

BUSINESS EXCHANGE

SPRING/SUMMER 2017

Misty Johanson Named
Interim Business Dean

DePaul Joins 1871
Business Incubator

Scholar Dissects
Workplace Harassment

Research Probes
Impact of Minimum
Wage Hikes

Women in Leadership

Six Stories of Alumnae Success

BUSINESS EXCHANGE

Driehaus College of Business
DePaul University
Spring/Summer 2017

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BY THE NUMBERS

A look at Dean Ray Whittington's legacy at DePaul's business college.



COLLEGE NEWS

Interim dean and directors named; DePaul joins 1871; fireside chat on diversity.



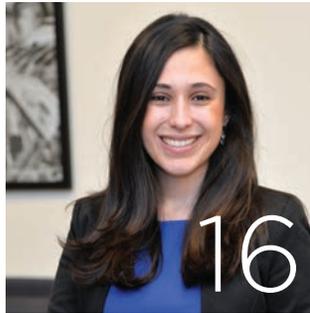
FACULTY FOCUS

To promote workplace respect, Jaclyn Jensen probes the roots of harassment and bullying.



SCHOLARLY PURSUITS

Studies examine effects of minimum wage hikes, The 606.



PROFESSIONAL DEVELOPMENT

The career benefits of gaining new skills through the alumni Double Demon scholarship.



FEATURE

Women in Leadership: To commemorate the 100th anniversary of the first women enrolling to study business at DePaul, Business Exchange profiles six alumnae who are making their mark as leaders today.

Read these stories on DePaulBusinessExchange.com



Corporate Education Partnerships

Conference rooms become MBA classrooms for students in DePaul's corporate on-site degree programs.



From Intern to Exec

A Q&A with Michael Friedrich (MBA '95), whose career as a McDonald's executive in Europe began with a DePaul internship.

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A Leadership Transition

After serving for 11 years as dean of the Driehaus College of Business, I will return to my roots in the School of Accountancy this summer, resuming my previous role as director of the school. Misty Johanson will become interim dean of the college on July 1. I encourage you to read more in College News about Dr. Johanson, an accomplished academic and industry leader who is the first woman to serve as DePaul's business college dean.

Reflecting on my tenure as dean, I am grateful for the tight-knit academic and business community that supports our college with a shared commitment to create a vibrant and innovative learning environment. Business students enter DePaul with an abundance of talent and drive, and they emerge as graduates ready to bring value to the business world. Along the way, their futures are shaped by a faculty passionate about teaching, a staff devoted to fostering student achievement, and you—our alumni and donors—who care deeply about their success.

Our alumni bring lessons to life by speaking on campus, sharing real-world case studies with our classes and opening their workplaces to student groups. With donor and alumni help, we are able to provide scholarship assistance to students with financial need, complement their classroom education with valuable mentoring and internships, and place our graduates in rewarding professional positions. I thank you for giving generously of your time and resources to support our mission.

As we transition to new leadership, our college faces both challenges and opportunities. Demographic changes and growing competition in the higher education market made recruitment of undergraduate students more challenging this academic year, and these trends are expected to continue. Uncertainty about state scholarship support for our low-income students also has budget implications for the university, which has increased its institutional financial aid to help fill the gap.

To address the changing higher education landscape, we are focusing on initiatives that enhance the value of a DePaul education for students and create new business education markets for the college. We've increased our combined degree offerings, which allow students to save time and tuition dollars by earning bachelor's and master's degrees together in as little as five years. We've expanded the Double Demon scholarship program that offers alumni



“ I AM GRATEFUL FOR THE TIGHT-KNIT ACADEMIC AND BUSINESS COMMUNITY THAT SUPPORTS OUR COLLEGE WITH A SHARED COMMITMENT TO CREATE A VIBRANT AND INNOVATIVE LEARNING ENVIRONMENT. ”

a 25 percent tuition discount for graduate study. I'm also excited about the growth of DePaul's Corporate Employer Outreach (CEO) initiative over the last three years. CEO has forged agreements with 25 companies and organizations to provide their employees with professional and graduate education, including corporate on-site DePaul MBA programs. Alumni have played a key role in many of these agreements, serving within their organizations as liaisons who attest to the power of a DePaul education.

We will continue to strengthen these relationships among students, faculty, the business community and our alumni and donors as we chart our path for the future. Your ongoing engagement with our college ensures a bright future for our students.

Ray Whittington

Ray Whittington
Dean, Driehaus College of Business

BY THE NUMBERS

DEAN RAY WHITTINGTON AND THE COLLEGE OF BUSINESS

After more than a decade of distinguished service as DePaul's business dean, Ray Whittington will step down in July to resume the directorship of the School of Accountancy and Management Information Systems. By the Numbers looks at how the college has grown during his tenure as dean.



20,051 ALUMNI

Business alumni who graduated from the college, including 477 Double Demons, 9 Triple Demons and 1 Quadruple Demon



\$125.9 MILLION

Funds raised for the college, including \$42.3 million for scholarships



58 FULL-TIME PROFESSORS

added to the business faculty



6 NEW DEGREES

Five specialized master's degrees and the college's first doctoral degree, the Doctorate in Business Administration



2 NEW SCHOOLS/DEPARTMENTS

The School of Hospitality Leadership and the Department of Real Estate, both founded in 2008



1 NEW COLLEGE NAME

The college became the Driehaus College of Business in 2013 to honor alumnus Richard H. Driehaus (BUS '65, MBA '70, DHL '02), who donated a record \$30 million to support business faculty recruitment and retention



“THERE IS NOTHING THAT DRIVES ME MORE THAN PREPARING HIGHLY QUALIFIED STUDENTS TO SUCCEED IN A WIDE ARRAY OF BUSINESS AND MANAGEMENT FIELDS.”



Misty Johanson Appointed Interim Dean

MISTY JOHANSON, PHD, an associate business college dean, professor and director of the School of Hospitality Leadership, has been named interim dean of the Driehaus College of Business. She is the first woman to serve as business college dean at DePaul.

“I’m delighted that Dr. Johanson has accepted the invitation to lead the Driehaus College of Business during this time of transition,” DePaul Provost Marten denBoer says. “Her nearly 20 years of experience in education, combined with her outstanding leadership skills, welcoming character and financial acumen will serve the college well.”

Johanson joined DePaul in 2009 to help establish the School of Hospitality Leadership, which she has directed since 2014. She has served as an associate dean since 2011, overseeing areas that include academic quality, accreditation and advisory council engagement.

Under her leadership, the hospitality school has earned accolades for

its innovative teaching and faculty research, and forged strong ties to Chicago’s world-class hospitality industry. The Journal of Hospitality and Tourism Education recognized DePaul’s hospitality and leadership program as the best in Illinois in 2015. The J. Willard and Alice S. Marriott Foundation awarded a \$1.8 million grant to the school in 2016 to create and endow a new Center for Student Development and Engagement. The center, believed to be the first of its kind in the country, provides students with professional development and mentoring opportunities with industry leaders. A new Executive in Residence program, funded by Hyatt and Lettuce Entertain You Enterprises, brings executives into the school to network with faculty, advise students and connect them with the hospitality industry.

In addition to receiving multiple excellence in teaching awards, Johanson has published more than 50 refereed scholarly articles and two textbooks. In 2015, she became executive editor of the Journal

of Hospitality and Tourism Research, the hospitality field’s top research journal. Prior to joining DePaul, Johanson was a faculty member in the University of Hawaii’s and Georgia State University’s hospitality programs. She started her hospitality career with Marriott International after graduating from Michigan State University, where she later returned to complete her master’s and doctoral degrees in hospitality business and tourism.

“There is nothing that drives me more than preparing highly qualified students to succeed in a wide array of business and management fields,” Johanson says. “As interim dean, I look forward to a continued collaboration with faculty and staff within the college, as well as our many industry partners in Chicago and our alumni.”

Johanson will continue to lead the School of Hospitality Leadership during her interim appointment, which begins July 1. The Office of the Provost expects the dean search for the Driehaus College of Business to begin in the 2017-18 academic year.



Christa Hinton (at left)
and Jennifer Kopczynski

Alumnae Named to Kellstadt Leadership Roles

CHRISTA HINTON (MBA '98, EDD '12) has been promoted to director of the Kellstadt Graduate School of Business, where she oversees student recruitment, admission, academic advising and career management services. Hinton has worked at DePaul since 2001 and previously led the Kellstadt Career Management Center as director and later as assistant dean. She was president of Women in Business before joining DePaul.

JENNIFER KOPCZYNSKI (MED '08, BUS MS '17) has replaced Hinton as director of the Kellstadt Career Management Center. She previously served as associate director of the center and is an adjunct professor. She held a similar role in MBA student career services at the University of Chicago Booth School of Business before coming to DePaul. Kopczynski and her DePaul team offer a wide range of career advice and services tailored to the needs of graduate business students and alumni.

Hinton and Kopczynski say their priorities include enhancing the cocurricular experience for students and staying connected with alumni. "We want alumni to know that our relationship with them doesn't end at graduation," Hinton says. "We are always there for them, whether they are looking to enhance their skills by returning to earn another MBA concentration or graduate degree, are seeking career support through our networking events and one-on-one career advising, or want to come on campus to speak and share their knowledge with students."

DePaul Joins Chicago's 1871 Business Incubator

THE COLEMAN ENTREPRENEURSHIP CENTER

has partnered with DePaul's College of Law, College of Computing and Digital Media, and Office of Academic Affairs to join 1871, Chicago's premier business incubator.

The collaboration gives DePaul students and faculty access to 1871's events, workshops and lectures, as well as networking opportunities with industry thought leaders. The membership also has enabled professors to host classes, meetings and research presentations that showcase DePaul at the startup hub, which is located in the Merchandise Mart, about a mile north of DePaul's Loop Campus.

DePaul's membership includes dedicated office space in a prime spot on University Row, an area of 1871 where the University of Chicago, Northwestern University and other local universities are grouped. Last month, DePaul students mixed with students from other University Row institutions to participate in Campus 1871, a weekend-long challenge to brainstorm and pitch new business ideas. The event was a "tremendous opportunity for our students to work closely with students from the other 1871 universities to develop teamwork, creativity and innovation ideas," says **Bruce Leech (MBA '81)**, executive director of the Coleman Entrepreneurship Center. "It was the highlight of the year for the university partners, students and faculty who participated."

↓ Coleman Entrepreneurship Center Executive Director Bruce Leech (MBA '81), Coleman Entrepreneurship Chair Harold Welsch (BUS '66, MBA '68) and Management Chair Dan Heiser at 1871.



College Hosts Fireside Chat on Diversifying Finance Industry

BUSINESS PROFESSORS JOINED FINANCE INDUSTRY LEADERS

in a fireside chat hosted at DePaul to explore ways to increase diversity and inclusion in the financial services field.

The “Diversity at Driehaus” talk was co-sponsored by the Driehaus College of Business and the PhD Project, a nationwide initiative that seeks to diversify business school faculties and attract more students of color to study and enter business. Assistant Professor of Accountancy Stephani Mason, one of a dozen PhD Project alumni on DePaul’s faculty, organized the Nov. 15 program for a second year in conjunction with the project’s annual national conference in Chicago.

This year’s discussion focused on the Financial Service Pipeline Initiative, an effort spearheaded by a coalition of Chicago financial services institutions and the Chicago Community Trust to attract more people of color to careers in finance.

Nationwide, representation of minorities in finance has changed little in the last two decades, according to Jamica Quillin, manager of diversity and inclusion at the Federal Reserve Bank of Chicago, who discussed the Pipeline’s goals. Industry leaders should see the issue as a long-term human capital imperative, she said, centered on recruitment, retention and mentoring of diverse finance professionals. “If we can work together, we can work significantly and with more impact,” she said.

The key to sparking change is to emphasize the positive bottom-line impact of diversity, said panelist Monica L. Walker, CEO of Holland

Capital. Industry leaders need “to value diversity of thought and bring diversity of experiences to the table,” Walker advised, because it leads to better business decisions, including more effective strategies for marketing to diverse consumers.

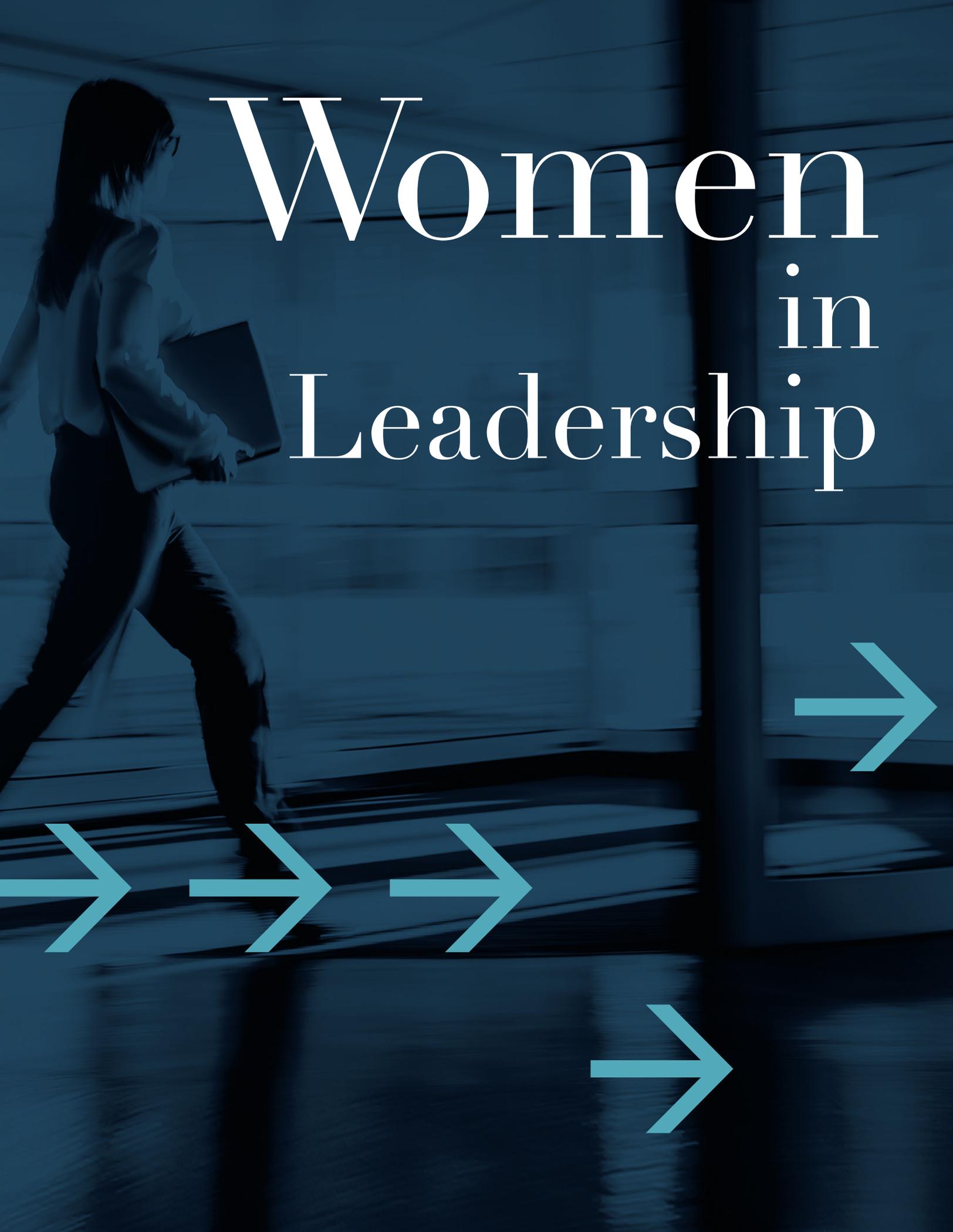
“I’M PASSIONATE ABOUT GETTING MORE PEOPLE OF COLOR INTO THE BUSINESS.... IF I CAN REDUCE THE HURDLE, I WILL.”

Malik Murray (BUS '96, MBA '04)

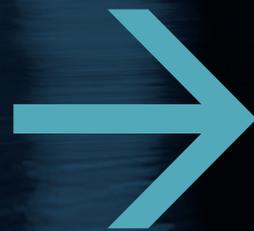
The panelists also talked about mentors and other influences that led to their personal success. Alumnus **Malik Murray (BUS '96, MBA '04)**, vice president at Ariel Investments, said money management was seldom discussed in his family and community during his upbringing. He didn’t envision a career in finance until he came to DePaul, where he encountered professors of color, as well as finance alumni who reached out to mentor him. “When you see someone who has been there, done that, it’s very powerful,” he said.

Murray said he now pays it forward by seeking to help other young minority professionals find their footing in finance. “I am passionate about getting more people of color into the business. If people don’t have access to you, sometimes they give up. So, if I can reduce the hurdle, I will.”





Women in Leadership



SIX STORIES OF ALUMNAE SUCCESS

By Denise Mattson

Since 1917, women have been studying in DePaul's business school and carving out challenging careers for themselves.

To commemorate this historic 100th anniversary milestone, six highly successful alumnae reflect on their professional lives and share advice for the next generation of women leaders.

Traversing the world and making meaningful contributions in diverse industries, these remarkable women have broken barriers and advanced their careers with sure footing on uneven terrain. Indeed, a new national initiative among more than 30 influential corporate CEOs called Paradigm for Parity launched recently to close the gender gap in business and create a new normal that brings power, status and opportunity into balance for women and men.

Meanwhile, a new book by Joann Lublin, management news editor for the Wall Street Journal, explores the stories of 52 female executives, laying bare both the progress women in leadership have made and the obstacles that remain on their path to equality on the career ladder. In "Earning It: Hard-Won Lessons from Trailblazing Women at the Top of the Business World," Lublin found that resilience, persistence and confidence were among the most valuable traits of women executives. The women profiled here possess these qualities and have powerful advice for women following in their footsteps.



Joanna M. Bauza (MBA '01), president of The Cervantes Group, teaches a course in leadership at DePaul.

EMILIA DIMENCO

President and CEO, Women's Business
Development Center, Chicago
(BUS '80, MBA '83)



“Opportunity is the first step to independence.”

The plan for Emilia DiMenco's life may sound familiar to the children of working-class immigrants: hard work and a college degree would be the path to a better life for the next generation.

Growing up in south suburban Blue Island with other Italian immigrants, DiMenco excelled in the math and science classes the Servite Sisters in her Catholic grade school emphasized. After working her way through DePaul's business school, she graduated at age 25 and landed a coveted slot in the management training program at Harris Bank (now BMO Harris).

Then she began breaking glass ceilings.

DiMenco became the first woman senior vice president and, later, executive vice president in the corporate and commercial bank at BMO Harris, leading to “a wonderful” 30-year banking career there.

However, it almost didn't happen.

A class-action lawsuit by the U.S. Department of Labor and the National Organization for Women against Chicago banks in the late 1970s challenged the different training programs offered to men and women. As a result, banks started recruiting staff differently, broadening the list of universities where they recruited and interviewing diverse students who had not previously made it into their hiring pools. DiMenco believes she would not have been hired but for the impact of the lawsuit. “That really builds the case for public policy to change the way all of us behave,” she argues.

“I attribute my success to sponsors who supported my work on projects and advocated for my promotions,” she says. It was important to her to pay those opportunities forward when she entered top management by opening doors for other women and people of color who, like her, may not have had the customary preparation.

DiMenco continues to foster economic independence for women today as the president and CEO of the Women's Business Development Center (WBDC) in Chicago, where she seeks to change statistics showing that just 5 percent of federal contracts go to women-owned businesses.

One of the services that WBDC provides to build capacity is women's business enterprise (WBE) certification. This recognition enables WBE-certified businesses to differentiate themselves when they bid on private-sector and some public-sector contracts.

While women own 38 percent of businesses, “there still isn't equal opportunity,” DiMenco laments, noting that they face barriers in accessing contacts and capital. “Opportunity is the first step to independence,” DiMenco says. “I am lucky to be able to help women realize the opportunity and achieve independence every day.”

MONIQUE NELSON

CEO, UWG
(MBA '03)

Monique Nelson has parlayed an early interest in the entertainment industry, which gave her an opportunity to work with artists John Legend, Common and Madonna, into a career as the influential CEO of one of the oldest black-owned marketing and advertising agencies in America. Nelson, a classically trained singer and dancer who grew up in Brooklyn, assumed the helm of UWG in 2012. Today, companies like Ford, Colgate and Pfizer seek UWG's expertise when they need a cultural navigator to reach a diverse customer base.

Nelson's proving grounds were at International Paper in Chicago during the mid-1990s. In their quest to help the company sell more paper, her sales and marketing team recommended expanding the basic line of yellow Post-it notes to include the brightly colored options available today.

UWG (or UniWorld Group, Inc.) was founded in 1969 as African-American, Latino, Asian and LGBT communities began to emerge as consumer markets, according to Nelson. "We believe in talking to somebody, not everybody," Nelson says. "Understanding diverse consumers is not just giving them a canned message, but talking to them in the right place, in the right space and in the right context."

As a woman leader in business today, Nelson finds herself more the exception than the rule. "There are a lot of women in our industry, but not at the top of the house," Nelson recognizes. "That concerns me because most consumers are women, and we add dimension to a room."

Nelson had many mentors and sponsors who supported her rise in business. "They were oftentimes my tie-breaker or the truth that I wasn't prepared to tell myself. They see things in you that you may not want to see, or, when you are down on yourself, you should have seen," Nelson explains. "One of my mentors told me,



"Women need to ask for what they want, and if they don't get it, they can go build it themselves."

'You're enough, stop worrying about what everybody thinks.' That was huge to me. Stop worrying about being a girl, stop worrying that they are all guys, stop worrying that they are all white. You're enough."

More women will reach the top ranks of business when they understand that they are enough, Nelson believes. "Women need to ask for what they want, and if they don't get it, they can go build it themselves," she urges.

"You create your own destiny."

CARRIE MEGHIE

Co-President, Becker Ventures
Founder, Jackson Chance Foundation
(BUS '96)



“I never expect more from anyone than I expect from myself.”

Carrie Meghie takes family matters to a new level. She and her sister Jill Mast are co-presidents of Becker Ventures, the real estate investment holding company their father started. The company now owns the Hard Rock Hotel Chicago and a 41-story luxury apartment building at 200 N. Michigan Ave. Meghie and her husband, Terry, extended the family business connections by co-founding the offshoot Becker Entertainment group, which has developed three brands, one of which—the Jamaican restaurant Mr. Brown’s Lounge—is embedded in Terry’s Caribbean roots and features his brother as executive chef.

Yet the family matter dearest to her heart is the Jackson Chance Foundation, a nonprofit she and Terry launched to provide free parking at Lurie Children’s Hospital of Chicago for the families of babies in the neonatal intensive care unit. Their late son, Jackson, spent 10 months fighting a devastating lung condition at the hospital, where nearby parking can cost more than \$50 a day. Meghie chairs the board of the foundation, carving out time she would have spent with Jackson “to care for his memory” by helping other families facing similar hardships.

For her leadership of the foundation she earned honors as a CNN Hero and a Chicago Magazine Chicagoan of the Year in 2016. In 2017, the program will expand to Northwestern Medicine/Prentice Women’s Hospital.

Meghie is a decisive woman who knows how to lead, from managing 200 employees at the Hard Rock Hotel to performing the ownership representative role at her new residential development. “I lead by example,” she says. “I never expect more from anyone than I expect from myself. I believe people are the most important asset in any company and in every industry,” she notes, adding that they must be valued, appreciated and recognized.

Because her entry into the business came as the owner’s daughter, she found some people underestimated her abilities. “It was challenging, and I felt like I had more to prove. It gave me greater determination to do a good job.”

Twenty years later, after netting their own business successes, Meghie and her sister work on balancing their families and careers. “There’s a lot of talk about doing it all or having it all. I don’t think that’s possible. Something has to give, and it’s going to change over time,” Meghie says. Due to their young families, Meghie and her sister are in a business maintenance stage, foregoing certain opportunities now and scheduling growth in the future when they anticipate a better work-life balance.

JOANNA M. BAUZA

President and Co-Founder,
The Cervantes Group
(MBA '01)

Family businesses are in Joanna Bauza's bloodline. This third-generation entrepreneur raised in Guaynabo, Puerto Rico, learned about business from her grandparents and parents. She recalls breaking a customer's credit card by pressing too hard to make an impression on the manual card reader while working in her parents' hardware store as a teen.

Today she doesn't need to work so hard to make an impression.

The success of The Cervantes Group, a multinational, multimillion-dollar business she co-founded with her husband, speaks for itself. The technology talent acquisition and services company ranked No. 1465 on the Inc. 5000 list of the fastest-growing private companies in the United States, as well as one of its top Hispanic companies.

Bauza is comfortable as a female executive on the international stage. She has traveled the world for both business and sport: the former as a business owner with offices in Puerto Rico, Spain and Mexico, the latter as the No. 1 ranked tennis player in Puerto Rico.

"I relate everything back to tennis," she says. "Sports and business are very similar. You have to know how to work as a team. You have to lead people to one goal. You need mental toughness, and you cannot lose faith when things don't look good. When you are losing 6-2, 4-2, it doesn't mean that the game is over. You can stay strong and try to find your opponent's weakness. You keep striving, keep pushing and never quit."

Athletes excel at career transitions that require them to pivot, Bauza believes. "You go through different chapters in your life. You have to successfully close one chapter and start another, but you bring all that knowledge and experience to the next one."



**“You have to know how to work as a team.
You have to lead people to one goal.”**

Bauza encourages students at DePaul, where she teaches a class in leadership, to emulate this practice. "I tell students, 'Where you are right now will be very different from where you will be in five years.'" She advises them to bring their special experiences and accomplishments forward to apply them in a fresh context.

In Bauza's iteration of the family business, responsibilities are split by professional strengths. Her husband focuses on business development functions for their organization, while her background as a programmer and web developer positions her as the technical expert on clients' staffing needs.

Bauza is mother to a 12-year-old girl and 10-year-old boy. Her best advice for balancing family and business is to "have self-determination, be forward-looking and always be a great leader. You never stop learning or growing."

DIANE PEARSE

CEO, Hickory Farms
(MBA '86)



“Good leaders need to be strong, smart, decisive and authentic.”

Was there a delicious basket of goodies from Hickory Farms shared at one of your holiday gatherings last year? Is there a Redbox DVD sitting on your counter? Do you get excited when you get a gift in the iconic black-and-white box from Crate & Barrel? Have you filled your tank with BP Amoco gas recently?

These are some of the omnipresent brands Diane Pearse has helped shape during her career. Currently the CEO and president of Hickory Farms, LLC, Pearse has witnessed a world of change for women employees and women leaders during her 35-plus years in business.

“Earlier in my career, I needed to fit the mold to show I was part of the team,” she explains. There were times she compromised who she was to fit in, she says, like the time in her late 20s, in the male-dominated world of oil and gas, when an offensive cartoon of a Playboy bunny was shown at a meeting to make a point.

“I had to laugh along, despite the fact that I was mortified,” she says. “I couldn’t go to HR and make a complaint. I had to be one of the boys and go along. It was a time when women were patiently gaining momentum in the workplace.”

At times, she stifled her warm personality. “I hug people,” she confesses, but that was not acceptable in the business environment of the 1980s.

The business environment has evolved since then. “It is OK to show vulnerability and say that I don’t know how to do (this thing) or that I need someone’s help,” she notes, and she does these things without hesitation in her career today. This is a stark contrast to the business atmosphere three decades ago. Then, she recalls, “Leaders thought that strength came from a façade and that they couldn’t show weakness.”

That’s one reason why authenticity is so important to her. “Authenticity lets people know who you are, what they can expect from you and that you are being true to your word.” It’s the reason people she worked with at previous jobs followed her to Hickory Farms. “They say, ‘I’m here because of Diane. I’m doing this for you.’” Being genuine motivates staff to give something extra to get the job done right, she believes.

“Millennial women don’t realize how different it is now,” Pearse says. “Today, women are looked at for our work. We have an equal opportunity to rise in our careers, just as the man sitting next to us does. We share household and child responsibilities with our partner and don’t have to choose whose career will be put on hold. Millennial women can relish the fact that so many women before them made the opportunities of today possible.”

Yet, Pearse believes the traits of a good leader are the same no matter one’s gender. “Good leaders need to be strong, smart, decisive and authentic.”

CAROL BRAMSON

Entrepreneur, Private Equity
Investor and CEO
(BUS '89)

From her first job at a venture capital company that invested in health care to her latest challenge as CEO of a natural pet food business, Carol Bramson has made a career out of keeping others healthy.

Growing up in a health-focused household, she developed positive habits that she still maintains today. From clean eating to running, cycling and yoga, Bramson stays active in her personal life to help her stay sharp in her professional life. This health and wellness orientation made her a great match for her first job at a venture capital firm. “I just loved that we were investing in health-care-focused businesses that had a direct and positive impact on people’s lives.”

When First Chicago Equity Capital recruited her into a leadership-training program for her next job, she found fast success, impressing a supervisor who became a mentor. “He basically walked me over to the head of the private equity group and gave me a glowing reference,” recalls Bramson.

After returning from maternity leave a couple of years later, she became a partner in that group—the only woman in a practice of six. Although outnumbered by her male colleagues, Bramson remembers a supportive environment. “The culture of the group was about empowerment and teamwork. It felt like a family, and we were able to accomplish great things together.”

Bramson went on to build an exciting career by finding opportunities that matched her values and vision. Sometimes she found it in existing companies; other times she had to build opportunity by creating a culture of employee empowerment and innovation.

“I consider myself a business builder, and for me, aligning a company’s culture with the vision and mission is an incredibly powerful experience.”



“The style of culture I like to put in place is focused on transparency and employee empowerment.”

When she jumped from board member to CEO of a juvenile products company, she found some staff had lost their voice, and it was up to her to reinvigorate them. “To me, not having these brilliant engineers feel empowered enough to confidently speak their minds and share their personal and professional opinions was a great disservice to the business and their colleagues. We quickly moved to change that and it had a significant impact on the turnaround of the company.”

“The style of culture I like to put in place is focused on transparency and employee empowerment,” says Bramson. “We can talk about anything—and we should. Every environment I’m in represents an opportunity to seek out talent and to support those people to bring out their best.”

Seeking to Promote Workplace Respect, Scholar Probes Roots of Harassment

By Robin Florzak

EVEN THOUGH 98 PERCENT of business organizations have formal policies against it, sexual harassment and other forms of aggression are a persistent problem in the workplace.

It's a problem that Jaclyn Jensen knows well as someone who has been the target of harassment herself and witnessed its demoralizing effect on others in previous workplaces. These experiences influenced Jensen, an associate professor of management at DePaul, to focus her teaching on human resource management and her research on employee mistreatment and misbehavior.

"My interest in this topic is fueled by a real desire for others (mainly women) to never be in a situation where they are treated in anything less than a respectful manner, and to help victims find proper recourse to prevent mistreat-

ment in the future," she explains. "To that end, my work on incivility and harassment has investigated why employees are mistreated by their co-workers and bosses, how mistreatment affects victimized employees' job attitudes and behaviors, and what bystanders and leaders can do to try and stop mistreatment from occurring."

Growing up in Cleveland, Jensen initially wanted to attend medical school and become a psychiatrist. Her career focus changed at Ohio State University after she took an organizational psychology course and, as an undergraduate representative on the university's board of trustees, saw firsthand the complexity of people management in large organizations. "These experiences opened my eyes to the blend of psychology and business in organizations and the need

to be really thoughtful about people and human resources at work. It prompted me to pursue grad school in organizational psychology."

Jensen earned master's and doctoral degrees in this discipline at Michigan State University and then taught management courses at George Washington University for six years. She joined DePaul's business faculty in 2012. This past fall, DePaul honored Jensen with its Excellence in Teaching Award.

Jensen says she strives to teach future business leaders that they have both the "opportunity and the responsibility to set the tone for employee conduct in the workplace.

"This goes beyond having a set of policies in an employee handbook, and is more about setting the right kind of examples both in their own behaviors and in the types of people who are hired, promoted and rewarded," she says. "If the workplace jerk consistently gets ahead while those who treat others kindly do not, that sends a message about the kinds of behaviors that are valued."

Leaders need to speak up about harassing behavior, Jensen advises, and hold organizations accountable for enforcing policies against it. "If you witness this type of behavior, own your responsibility as a role model and do what you can to either help the victim, call out the bully or both. This is often easier said than done, as intervening in someone else's personal conflict can be risky or difficult to do. However, if you're trying to create a culture where mistreatment isn't tolerated, intervening—even when the behavior seems to be subtle—is an important first step in preventing escalation and sends a message to victims and bullies alike."



Associate Professor of Management Jaclyn Jensen

Minimum Wage Hikes = Automation = Fewer Jobs? Not So, Study Says

OPponents of minimum wage hikes often argue that the move will only cause employers to reduce headcounts in various ways, including through automation.

To find out if this assertion is true, DePaul Assistant Professor of Economics Brian Phelan teamed up with Daniel Aaronson, director of microeconomic research at the Federal Reserve Bank of Chicago, to examine the effects of past state-based minimum wage hikes. Their forthcoming *Economic Journal* study yielded some unexpected results.

“Minimum wage hikes in the early 2000s did cause employment declines in occupations that involved routine tasks susceptible to automation,” Phelan explains. “Somewhat surprising to us, however, was that states that increased their minimum wages tended to experience employment growth in other types of low-wage employment that largely offset the losses in routinized employment during the first two years after the minimum wage hike.” For example, a grocery chain may cut cashier jobs after introducing self-checkout kiosks, but create new customer service positions to help shoppers navigate the system.

“Thus, while our results suggest that higher minimum wages are expediting the automation of low-wage jobs,” Phelan says, “we found that the costs of this automation on individual low-wage workers do not appear to be particularly large in the short run due to the concurrent growth in other types of low-wage employment.”



The 606 Trail Raises Home Prices and Affordability Concerns

Homebuyers are paying more green to be near the greenery of the new Bloomingdale Trail, also known as The 606, on Chicago’s Northwest Side, according to research by the Institute for Housing Studies at DePaul.

Home prices have risen dramatically around the linear park the City of Chicago opened nearly two years ago on 2.7 miles of disused elevated railroad tracks that span the Logan Square, Humboldt Park and West Town communities. Prices of single-family homes adjacent to the lower-income western half of the park jumped 48.2 percent since the project broke ground and another 9.4 percent after the trail opened. Home prices also went up in the areas adjacent to the higher-income eastern half of the park, but more modestly—13.8 percent since construction started and 4.3 percent after completion.

Rails-to-trails projects like The 606 are growing in popularity internationally because reclaimed green spaces offer many benefits to urban neighborhoods. However, rapid gentrification around linear parks can price lower-income residents out of the neighborhood, caution the study’s authors, Geoff Smith, Sarah Duda, Jin Man Lee and Michael Thompson.

“The lessons from what happened in the neighborhoods surrounding The 606 can help community members and policymakers identify, prioritize and target a balanced set of policies that will allow cities and neighborhoods to benefit from the success of public investment projects,” the study concludes, “while also preserving housing affordability and limiting the potential displacement of lower-income residents.” The full report is posted at housingstudies.org.

Double Demon Scholarship Offers Alumni New Opportunities

By Andrew Zamorski



JEANETTE GERGER (BUS '09) graduated from DePaul at the height of the recession that began in 2008. Even so, she was able to find a good job in market research due to her internships and the business skills she learned in class. Her father, a business owner and entrepreneur who inspired Gerger to study business, wanted her to join his company.

“I loved business, but my passion was in marketing,” says Gerger, explaining her decision to steer away from her family’s business and make her own career path.

After seven years working for market research and consumer packaged goods companies, progressing from account specialist to account manager, Gerger decided she wanted to get into brand management. She noticed, however, that many of the job postings required an MBA. While attending a career fair at DePaul, Gerger found out about the Double Demon scholarship available to DePaul alumni who return for graduate study at their alma mater.

The scholarship, plus a waiver of several courses and the GMAT requirement because of her undergraduate performance and work experience, made it a “no brainer” decision to enroll in DePaul’s MBA program. “Returning

to school was a smart move for me because it allowed me to understand how to run a business,” she says. “Graduate school also afforded me an opportunity to change my career track. I am now interested in concentrating in entrepreneurship, in addition to brand management and exploring the family company.”

The Double Demon scholarship, which is open to alumni with undergraduate or graduate degrees from any DePaul college, covers 25 percent of the tuition for graduate study at the Kellstadt Graduate School of Business and other DePaul colleges and schools. The scholarship applies to alumni who enroll as part-time or full-time students. No separate application for the scholarship is necessary—all DePaul alumni admitted into a Kellstadt MBA or master’s degree program automatically qualify.

“The business landscape is constantly changing, and so our students find a lot of benefit in coming back to brush up on their skills to move up in their company or transition into a new career,” says Christa Hinton, assistant dean and director of the Kellstadt Graduate School of Business. “We truly value our alumni and are happy to offer a great opportunity to make it affordable for them to come back to DePaul.”



LEARN MORE ABOUT THE DOUBLE DEMON SCHOLARSHIP

Visit go.depaul.edu/alumnischolarships to find out more about the Double Demon scholarship, including information about the DePaul schools and colleges that offer it.



An Unbroken Record of Giving to Future Generations

TOM BLASCZYK (MBA '70) was the first in his family to attend college. Then he earned an MBA at DePaul and enjoyed a successful career at Northwestern Mutual. He has traveled the world, base-camped at Mt. Everest and climbed Mt. Kilimanjaro.

Among his list of achievements is one he finds particularly satisfying: his 40-year unbroken record of annual giving to DePaul.

"I believe in supporting education," says Blasczyk. "My DePaul education has given me a life I could barely imagine growing up, and it feels good to know that I, in some small way, can help make that happen for young people today."

Blasczyk grew up in a large family headed by a single mother on a farm outside Pulaski, Wis. "My mother had only a second-grade education, but she never tried to hold me back when I went to college," he says. "She knew that education was the way to a better life."

After graduating from the University of Wisconsin with a degree in accounting, Blasczyk joined the U.S. Army Reserve. Following a six-month tour of duty, he moved to Chicago to work for the accounting firm Arthur Young (now EY) and married his fiancée, Monica. He began working toward his MBA at DePaul. "I knew the MBA would be the key to advancing," he says.

"The MBA program gave me a lot of expertise in business, but it also stressed the importance of working together with people," Blasczyk continues. He eventually joined Northwestern Mutual as a financial services representative, and he has never looked back.

"I enjoy working on financial plans that help people achieve security and reach their goals. Without DePaul and everything I learned about finance and how to work with people, I would not have been blessed with this great career."

“ MY DEPAUL EDUCATION HAS GIVEN ME A LIFE I COULD BARELY IMAGINE GROWING UP, AND IT FEELS GOOD TO KNOW THAT I, IN SOME SMALL WAY, CAN HELP MAKE THAT HAPPEN FOR YOUNG PEOPLE TODAY. ”

He is "mostly retired" these days, and spends time traveling, hiking, biking and skiing. He and Monica, known as Todd, are still giving back. In addition to DePaul, they support the University of Wisconsin and a Catholic high school in Wausau, Wis.

"DePaul is a very important part of my life," says Blasczyk. "Todd and I were lucky back then—it was a great time of expansion in this country. These days it is harder to get through school and get established. That's why it's so important to give back to future generations."

Alumnus Tom Blasczyk joins the Rev. Dennis H. Holtschneider, C.M., president of DePaul University, in rooting for the Blue Demons.

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**Save
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Alumni
Weekend—
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Join former classmates and fellow alumni for a trip down memory lane! Events include a signature Saturday night reception, tours of campus, family-friendly activities and Sunday Mass.

For more information, please visit alumni.depaul.edu/alumniweekend.