lab. The lab is underwritten by a gift from Robert Perrelli (BUS '04, MBA '06), a senior manager at TCF Inventory Finance, Inc. and a member of the CCI Advisory Board. See a video of the printer in action at vimeo.com/98448422.

↑ Student Amir Montazery and Management Professor Lisa Gundry, director of the Center for Creativity and Innovation, test the center's new 3D printer by creating models of the Willis Tower.

Do What You Love, CEO Bob Mariano Tells Graduates

DePaul's business alumni network grew by more than 1,200 graduates at DePaul's commencement ceremony in June. Robert Mariano (DHL '14), CEO of Milwaukee-based Roundy's and founder of the fast-growing Mariano's Fresh Market grocery chain, delivered the commencement address.

Mariano had the following advice for new alumni: "Successful business people are wildly passionate about something. If you're serious about going into business, you must have passion. Life is short, and you don't want to waste even one day doing something that doesn't make you happy. Whether you make a dollar or a million, if you find what you love, you will be successful."



Marketing Professor Builds Real-World Connections for Students and Alumni

By Ovetta Sampson

Zafar Iqbal remembers the exact moment when he discovered the depth of his identity.

He was a teenager in the 1980s living in the pensioners' paradise of Pune, India, when he turned on his television and saw pop icon Michael Jackson "moonwalk" backward across a stage. It was an image that resonated for Iqbal—he wanted to share in the individuality that he saw in American culture.

Iqbal, an associate professor of marketing at DePaul, says seeing such visions of uniqueness and originality spoke volumes to him as he struggled to find his identity in the formal Indian culture, where familial ties often override individual desires. "I grew up Indian," Iqbal says, "but, in my mind, I'm more American because I always wanted to be an individual."

Today, Iqbal is helping DePaul students, faculty and alumni discover their identities, both globally and professionally. Because of his cross-cultural experience, Iqbal was tapped by university officials to spearhead DePaul's educational exchange initiatives with Symbiosis International University in Pune. To date, more than 100 students have traveled to India with Iqbal and Marketing Instructor Luis Larrea to attend classes, visit businesses and nonprofits, meet students and faculty, and learn about Indian culture. Since the partnership with Symbiosis began last year, several DePaul graduates

are now working with the likes of Amazon and Groupon on their Indian-focused business initiatives.

When he's not traversing the globe helping members of the DePaul community live and work in India or teaching business classes, for which he has won multiple teaching awards, Iqbal is conducting essential research for marketing professionals. Currently, he's working on a large-scale research project to identify and categorize different types of marketing careers.

"There's not really much (information) out there about what different types of marketing careers exist today," says Iqbal, noting that the field has expanded rapidly beyond advertising and sales in recent years. According to Iqbal, the job title of marketer is an opaque banner that obscures a host of extremely diverse job types.

Iqbal surveyed 400 DePaul marketing alumni about their careers to develop a career profile for what he has defined as the 14 categories of marketing jobs. "The research will serve as a repository for current students or alumni to understand the different job types that are in marketing and visualize a day in the life of those job types," Iqbal says.

Decades ago, Iqbal came to the United States seeking his true purpose. Now, he spends his days helping DePaul students and alumni find theirs. Iqbal says, "This is not work, this is a mission."



BIG IDEAS IN ACTION.

MICHAEL STADNICKI

Co-Founder, Launch Franchise Development
BUS '01, MBA '11

ENTREPRENEURSHIP PROGRAM HELPS ALUMNI CREATE WINNING VENTURES

By Jennifer Leopoldt

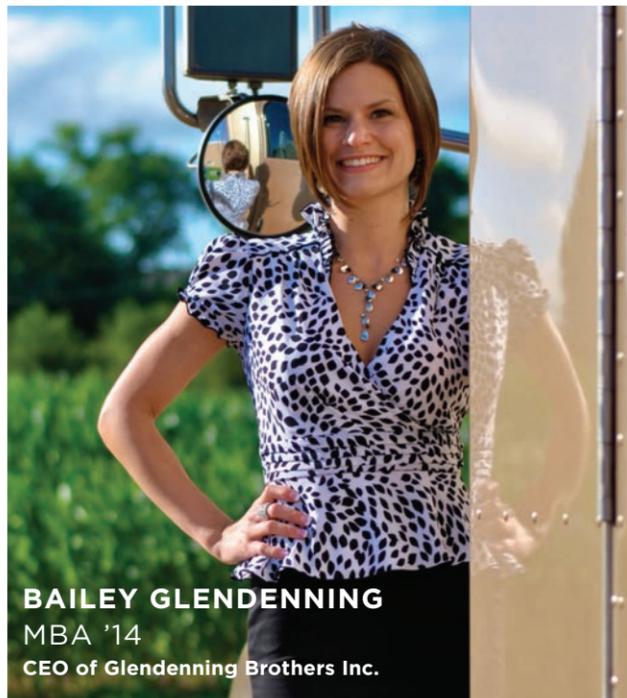
Building any kind of business requires passion and hard work, but it also requires know-how and network connections. For more than three decades, the highly regarded entrepreneurship education program at DePaul's Driehaus College of Business has been helping its graduates blend these ingredients together to achieve success.

"You just don't fall into a successful business. It takes originality, insight, research, training and perseverance," says [Harold Welsch \(BUS '66, MBA '68\)](#), founder and director of DePaul's entrepreneurship program and the Coleman Foundation Chair in Entrepreneurship.

DePaul's approach has received national recognition, most recently from The Princeton Review/Entrepreneurship Magazine, which rated DePaul's undergraduate program as 15th and the graduate program as 20th in this year's ranking of the best colleges for entrepreneurs. In a field of 3,000 participating schools, that puts DePaul in the top 1-2 percent in the United States.

The college's entrepreneurship program began in 1982, and Welsch says the discipline is even more popular today. "We teach our students to be constantly aware of new opportunities by applying their creativity and innovativeness to adapt to new markets," says Welsch.

Entrepreneurship is about more than startups. As the following stories show, lessons alumni learn at DePaul can be applied to jobs as disparate as running a family business, founding a nonprofit and helping companies expand. →



BAILEY GLENDENNING
MBA '14
CEO of Glendenning Brothers Inc.

FOR BAILEY GLENDENNING, DEPAUL OFFERED A HANDS-ON PROGRAM AND CONCEPTS SHE COULD IMMEDIATELY USE AT HER FAMILY'S BUSINESS.

"The fun thing about my position is I could learn it in class on Tuesday night and walk into work to apply it on Wednesday," she says.

Glendenning Brothers Inc., a transportation company in Stillman Valley, Ill., has been in business for 35 years, "but I view it as an entrepreneurial venture," Glendenning says. "We're trying to re-create our business, make it better, innovate and change."

While earning her degree, Glendenning became fascinated by entrepreneurship after taking a class with Professor Welsh. **"My perspective changed. I began to view all small business, whether startups or long-standing companies, as an opportunity to be entrepreneurial,"** she says.

At DePaul, Glendenning met **James Stark (MBA '12, JD '12)**, her business partner with whom she operates various other ventures through the startup C&H Financial Services Inc. She says DePaul taught her the importance of connecting with others. "You find out very quickly that you can't do it all on your own. There are so many opportunities for business relationships, but you will never know if you don't branch out and talk to people," she says.

Although running the family business is her main job, Glendenning says she really enjoys "the game of startups, where you can be completely creative."



KYLE D. JOSEPH
MBA '12
Executive Director, Foodseum; Founder/CEO ShopGab

DEPAUL HELPED KYLE JOSEPH PIVOT FROM BEING AN ENGINEER TO BEING AN ENTREPRENEUR. "I had a lot I wanted to create, and I wanted to make my ideas come to life," he says. He calls DePaul's program "an amazing experience that really transformed my career path and my life."

Joseph's first venture was ShopGab, which began as a social shopping platform that let consumers compare products. Now he's relaunching it as a resource for personal shoppers and high-end boutiques, allowing professionals to manage and further engage customers.

His next project is Foodseum, a Chicago-based museum devoted to food and culture. "I've always had a love of exploring cultures through food, and I wanted to bring that experience to people," Joseph says. The museum will touch on the history, preparation and creative uses of different foods, with the first exhibit devoted to hot dogs and encased meats of the world.

Until the museum has a permanent space, Joseph and his team are planning pop-up locations, starting in May 2015, when the prestigious James Beard Awards for food and beverage professionals come to Chicago. In the meantime, the team has established partnerships with more than 40 local and national organizations to help design the experience, build community awareness and raise the necessary funding for the Foodseum. **"It's been exciting to be able to move at this incredibly accelerated pace, thanks to the network I formed through DePaul and ShopGab,"** Joseph says.



WILLIAM R. SNOW
BUS '89, MBA '94
Managing Director, Jordan, Knauff & Co.

WILLIAM SNOW STUDIED FINANCE AT DEPAUL AND LATER EARNED AN MBA IN ENTREPRENEURSHIP.

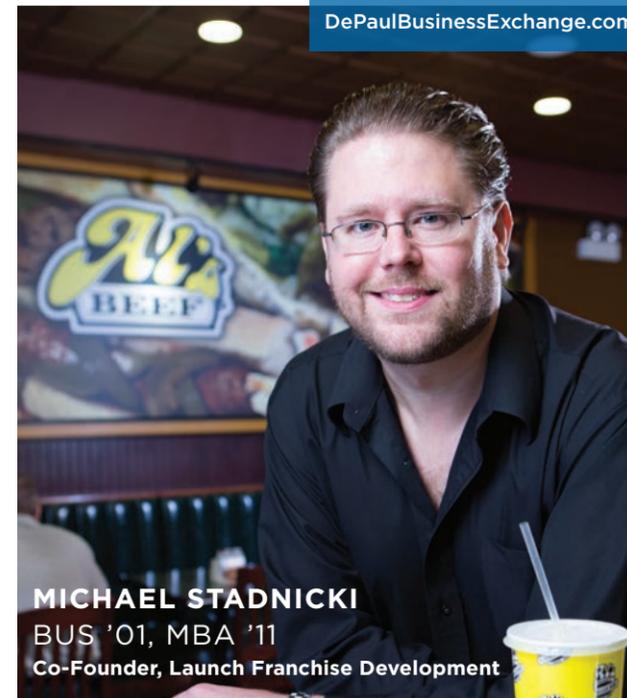
He credits his education with providing insights and experience that help him connect with businesses that come to his investment banking firm. "I understand the issues that owners face as they try to grow their businesses or craft an exit," he says.

Snow describes the work at Jordan, Knauff as selling companies, raising capital for companies and advising on acquisitions. "My favorite aspects of the job are what many people dislike the most—negotiating and resolving conflict," he says.

Snow also is a speaker and an author. In addition to writing numerous articles, an e-book he wrote in 2003, "Venture Capital 101," found online acclaim and eventually ended up at Wiley Publishing Inc. The publisher then contacted him about writing "Mergers & Acquisitions for Dummies."

"The lesson is to find something to offer," Snow explains. **"Stop asking and think instead about the person on the other side of the bargain. What do they get out of an interaction with you? Offering will open far more doors than asking."**

In addition, Snow advises entrepreneurs to "gain actual, real-world experience. Classes and studying are great, but you have to get out and experience business situations for yourself."



MICHAEL STADNICKI
BUS '01, MBA '11
Co-Founder, Launch Franchise Development

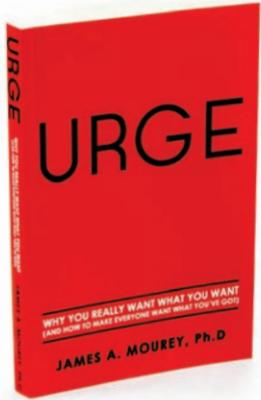
THE ENTREPRENEURIAL SPIRIT HAS LONG CHARACTERIZED MICHAEL STADNICKI'S WORK ETHIC. While an undergraduate at DePaul, he won an international student business plan competition with his proposal for a wireless credit card payment system called ChargeAnywhere, which he later implemented in 750 Chicago taxicabs. After graduation, he worked at Francorp and Chicago Franchise Systems, the parent company of Al's Italian Beef and Nancy's Pizza. While developing the chains nationally, he returned to DePaul to further his goal of helping entrepreneurs develop through franchising.

"I've had the opportunity to work with all types of businesses—anything from a doggie daycare to restaurants overseas," Stadnicki says.

Today he runs his own company, Launch Franchise Development, and operates a number of restaurants in Chicago, including the first U.S. location of the Big Cheese Poutine, a Canadian franchise that celebrates poutine, a traditional combination of French fries, fresh cheese curds and gravy. His company also works internationally and plans to open the first Middle East locations of Al's Italian Beef and Nancy's Pizza in Dubai in 2015.

Stadnicki, who was named the college's Entrepreneur of the Year in 2010, urges other DePaul entrepreneurs to lean on the skills they learned in school and to adapt to change. **"Trust your instincts, trust the education that DePaul gave you, and follow your passion and your dream,"** he says.

Why Do We Buy What We Buy?



↑ James Mourey explores consumer behavior in his new book.

Why will you buy a T-shirt for \$29.99, but not \$30? Who buys the bizarre items—for example, a replica of Gandalf’s staff from “Lord of the Rings”—offered in the airline magazine SkyMall? These and other questions are pondered by Assistant Marketing Professor James Mourey in his book, “Urge: Why You Really Want What You Want (And How to Make Everyone Want What You’ve Got).” **“It turns out that knowing who buys what or why people buy isn’t nearly as straightforward as you think,”** Mourey writes. “Some people buy products because they like them. Others buy products because other people like them. People often buy products they don’t need (we’re all guilty of that), and some even buy products they may not even want...but if we dig a bit deeper, we can start to uncover some systematic consistencies that help us make better predictions about why consumers do the weird things that they do.”



Workplace Bullies Aim at Star and Subpar Performers

Workplace bullies most often target colleagues who are high or low performers, according to a study co-authored by Assistant Professor of Management Jaclyn Jensen for the Journal of Applied Psychology. **Low performers tend to be the focus of overt hostility, such as yelling, while high performers are more likely to be victimized by subtle aggression, such as backstabbing and sabotage.** “Although good performance is often emphasized,” the study notes, “these results suggest concern for high performers and whether or not they ‘have a target on their back.’” To defuse bullying, managers should avoid performance metrics that compare employees directly and mentor low performers, Jensen and her co-authors suggest.



Fifty Alternatives to Downsizing

“Organizational downsizing fails to achieve two major goals: increases in effectiveness and efficiency,” writes Associate Management Professor Marty Martin in a study he co-wrote for the International Journal of Business and Social Research. “Alternatives are warranted to achieve these two goals without resorting to organizational downsizing.” Martin and his research colleagues offer 50 alternatives to downsizing, from furlough days and retirement

incentives to asking employees, customers and suppliers for their ideas for reducing costs and generating revenue. **“There are times when downsizing is necessary and appropriate. There are also times when downsizing is not the best solution.** These differences should be squarely addressed by the key decision makers within organizations to lay out a decision-making model that includes alternatives.”

LaToya M. Lacey, CPA, CFE (BUS '01)

Residence | Stamford, Conn.

Occupation | Director of Global Audit & Risk at Diageo, a premium drinks business with brands that span spirits, beer and wine. In this role, I am responsible for conducting and leading advisory reviews and internal audits, including assessment of overall risk management activities. I also lead the anti-fraud agenda within the Global Audit & Risk group at Diageo.

Education | A family friend suggested I consider a degree in accounting since math was my favorite subject. I took an accounting course during my senior year at Morgan Park High School and enjoyed it. I decided to pursue my degree at DePaul because of its excellent accounting program and because I was really impressed with the school after attending the open house.

Vital stats | During my time at DePaul, I worked in the law school’s admissions office and held two internships at Arthur Andersen and one at Abbott Laboratories. After graduation, I accepted a position at Abbott in their Financial Professional Development Program and subsequently worked in their U.S. Customs Compliance group. I left Abbott to join the Internal Audit department at Altria and went to Kraft Foods as a result of the spinoff. At Kraft, I worked in internal audit, finance training and special investigations. I have an 18-year-old son who plans to obtain a pharmaceutical sciences degree at the University of Illinois at Chicago.

What I like best about my job | Over the past two years, no two assignments have been the same. I really enjoy the constant changes and challenges, and the opportunities I have to change the way we work. I also enjoy traveling all over the world and working with people with diverse backgrounds and perspectives.

My DePaul experience | I was a full-time student, a student officer and mentor in STARS (Students Together Are Reaching Success, a DePaul support program for first-year students). I also worked part time while being a single mom, and I graduated with honors. My experience at DePaul taught me the importance of time management and that with determination and hard work, I can overcome any obstacle. That has helped me tremendously with various challenges I have experienced both personally and professionally.



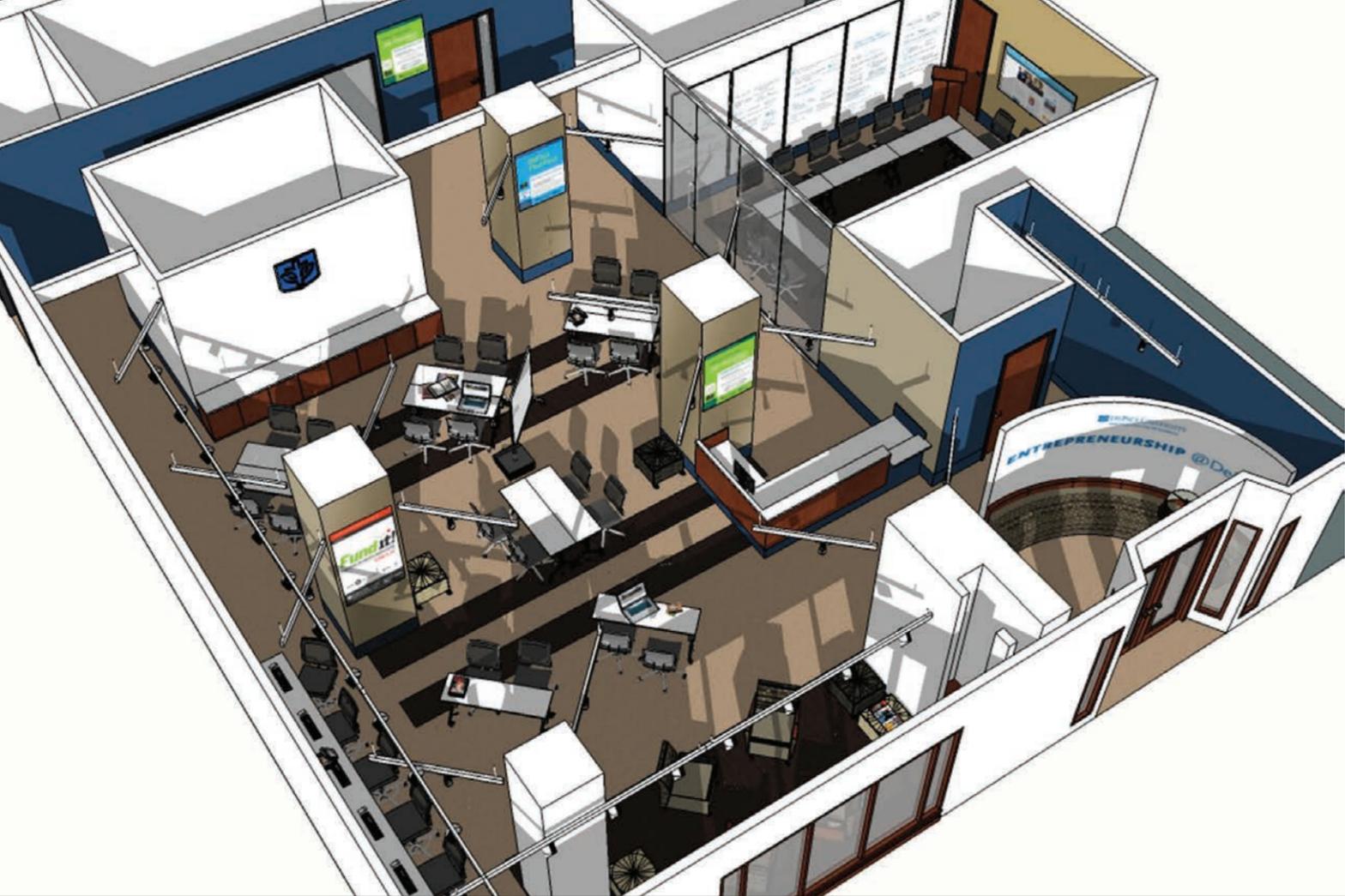
Lacey’s advice for new alumni:

“Embrace and overcome challenges, rather than run from them, and learn from mistakes. These experiences will prepare you for a bright future.”

“Find what truly motivates you and pursue that in your career. This will allow you to have the energy to always give your best and drive for more.”

“Expand your horizons as much as possible. When you have the opportunity to work in another part of the world, learn about the economy, culture and history.”

“Balance is important, so don’t forget to have fun and enjoy time with those closest to you.”



New Startup Lab Will Enhance Entrepreneurial Opportunities for Students and Alumni

By Ovetta Sampson

Imagine a space where business ideas meet execution and entrepreneur novices convene with seasoned business owners. The space would be dynamic, with tables and chairs on wheels that could be workstations one minute and audience seating for workshops and guest speakers the next.

The venue would be located in downtown Chicago, a city that has become a hotbed of entrepreneurship. For DePaul students and alumni entrepreneurs, such a space would be the place where dreams are made real.

Well, imagine no more.

DePaul, in collaboration with the Coleman Entrepreneurship Center at the Driehaus College of Business, is launching a new entrepreneurial startup lab and co-working space in the DePaul Center on the Loop Campus. Set to open in 2015, the startup lab will provide a place for students to work on their new business ventures, alumni to connect, and members of the Chicago business community to network, says Terri Lonier, executive director of the Coleman Entrepreneurship Center.



Terri Lonier, executive director of the Coleman Entrepreneurship Center, says DePaul's new business startup lab will create a hub for students, alumni and area entrepreneurs to gather.



Preliminary rendering of DePaul's new startup lab.



"We are frequently contacted by alumni asking how they can get involved," Lonier says. "This new startup lab will provide a physical space that will help them become more involved with entrepreneurial-minded students, network with other DePaul alumni, and connect with the Chicago entrepreneurial community. Even though they may have been out of school for a few years or even several decades, we want our alumni to be a part of the vibrant DePaul entrepreneurial family."

The lab will differ from other co-working spaces that nurture startups downtown, Lonier says, because it will be student-focused and serve diverse business interests in the heart of the Loop. "Our startup lab will bring together a broad cross-section of individuals and ideas," she says. "It is designed to be an entrepreneurial hub for the entire university."

BRIDGING THE GAP

The lab is just one of many ways DePaul and its Coleman Entrepreneurship Center connect students and alumni with the resources they need to turn their business dreams into reality. Founded in 2003 with a grant from the Coleman Foundation, a Chicago-based organization that supports entrepreneurial education, the center partners with the university's nationally ranked academic entrepreneurship program to provide a holistic environment for new venture development.

"We are the place where theory meets action," says Lonier. "Our students learn valuable concepts in the classroom, and at the center it all comes together through application and practice."

Lonier said the center's purpose is to advise, inspire and connect students and alumni, helping them bridge the gap between an idea and a viable business venture. In addition, the center serves as a conduit for DePaul alumni to mentor, empower and encourage students to become leaders of business ventures.

"We host visiting entrepreneurs at workshops and informal sessions so that students can see what the entrepreneurship lifestyle is like," Lonier says. "We also connect students with each other across the university, and with alumni, through either mentorships or work at startups. In addition, we connect alumni with each other and the wider Chicago business community by providing learning and networking opportunities."

Among the alumni who have benefited from these connections is **Ramzey Nassar (BUS '13)**, founder of ThreadMeUp, a web platform used to design, order, crowd-fund or sell custom apparel. "The Coleman Entrepreneurship Center was a home away from home for me," Nassar says, recalling his undergraduate years at DePaul studying entrepreneurship and developing business ideas. "Being a student and running a company can be tough, but finding that balance and having a place with mentors gave me the comfort to know I am not alone."



← Jessica Weaver and Bianca Perry, DePaul students and Launch DePaul competition finalists, discuss their BBands headband company with Greg Jaros (CDM '86), founder and CEO of Spare to Share.

Through DePaul, Nassar connected with several other alumni who now work with him at ThreadMeUp. This past summer, Nassar's company worked with the center to provide an internship at ThreadMeUp for a DePaul undergraduate interested in entrepreneurship.

MANY WAYS TO CONNECT

The Coleman Entrepreneurship Center produces or hosts a wide range of programs, events and networking opportunities. These initiatives include:

Launch DePaul | An annual new venture competition where DePaul students and recent alumni present their business plans to a panel of professional investors and established entrepreneurs for the opportunity to win cash, awards and in-kind professional services. Alumni frequently are contest judges and help sponsor and support the competition.

Startup internship program | A summer internship program for students who want to work for Chicago-based startup companies. The program was launched this year with a grant from the John E. and Jeanne T. Hughes Foundation.

Student Innovation Awards | An annual student business idea competition that awards scholarships. The contest is sponsored by the entrepreneurship center's advisory board members and co-hosted by DePaul's Center for Creativity and Innovation.

Workshops and speaker events | These programs allow students to learn lessons from entrepreneurial DePaul alumni and Chicago startup founders.

The Launch DePaul competition, in particular, is a key way for alumni to engage with DePaul's entrepreneurial ecosystem. Participants say the insights provided by the involvement of established entrepreneurs, many of them DePaul alumni, are priceless. "I've been on the other side and I know what it's like to want that feedback," says Launch DePaul judge **Greg Jaros (CDM '86)**, a founder and CEO of Spare to Share, an online goods exchange. "That's why I became a judge. I wanted to help other students get the feedback they need to be successful."

Such feedback is much appreciated by students like marketing major Bianca Perry. Her company, BBands, created with business partner and fellow DePaul student Jessica Weaver to market colorful headbands, was one of six finalists in the 2014 Launch DePaul competition. Perry says: "To send out your business pitch and have it critiqued by professionals and investors and to have them offer you suggestions and guidance on how to make your business better—it's an invaluable experience."

Want to learn more about entrepreneurship at DePaul? Visit the Coleman Entrepreneurship Center at colemant.org.



Steer Your Career: Professional Education Keeps You in the Driver's Seat

By Denise Mattson

Owning a home and investing in stocks and bonds are common strategies people use to boost their financial security, but some overlook what could be the working adult's most valuable asset: their income earning potential. An investment in one's career could easily generate more than an investment in the stock market, and it is one over which employees have much more control.

Professionals pursue continuing education to advance their careers, change industries or stay ahead of rapidly evolving technology. Social media, for example, has transformed many professions and requires an entirely new set of skills than those taught just five years ago.

Steve Kelly, director of the Kellstadt Marketing Center (KMC) in DePaul's

Driehaus College of Business, has seen this revolution firsthand. "Social media, digital display advertising, search engine marketing and competing on analytics were not in the vocabulary for most of our students when they received their undergraduate degrees," he says. "Today's marketing is being driven by predictive and web analytics, social media listening and marketing, customer relationship management, database development, individual targeting and return on investment accountability. Only experts who are practicing this today can keep up with the changing marketing landscape."

Tim Weaver (LAS '97), account manager at ESPN Local in Chicago, returned to DePaul in 2013 to pursue the KMC Integrated Marketing

↑ **Instructor Philip Gisi teaches a course on Six Sigma process improvement, one of the many business-related professional development offerings at DePaul.**

Communications Certificate. "I needed something to prove that I had a knowledge base for internal and external career opportunities," he explains. "I didn't have the time to do a full-blown MBA program, but did want it to be at an accredited university. I found the IMC program was the perfect balance of all the elements I was looking for."

Kelly notes that the advantages of pursuing professional development over a full degree program include students' ability to target specific skills

and just-in-time learning in the format that best suits them. KMC courses range from a single class on one day to a course spread over 10 evening sessions to a multiple-course certificate program. To accommodate professional travel schedules, an increasing number of these courses are available online.

Weaver's strategy worked. "My clients and co-workers look at me in a different light, as a real expert in the digital marketing field who they can come to for help," he says. "My managers come to me to discuss best practices when developing new sponsorship and program elements."

A study DePaul commissioned in 2009 estimated more than 1.4 million people in northern Illinois, northwestern Indiana and southeastern Wisconsin pursued career-related, noncredit

professional education. In a typical year, upward of 3,000 students enroll in programs at KMC and DePaul's Continuing and Professional Education (CPE).

Harry Bryant, CPE director, says those who pass through his doors are mostly people in midcareer or middle-management jobs. A third to a half have taken classes or earned a degree from DePaul. Alumni receive a 15 percent discount on all KMC programs and some CPE courses.

"The demographics are shifting toward professional education," Bryant notes. The number of high school graduates in America peaked between 2007 and 2011. These students have already completed or soon will complete college. "What are they going to need to take the next step forward in their careers?" he asks. "They will

seek specific skills to advance, differentiate themselves or break into a new industry."

CPE students take a range of programs that span from three-hour seminars to 180-hour certificate programs addressing the latest trends and techniques in financial planning, human resources and management, among other topics. Because Chicago has become an operational and logistical hub, Bryant says certifications in supply chain management, project management and Six Sigma process improvement are very popular.

As Weaver's experience illustrates, professionals who take ownership of their careers by updating their skills can become management's go-to staff members, a role that can enhance future earnings.

For more information on professional development opportunities at the Kellstadt Marketing Center, visit cpe.depaul.edu/mkt; for details on Continuing and Professional Education, visit learning.depaul.edu.

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Tim Weaver (LAS '97)



Continue the Momentum of the Many Dreams, One Mission Campaign

When the Many Dreams, One Mission Campaign for DePaul University officially closed on June 30, gifts had topped \$333 million, making it the largest fundraising effort in the history of the university. "This Campaign has built a stronger DePaul," says the Rev. Dennis H. Holtschneider, C.M., president of DePaul University. "Donors understand DePaul's commitment to providing an excellent education to our students. Thanks to them, DePaul will continue to be able to attract and educate talented students from a wide array of backgrounds."

Overall, Campaign giving to the business college surpassed \$113.8 million. "Alumni and friends of the college who responded to this Campaign helped us to strengthen our faculty and our programs, our learning environments and tools, and our ability to help students fund their education," says Ray Whittington, dean of the Driehaus College of Business.

Alumnus **Richard H. Driehaus (BA '65, MBA '70, DHL '02)**, the investment pioneer and philanthropist whose name now graces the college, made a historic \$30 million gift to support an endowment fund to attract and retain top business faculty. The shortage of PhD educators needed to provide a high-quality education puts a premium on the salaries they can command and contributes to the challenge of keeping tuition costs in line. Recognizing this need, Driehaus endowed the fund to help DePaul remain nationally competitive and encourage other generous alumni to contribute so that incoming students can have the excellent classroom experiences they remember so fondly.

Campaign gifts also enabled the expansion of the business school's



“DePaul provided me with an excellent education in finance, but it never could have happened without my scholarship.”

Ryan Daliege (BUS '11)

Finance Lab, a virtual trading room that symbolizes the school's innovation and academic excellence in blending leading-edge theory with real-world practice. The lab supports graduate and undergraduate courses in portfolio management, risk management, investment, financial engineering and quantitative methods by providing Bloomberg Terminals with live financial market information as well as other data sources and analytical tools. Additional donor support will enable the college to keep up with technological innovations and expand its business facilities and career services.

More than \$106 million in new scholarship funding was raised during the campaign. **Ryan Daliege (BUS '11)** expresses his gratitude for the generosity of Campaign donors: "DePaul provided me with an excellent education in finance, but it never could have happened without my scholarship," says Daliege, who is back at DePaul in the MBA program while working as a financial advisor for Ayco Company, a Goldman Sachs company.

DePaul thanks its many Campaign donors and invites other grateful alumni to continue the momentum of this historic fundraising Campaign.

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