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# UPDATE

WISCONSIN SCHOOL OF BUSINESS  
SPRING 2016



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New Classrooms P. 5

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WISCONSIN  
SCHOOL OF BUSINESS

UNIVERSITY OF WISCONSIN-MADISON

TOGETHER  
FORWARD®



Dean François Ortalo-Magné speaks to Wisconsin BBA students at "Art of the BBA," a new student-organized event showcasing the creativity of future business leaders.

## Much of the ongoing debate over the future of higher education

revolves around whether residential universities still add value in a world of ubiquitous information. At the Wisconsin School of Business, we have embraced this challenging question as a once-in-a-lifetime opportunity to rethink the design and delivery of our learning experiences. Our journey to redefine business education is marked by a fundamental shift from delivering excellent classroom teaching to coming together with faculty, staff, and alumni to inspire student learning.

Many of you can recall a professor who left a mark on you as a student. Inspiring learning first requires faculty who are committed to helping students thrive and flourish. Our dedicated thought leaders and innovators guide and challenge students to practice their ideas in collaborative environments. I hope you enjoy reading about how Professor of Risk and Insurance Marjorie "Margie" Rosenberg, a recognized expert in health care research, is providing students with applied learning experiences through access to real-world data.

With inspiring faculty in place, large-scale, active learning environments enhance the learning experience. We are making investments in infrastructure and technology that increase students'

engagement in their own learning. In this issue, you'll read about new, state-of-the-art collaborative learning classrooms that replace traditional computer labs. This innovative learning space plays a prominent role in our new approach to inspiring learning, where faculty design holistic learning experiences that allow them to encourage and guide student collaboration.

Gifts from alumni and friends enable us to leverage the disruption of our industry to reinvent business education. The All Ways Forward campaign accelerates our progress toward enhanced learning experiences that will challenge, support, and inspire Business Badgers to join you in a strong community of successful and grateful alumni.

I look forward to continuing this journey with each of you.

Together Forward,

A handwritten signature in black ink, appearing to read "F. Ortalo-Magné".

—François Ortalo-Magné  
Albert O. Nicholas Dean of the  
Wisconsin School of Business



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Wisconsin MBAs on the Road

## Alumni Help Welcome BBA Students

When the incoming class of Wisconsin BBAs opened their orientation materials at the BBA Induction, they each found a heartwarming welcome to our community from a thoughtful Business Badger alum. »»

**“Welcome Business Badgers! Know that this program you’re entering will leave such a lasting impression and be a part of your future for years to come! No matter where you are, you can always find a Business Badger to connect with! Enjoy the ride!”**

—SARA HANSON (BBA '93)

**“Make the most of every opportunity. Get involved, network with faculty, staff, and your peers. Take advantage of every opportunity given to you by the Wisconsin School of Business! Together Forward!”**

—MAX HECHT (BBA '15)

**“Congratulations on joining the WSB!! You are now part of an incredible family. Being part of this family comes with many benefits, but requires hard work and discipline. Stay focused, be creative, and most of all, have fun!”**

—JOHN MCKENNA (MBA '15)

*“Welcome! Being a Business Badger is a great honor, and having the degree in hand will be priceless to your future! Enjoy these treasured times on the beautiful campus at the University of Wisconsin, and Go Badgers!”*

—LAURA GIERTSEN (M.S. '98)



Want to connect with the next generation of Business Badgers? Find out how to get involved: [go.wisc.edu/stayconnected](http://go.wisc.edu/stayconnected)

## UPDATE

SPRING 2016

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**WISCONSIN**  
SCHOOL OF BUSINESS

UNIVERSITY OF WISCONSIN-MADISON

TOGETHER FORWARD®





## » WHAT INSPIRES YOU?

“The UW community is family to me, and it has changed my life immeasurably. UW opened up a whole new world, showing me the power and social value of discovery and knowledge. Because of the entire UW community, including Professor James A. Graaskamp, whose named chair I now proudly hold, I am now in a position to give back to a place that has given so much to me over the past 40 years.”

**—TIMOTHY RIDDIOUGH (BBA '81, M.S. '84, Ph.D. '91)**

Professor and James A. Graaskamp Chair in Real Estate



# » NOW YOU KNOW

New WSB research that answers important questions

BY MARGUERITE DARLINGTON



## » Q: What are the risks of insuring reputation?

In the digital age, a company's reputation can be ruined more quickly than ever before—which is a main driver for why some insurers now offer reputation risk insurance.

Joan Schmit, professor and American Family Insurance Distinguished Chair of Risk Management and Insurance at the Wisconsin School of Business, studied this new offering to understand its risks and benefits.

Companies may be faced with high premiums as the insurance industry sorts out how to measure and attach value to these key elements:

**Measurement of reputation damage.** Identifying how much a crisis event damaged a company's reputation and directly led to losses can be tricky. If sales decline, how can you be sure that the reputation event was the cause?

**Spillover effects and risk concentration.** An entire industry might suffer losses due to reputational damage caused by the actions of just one company. In a situation like this, how does the insurer anticipate the outcome beforehand, and how can it limit its aggregate liability?

**Moral hazard.** If an organization knows that it will be compensated by an insurer for a damaged reputation, what incentive does it have to expend large amounts of resources to protect it?

Even with increasing exposure to cyber-related losses, the power of social media, and more public focus on social responsibility, many organizations may need to wait until the insurance industry resolves these questions.



## » Q: Can big firms buying houses be good for homeowners?

Since 2007, families or individuals might have competed with large private equity firms when making an offer on a single-family home throughout the United States.

Abdullah Yavas, professor and Robert E. Wangard Real Estate Chair at the Wisconsin School of Business, examined this trend and found that investors buy properties at a discount compared to individual buyers, and their presence in the market actually leads to a rise in home values.

Overall, investor buyers purchase at a discount of 9.5 percent compared to individuals buying one house during the same time period in the market. The study also revealed that a 10 percent increase in the number of houses purchased by investors in a census block is associated with a 0.20 percent increase in house prices in that market.

The discount for large investors is attributed to several factors, including the ability of those buyers to pay with cash. A cash sale presents less risk to the seller because there are no mortgage contingency clauses, and cash buyers don't need loan approval, so deals are processed quickly. In both circumstances, a seller is more likely to accept a lower price from investor buyers than individual buyers. Large investors may also have better tools for targeting potential acquisition properties, superior negotiating skills, and experience with the closing process.

Despite the price disparity, the rise in home values benefits single-family homeowners in the neighborhood.



## » Q: Can our possessions shape our identity?

As consumers, we accumulate stuff all the time—gifts and hand-me-downs from family and friends, and rewards and sign-up gifts from marketers.

Liad Weiss, assistant professor of marketing at the Wisconsin School of Business, wanted to know whether there are unintended consequences for obtaining stuff. Can owning an object with certain qualities change the way we feel about ourselves?

Weiss and his co-authors tested this idea using a coffee mug. They handed out two 16-ounce black mugs; one was taller and the other shorter.

Some people received the mug as a gift; and others were told they would receive a *different* mug as a gift. The mug owners and borrowers then reported how tall they felt.

The results? Giving people the mug led them to assess their traits in similarity to traits of the mug—owning the tall mug made them feel taller; owning the short mug made them feel shorter. Feeling taller increased overall physical self-esteem and vice versa (i.e., feeling shorter decreased physical self-esteem).

If you want to change the self-image of someone—a friend, loved one, or employee—buy them something that embodies the qualities they feel they lack. According to Weiss's research, anything that you own—whether it's a gift, a hand-me-down, or a purchase—affects how you perceive yourself. »»



Want more business insights you can trust? Read the latest research at [go.wisc.edu/WSBresearch](http://go.wisc.edu/WSBresearch)





# » *From Innovation to Inspiration*

The WSB's new classrooms transform the learning experience for business students

BY JANE BURNS | PHOTOS BY PAUL L. NEWBY II

**P**icture a typical college lecture hall—rows of stadium seating for students and a chalkboard in the front for the instructor to use when delivering a lecture. Now look inside the newly remodeled collaborative learning classrooms (CLC) in Grainger Hall at the Wisconsin School of Business.

There's nothing typical about this state-of-the-art learning environment.





Incoming Wisconsin MBAs (L to R) Jack Hampson (MBA '17), Joe Minor (MBA '17), Christopher Hatton (MBA '17), Qi Zhang (MBA '17), and Adrianna Fie (MBA '17) kick off their curriculum with an ethics session in the new collaborative learning classrooms during the Wisconsin MBA Experience.

Rows of chairs and computers have been replaced by moveable chairs and tables at which teams of students can work together while faculty supervise and facilitate. Large monitors and laptops help students work together more efficiently. During discussions, the instructor weaves throughout the room, stopping at tables to review projects and offer feedback.

"It's a different style than we're used to, but easier to interact in, which is very appealing," says Allison Amadon (BBA '17), who took a business analytics class in the CLC in Fall 2015.

#### Change for the better

The new collaborative learning classrooms opened in August 2015, and demand for the classrooms doubled in six months—with faculty members wanting to return and others wanting to teach in the space for the first time.

"Faculty and students are aware they're pushing themselves, and they're outside their comfort zone," says Suzanne Dove, assistant dean for academic innovations at the Wisconsin School of Business. "It's great that students are seeing how this space pushes boundaries and creates better learning for them."

**"I learned a lot from little questions or comments people at my table would ask as we worked on problems. I would love to take more classes this way."**

—ALLISON AMADON (BBA '17)

Amadon says she took to it right away and felt other students did, too.

"I learned a lot from little questions or comments people at my table would ask as we worked on problems," she says, adding that it was also easy to ask for help from the instructor. "I would love to take more classes this way."

That's a reaction that most students have, according to Mark Connolly, a researcher from the Wisconsin Center for Education Research, who is analyzing quantitative and qualitative data from students and faculty to measure the rooms' impact on student learning.

"The collaborative classrooms are off to a strong start," he says. "The students and instructors are confident that the space is improving their learning experiences."

Connolly is gathering data for a report on the effectiveness of the space. After surveying students and faculty, instructors responded positively, and 80 percent of students agreed or strongly agreed that the classrooms engaged them in the learning process—inspiring them to learn from their peers, encouraging active participation, tackling real-life business problems in teams, deepening understanding of course content, and helping develop professional skills to use beyond the course.

#### Innovation as a long-term plan

The idea for the CLC came in 2013, when the School was launching its focus on educational innovation, and enrollment in the Wisconsin BBA Program was set to increase. Discussions with architects about increasing capacity and flexibility began. Space renovations started





**Left:** Chris Dakes (L), the WSB's director of educational innovations, looks on as Paul Oliphant (behind podium), director of academic technology and web, explains the classroom's operating system to WSB faculty and staff. **Right:** Laura Grossenbacher, director of the Technical Communication Program at the UW College of Engineering, engages incoming MBA students in the new collaborative classrooms at the Wisconsin School of Business.

in May 2015, made possible by investments of the Wisconsin School of Business Innovation Fund, a club of investors who provide seed money to test and scale educational innovations. Using research and best practices, two ordinary computer classrooms were transformed into an innovative learning environment.

Courses that used the space in Fall 2015 ranged from an entire course to single exams or discussion sections. Nearly every faculty member and instructor who used the space wanted to book it again.

"The majority of instructors felt that the rooms enhanced the student learning experience," says Chris Dakes, the School's director of educational innovations and learning design. "These are experienced teachers, but not in this setting. With the students and faculty having no experience in the new classrooms, we were pleasantly surprised by the universal positive feedback and how quickly they embraced the new classroom design."

Peter Lukszyz, a senior lecturer in WSB's Grainger Center for Supply Chain Management, used the CLC in a logistics management class. The space worked well, Lukszyz says, to play a business simulation game with more than 40 MBA and graduate students.

"The collaborative learning space was ideal for team-based, simulation learning experiences," he says. "There was lots of discussion among team members."

#### **Adapting to innovation**

Halfway through the first semester



**"Using the monitors, the students can easily see what analysis methods are appropriate and easily explore together what works and what does not work."**

—QING LIU,  
ASSOCIATE PROFESSOR OF  
MARKETING

that the classrooms were in use, Dakes and Paul Oliphant, director of academic technology and web at the WSB, gathered feedback from faculty members who were using the rooms.

"One of the things they said was that they didn't know where to stand to lecture," Dakes says. "And that's exactly the point. It's not a lecture space—the space pushes them to engage with their students rather than present to them."

Instead, it's a space for other kinds of learning. Qing Liu, associate professor of marketing, taught two marketing analytics courses in the CLC, which created an optimal environment for interactive learning of data analysis software.

"The group setting helps

collaboration among students, in comparison to a traditional classroom, which is better for lecturing," she says. "For example, using the monitors, the students can easily see what analysis methods are appropriate and easily explore together what works and what does not work."

#### **A roadmap for the evolution of learning**

The success of the rooms presents an opportunity to learn from the space in ways that go beyond construction or rearranging chairs and tables. Maybe it's in the way lectures are incorporated or how group projects can enhance student participation.

"Not every classroom in Grainger Hall is going to become one of these active learning spaces, nor should it," Dove says. "But what are some of the techniques or interventions that faculty are discovering in this new room that we can translate to other classrooms? What can we use in a traditional space that was learned in an active learning space?"

The rooms were booked to capacity for the Spring 2016 semester, filled with classes that are fully or partially taught there.

"Introducing one of these active learning classrooms is not guaranteed to go smoothly," Connolly says. "I think this has been exceptional in how it's taken off. Our design managed to satisfy both the instructors' needs and the students' needs. They both feel it's a positive place to participate in the learning experience together." >>>





"A top 10 finish in the Madison Half Marathon was a proud moment for me, especially because I had to push through an injury and a difficult course."

—NICHOLAS CONNORS (BBA '15)

"I don't like music during a race; taking in the energy of the crowd and fellow participants is more engaging for me."

—MIKE LISLE (BBA '01)



"Running gives me an opportunity to clear my thoughts, chat with my buddies, and feel good about myself. A run on a trail gives me the energy I need to deal with the day's challenges."

—JULIE RIETH (BBA '94)

» *Business Badgers Who...*

**LOVE  
TO RUN**





"My daughter was diagnosed with Type 1 diabetes 10 years ago. Eight years ago I started a fundraiser for the disease, using the Southern California Half Marathon as an ending point. We've raised more than \$95,000 for the Children's Hospital of Orange County for Type 1 research. Because of my running and fundraising, my daughter took up running, which helps to regulate the amount of insulin she takes each day. Running has improved the quality of her life tenfold, and as a father, you can't beat that."

—DAVID JEWELL (BBA '80)



**"I love the sense of accomplishment I feel when I complete a long run!"**

—CINDY BUSH (BBA '05)

**"In the hectic world we live in, often times it's the only true alone time I get—free from any other obligation, duty, or distraction. It's only me and the pavement, where the only pace is forward."**

—MEREDITH OTTE (BBA '08)



"Halfway through earning my MBA, I established a daily running routine. When I say daily, I mean every day. The last day that I did not run was August 8, 1981."

—JOHN CHANDLER (MBA '82)



In the next issue: **Business Badgers Who... Live to Travel.**  
Share your travel photos and story at  
[go.wisc.edu/live2travel](http://go.wisc.edu/live2travel)



# » Always a Badger

Close ties to the WSB set up Carly Wood for a new challenge

BY JANE BURNS | PHOTO BY JIM NEWBERRY

**C**arly Wood (BBA '12) has a role at tech giant Intuit that's both new and familiar—her job is to make self-employed people more comfortable with running their businesses. It's not unlike her earlier work as a student BBA Ambassador at the Wisconsin School of Business helping to make prospective and fellow students more comfortable on the UW-Madison campus.

Wood joined the software company as product manager in April 2015 at its headquarters in Mountain View, California, leaving a job she landed right after graduation as a marketing planning associate at General Mills.

"I loved working for General Mills in integrated marketing, but I was ready for something different," says Wood, who was recruited by both General Mills and Intuit while studying at the Wisconsin School of Business. "I thought, 'I need to get out of my comfort zone.' I'd always lived in Wisconsin, until I took a job in Minneapolis. I knew this point in my career was my time to stretch."

She works with the company's QuickBooks Self-Employed,

**"It wasn't all from the classroom. It was learning how to get people to rally behind you or an idea."**

—CARLY WOOD (BBA '12)  
PRODUCT MANAGER, INTUIT

technology to help independent contractors manage their finances. The software helps them with a wide range of tasks, from tax filing to tracking mileage.

Wood even takes calls and emails from customer service in order to understand users' issues with the product.

"My job is to understand our customer and what their needs are, and make improvements to our technology to meet those needs," she says. "So I work with our designers and engineers, and I manage the rollout."

As an undergraduate, she served as a BBA Ambassador, vice president of programming for Wisconsin BBA Student Government, and a leader with

the Undergraduate Outreach Committee that marketed events to pre-business school students. She credits these WSB experiences with building her collaborative and leadership skills.

It all started with her introduction to the School.

"I remember being so excited to go to orientation, and it was just a three-hour PowerPoint presentation," she says. "I left feeling deflated, and then joined a committee to improve the experience. We made it more interactive with student leaders, smaller breakout sessions, and a T-shirt that was a visible symbol of our community. We even built the honor code into the orientation."

Even though she's now across







the country, Wood continues to work with the School. She recently became the recruitment chair for Intuit product management at Wisconsin and already has been back to campus to represent her new employer.

"There are a lot of Badgers at Intuit," she says. "The cultures are similar. We're collaborative and innovative. We're always pushing ourselves to do new things. The company has found that Wisconsin students can be very successful at Intuit, so we keep going back to get more."

Wood credits her career success to the leadership experience she gained through her Business Badger activities both on campus and after graduation.

**"We're collaborative and innovative. We're always pushing ourselves to do new things. The company has found that Wisconsin students can be very successful at Intuit, so we keep going back to get more."**

—CARLY WOOD (BBA '12)  
PRODUCT MANAGER, INTUIT

"It wasn't all from the classroom," she says. "It was learning how to get people to rally behind you or an idea."

Wood's idea to get out of her comfort zone has worked, and she and her husband, Benjamin Wood, (BBA '11) have built a home base in a place where they didn't know one

person a year ago.

"It was scary, but it was also exciting," she says, suggesting that the best time to make a big move out to California from the Midwest is early in one's career or right out of school. "There are a lot of young people and a lot of opportunities out here." >>>





# TO WATCH UNDER 40

» Meet eight Wisconsin School of Business graduates with high-profile careers making an impact in their industries

BY JANE BURNS | PHOTOS BY PAUL L. NEWBY II

**Y**ou're about to meet an exciting group of **Business Badgers**. These eight individuals have already made an obvious difference in their companies, their industries, and the world—and all before the age of 40. Each individual is innovative, accomplished, and sure to solve complex business challenges in the years to come.



Jason Kreuziger photo by Jim Newberry



## » JASON KREUZIGER, CFA (BBA '02)

Jason Kreuziger knows that some people might call him a “deal junkie.”

“I just like investing in exciting companies,” he says.

It’s something he’s done a lot of since earning his MBA from Harvard in 2008. He does it as vice president at Goldman Sachs, leading private equity investments into rapidly growing businesses in the areas of software, tech-enabled business services, and health care IT. On his own, he’s an angel investor and advisor for another five companies, mostly in the tech sector.

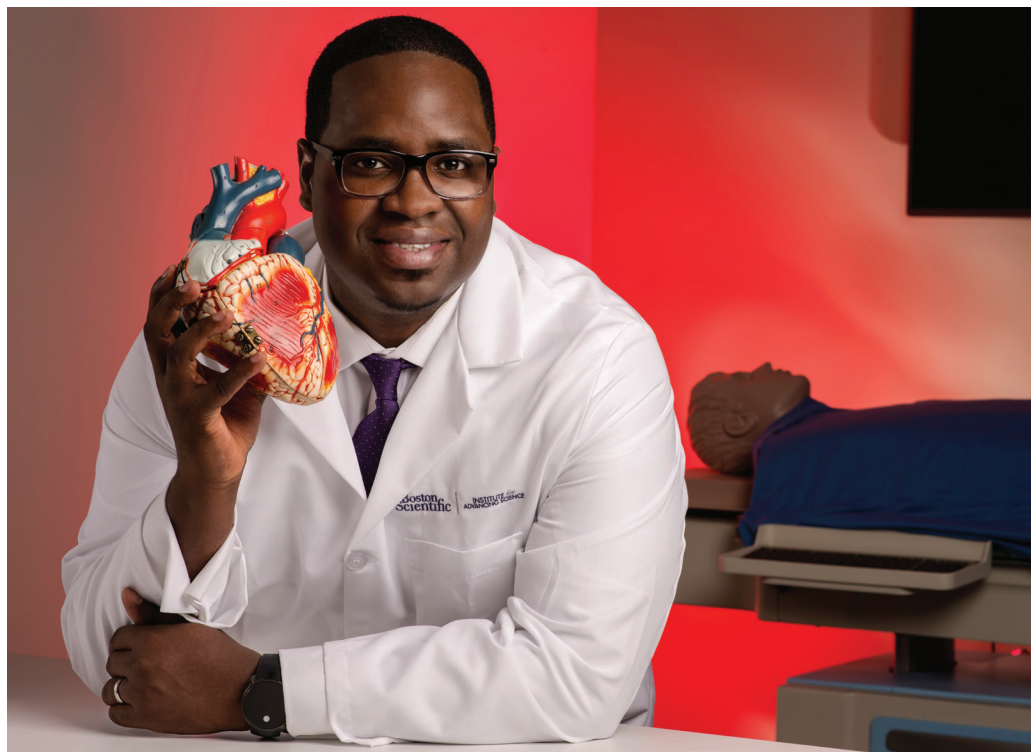
“I like the investment process, but also enjoy spending time with management teams after a deal closes, aiming to add real value either through my network or my knowledge,” says Kreuziger, who is based in the Bay Area. “I get to be very entrepreneurial day to day, while still operating with the resources of a big institution—it’s getting the best of both worlds.”

Kreuziger was an undergrad during the post-9/11 economic downturn, something he says taught him perseverance and how to look for opportunities that may arise. He double-majored in finance and information systems.

“I got a lot of practical knowledge and skill sets that I could take into the workforce,” he says of his time at the Wisconsin School of Business. “I’m probably one of the few double majors 15 years out of undergrad who still uses both majors every day.”

Kreuziger says he feeds off the energy of the entrepreneurs the way he feeds off competition, and their energy inspires him every day.

“I get to meet 100 CEOs of young, enterprising companies every year,” he says. “It’s exciting to be around them, and I fly all over the country to visit these folks on site. It is a dream job, and to have an institution like Goldman Sachs behind me, that’s a pretty powerful thing.”



## » S. OMAR JOBE (MBA '13, Ph.D. '13)

S. Omar Jobe has a vision of how business and science can work together, and that vision set him on a unique career path to bring life-saving products to the market.

Jobe is principal medical affairs manager for Boston Scientific, a worldwide developer, manufacturer, and marketer of medical devices. His Ph.D. in endocrinology and physiology from UW-Madison complements his Wisconsin MBA in marketing research, helping him not only understand the functionality of medical devices, but how these products perform in the market.

“I go to the hospitals, and patients tell me about their lives,” says Jobe, who is based in Minneapolis but travels all over the U.S. and globally for work. “They say they couldn’t walk up the stairs without having to stop halfway, and now with our devices, they are riding bikes and chasing after grandchildren. It’s fantastic to hear that.”

At Boston Scientific, Jobe serves as a liaison between the company’s clinical and marketing sides. With his unique role, he offers input on designing the product itself, clinical trials, and the commercial strategy to market it.

“We have to figure out how to put the best messages out there,

**“If you can use the management part of your skill set with your scientific acumen, you can serve a medical organization better.”**

—S. OMAR JOBE

PRINCIPAL MEDICAL AFFAIRS  
MANAGER, BOSTON SCIENTIFIC

the best product, the best clinical information,” he says. “Doctors, patients, administrators, payers, regulatory bodies—all of these groups speak a different language. We need to speak everybody’s language.”

Jobe’s work helps transform options for heart patients. He works on the devices currently in clinical trials that can accommodate transcatheter aortic valve replacement or implementation (TAVR or TAVI), a new, minimally invasive procedure to replace a heart valve. The procedure makes heart valve replacement possible for patients who can’t have open heart surgery.

“When you see yourself on the cutting edge of medical technology, it absolutely gives you a rush,” he says.



## » ANDREW FERENCI (BBA '09)

If Andrew Ferenci has his way, his next big idea will be a big deal for a lot of people.

That's the goal Ferenci, a self-described "serial opportunist," set for himself after selling two companies and being a part of launching, consulting, or investing in more than 25 others. It's a nice position to be in, he says, particularly after coming to New York after college and living in a run-down studio apartment.

"I'm looking for companies that can make money and have a viable business model, but can have a positive impact," says Ferenci, who was named one of the 25 Most Influential People in *New York Tech* in 2011 and earned the Wisconsin School of Business's Young Business Alumni Award in 2012. "I'm not interested in starting the next social media craze or doing something that helps big companies get bigger. I want to do something that is providing a positive impact on people's lives in some capacity."

Now he is running Delorean Labs, a New York City-based startup development lab. He's assembled a team that launches new products, services, and applications. Working with so many companies helps Ferenci make connections in areas beyond his niches of consumer goods and e-commerce. He's fascinated by big data and artificial intelligence, and looks for ways to harness them for the next steps in his career.

Most importantly, Ferenci wants to find a project that makes the world a better place.

"You see that trend now with younger entrepreneurs. They realize there's so much technology out there," he says. "People are driving toward something with more meaning."



## » KENDRA ARMSTRONG (MBA '12)

Kendra Armstrong has a unique talent for bringing people together in pursuit of a common goal.

Early in her career and as a student, much of that work was as a volunteer, yet this was perfect preparation for her work in human resources, says Armstrong, now vice president and human resources manager at Bank of America in Charlotte, North Carolina.

"When I think about HR, one of the reasons I went into the field is because people are such a vital part of any organization," she says. "In HR, your customers or clients are generally your colleagues at your place of employment. My job is to help make the company a great place to work."

She chose the Wisconsin MBA Program at the Wisconsin School of Business because she wanted to specialize in strategic human resources management while getting a core business education.

"It was a chance to flex other skills—leadership, project management," she says. "In orientation, Professor (Kenneth) Kavajecz told our class, 'When you approach your time at Wisconsin, ask for more than you think you deserve and give more than you think you owe.' That just really resonated with me."

Armstrong remains actively involved with the School. She is the incoming vice chair of the Wisconsin Business Alumni Board and serves as vice president of the WAA Charlotte chapter, her local alumni club. With former Badger basketball star Frank Kaminsky playing his rookie year with the NBA's Charlotte Hornets, alums there have a new reason to get together.

"I've always been involved with people, wherever I am, since grade school," she says.

**"Professor Kavajecz told our class, 'When you approach your time at Wisconsin, ask for more than you think you deserve and give more than you think you owe.' That just really resonated with me."**

—KENDRA ARMSTRONG, VICE PRESIDENT AND HUMAN RESOURCES MANAGER, BANK OF AMERICA





## » RENEE MOE (B.A. '99, MBA '08)

Renee Moe went to college with a career goal of seeing the world. Instead, she earned a leadership position working to change it.

In 2015, Moe was named president and CEO of United Way of Dane County, the nationally recognized Madison-based chapter with more than \$25 million in assets. It was a pinnacle moment for the woman who started at United Way as an intern while still an undergrad at UW-Madison.

"It's an incredible opportunity to use strategic collaboration and charitable dollars to solve human problems in Dane County," Moe says.

Moe's goal had been to become a reporter in the Beijing bureau of *The New York Times*, but the chance to create change in the community pulled her in.

"Seeing people accomplish more than they ever thought possible, this is what I love," she says.

As she moved up at United Way, Moe says, the thought of earning an executive MBA became more appealing.

"I had access to dozens of CEOs and their staff teams in the community and thought I'd be much more equipped to speak their language and lead my own department if I had a business degree," she says.

Through studying change management,

**"Seeing people accomplish more than they ever thought possible, this is what I love."**

—RENEE MOE, PRESIDENT AND CEO,  
UNITED WAY OF DANE COUNTY

organizational development, and other core courses at the Wisconsin School of Business, Moe was able to weather the 2008 economic downturn, which had a huge impact on United Way.

"Donors want to know their money will get results," she says. "Because of our nimbleness and effective community problem-solving model, we were one of the few chapters across the country that maintained its revenue until the turnaround came."

While the early dream of an international career never happened, the opportunity to be at the only community organization that works holistically across the public, private, and nonprofit sectors to most effectively create change is an exciting blend of Moe's passion for community and business skills.

"This is exactly where I'm supposed to be," she says.





## » **MAFAZ MAHAROOF** (MBA '07)

Being open to new challenges has served Mafaz Maharoor well. It's what took him to Wisconsin from his native Sri Lanka, made him adjust his career path as opportunities arose, and helped him be part of a team making huge adjustments to compete in the changing retail landscape.

Maharoor is director of finance-real estate for Best Buy in Richfield, Minn. He leads the team that is responsible for the company's store valuation, capital planning, and real estate financial planning and analysis.

"When I look at my career, I realize I was someone who benefited from being at the right place at the right time," he says. "In order to be able to take advantage of a situation like that, you have to be open to new opportunities."

Maharoor came to the Wisconsin School of Business with a plan for a career in investment banking. He took a position on Best Buy's corporate development team upon completing his Wisconsin MBA in corporate finance.

"I got to do the same things an investment banker would get to do, but with a better work-life balance," he says.

Through it all, Maharoor says, he has been guided by curiosity that made veering from his original career path appealing and makes him continue to dig deep to find answers that others might not even be seeking.

"Sometimes you have to trust your team and move on," he says. "But sometimes, from an intellectual standpoint, it's good to question things."

**"When I look at my career, I realize I was someone who benefited from being at the right place at the right time. In order to be able to take advantage of a situation like that, you have to be open to new opportunities."**

—MAFAZ MAHAROOF, DIRECTOR OF FINANCE-REAL ESTATE, BEST BUY

## » **LINDSEY MUELLER** (BBA '05)

Growing up a dreamer turned out to be a very good thing for Lindsey Mueller. She'd get lost in her favorite movies or TV shows and fantasize about working in Hollywood one day.

And that's exactly what's happened. Mueller is now director of integrated marketing at MTV, part of Viacom Media Networks. A combination of promoting films while an undergrad and making Wisconsin connections upon arriving in Hollywood put her on the path to achieving her dream.

"I think all of the positions in the entertainment industry aren't well known, and we don't realize it takes an army to create what we see on TV or film," Mueller says. "It's cool to know I'm part of that."

Mueller works closely with several internal departments to come up with creative concepts that meet the needs and objectives of channel advertisers, which includes in-show integrations into scripted programs. If a plot point has a character in "Teen Wolf" driving a Toyota or dialing a Samsung phone, she's done her job.

Mueller didn't know what her position in the entertainment industry might be until she volunteered for the Wisconsin Union Directorate (WUD) film committee and discovered her passion for promoting films.

"We had to figure out a way to market the programs we had to students," she says. "It was a great test run for entertainment marketing."

Being active with the Hollywood Badgers, a local networking group of UW-Madison alumni, led Mueller to her role at Viacom. One of the group's founders, Lesley Kantor (B.A. '03) introduced Mueller to her current boss at the company.

"A lot of people have made amazing connections and gotten their start as a result of it," Mueller says of Hollywood Badgers. "It's definitely played a role in my career."



Lindsey Mueller photo by Jim Newberry



## » MATHEW ODIGIE II (MBA '10)

Mathew Odigie II makes things happen, a quality that serves him well as a senior brand manager for Red Bull.

“We want to take all of the fans who know our brand or love our brand and turn them into people who want to drink Red Bull,” says Odigie, who is based in Chicago and responsible for a 16-state territory that is made up primarily of Midwestern states.

It takes a lot of energy for Odigie to pull that off, especially as he maintains his personal brand that provides product reviews on football equipment. Odigie’s “I Know Football” YouTube channel launched in 2012 and produces more than 100 videos annually, rating products from helmets to cleats. Odigie has attracted nearly 150,000 subscribers for the video blog and shares its content and product reviews across a variety of social media platforms.

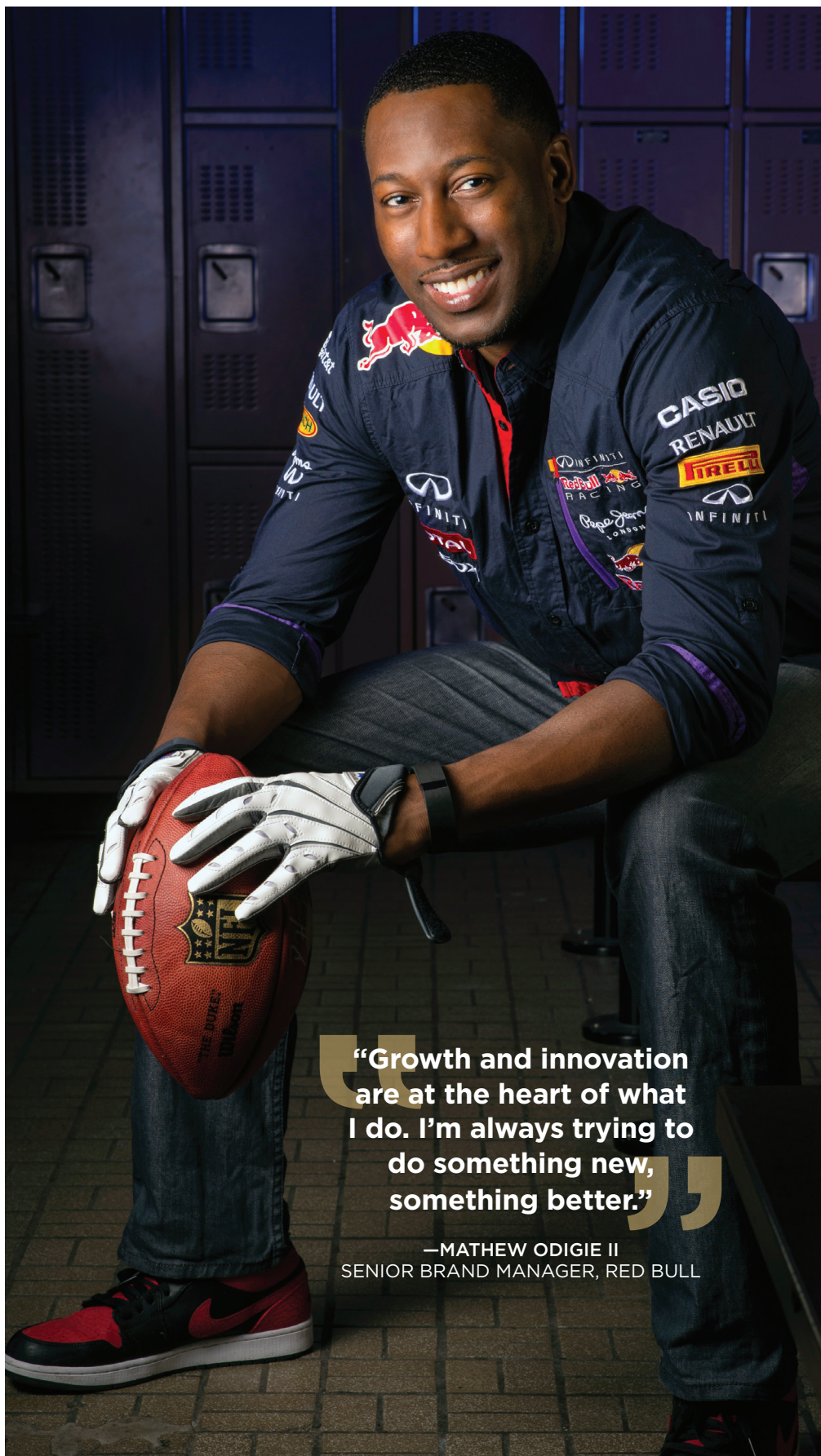
Odigie *does* know football. After earning his Wisconsin MBA in brand and product management in 2010, he played professional indoor and semipro football while launching his postgraduate business career at Kraft Foods. One day he was shopping for a new helmet and discovered there wasn’t a lot of information out there for consumers.

It took Odigie back to the time when he was a high school football player who needed equipment. His parents, Nigerian immigrants who didn’t know much about the sport, found it a challenge to choose the right product from so many specialized ones. Odigie’s teammates teased him when he had the wrong gear, and now he wants to help other young athletes avoid going through the same thing.

“That was the inspiration for my YouTube channel,” he says. “I do it to help parents and kids. Hearing the positive impact I have on them is what keeps me going.”

Odigie finds that he can apply insights from Red Bull’s performance to his own business, and the small scale of “I Know Football” helps him quickly see the effectiveness of marketing strategies.

“Growth and innovation are at the heart of what I do,” he says. “I’m always trying to do something new, something better.” »



“Growth and innovation are at the heart of what I do. I’m always trying to do something new, something better.”

—MATHEW ODIGIE II  
SENIOR BRAND MANAGER, RED BULL



Read the full profile of these Business Badger leaders at [go.wisc.edu/8toWatchUnder40](http://go.wisc.edu/8toWatchUnder40).









# » A Gift for Good

How Dorri McWhorter's lifelong commitment to making the world better shaped her career

BY JANE BURNS | PHOTOS BY PAUL L. NEWBY II

**I**f there's anyone who knows how much Dorri McWhorter (BBA '95) always wanted to do good and do business, it would be Santa Claus.

McWhorter, CEO of YWCA Metropolitan Chicago, had those goals clearly spelled out in a childhood Christmas wish list. She didn't ask for the latest popular toy or anything that could be wrapped and put under a tree. Her requests were a little different.

"Number one was to let everyone in the world today be okay," McWhorter says of her long-ago letter to Santa written when she was 11 years old. "Two was to give me proof that he was real, because I was starting to get a little pushback by that time. And number three was to make my parents let me be their accountant for a month."

The first wish shaped the mission she still has today, the third one helped send her on her career path, and that second one she eventually figured out on her own. Put them together and it's clear the childhood version of McWhorter isn't all that different than the passionate leader who is now helping to make lives better for people in Chicago and beyond.

## Getting down to business at the YWCA

McWhorter became CEO in March 2013, after spending nearly eight years on the board of directors. Hers was a business background as a partner at a leading accounting firm, not a nonprofit one.

"Business is one of the most effective ways to do good," she says. "You have to do business because you can't monetize your ideas any other way. How do you keep moving? If you don't have any intersection with business, your project won't move."

Some of the lessons she took from the Wisconsin School of Business helped McWhorter keep the YWCA moving ahead with its mission to eliminate racism and empower women.

"The rigor of my education prepared me to take on anything," she says. "I had that great educational foundation that allowed me to solve problems and connect the dots. It's been critical to any success we've had now and to help us connect with other business leaders and say, 'This is why this matters.'"

Until taking the top job at the YWCA, McWhorter had her feet planted firmly in the business world and remains a certified public





McWhorter greets Kristen Dean (L), president of the Foundation for Homan Square, and Steve Sarowitz (R), founder and chairman of Paylocity, the donor whose generous gift to the YWCA Metropolitan Chicago opened the Julian Grace Innovation & Technology Institute, a new community center that will bridge the technology gap in North Lawndale, Ill.

accountant. After graduating from the Wisconsin School of Business, she took a job with Arthur Andersen in Chicago.

“Andersen was a very civically engaged business, so we attended many community events,” McWhorter says. “Andersen bought tables, and we were expected to go. That was really exciting, and I gravitated toward it.”

She also participated in the company’s Volunteer Income Tax Assistance program.

“This notion of business and volunteering always went together for me,” she says.

She also did management consulting work and in 2008 became a partner at Crowe Horwath, one of the largest public accounting, consulting, and technology firms in the U.S.

### **A new vision for what’s possible**

A sense of public service wasn’t something that was drummed into her by her parents, McWhorter says, just something that was always there.

McWhorter was born in Englewood, a low-income neighborhood on the south side of Chicago. Her mother was young and single with two children, when she moved her two daughters to Racine, Wis.

**“My experience at Wisconsin opened my eyes to how we need to connect with people and get different experiences.”**

—DORRI MCWHORTER (BBA '95)  
CEO, YWCA METROPOLITAN CHICAGO

“She clearly made a deliberate choice to impact our environment and move us out of Englewood and the Robert Taylor Homes public housing project to Wisconsin,” she says. “As I reflect back on that and think about my great childhood, I think about what is also possible for all these single moms who have young children and are trying to do what is best for their family.

“Now I’m sitting here on the other side saying, ‘It’s possible; we should make it happen,’” she says.

McWhorter is doing that not just by changing the business model of the YWCA, but making it clear that the organization should have one.

“Not for profit is a tax status, not a business model,” she says. “We do

everything from computer training to sexual assault counseling. What business model exists for that?”

When McWhorter took over the YWCA, it was in the red, and she led the successful turnaround. The services were good and effective, McWhorter believed, but she also felt the organization needed to redefine its assets in order to be able to sustain itself.

“Yes, we have amazing programs and services, but the reason we’re a not for profit is we’ve proved those things are not supported in the marketplace,” she says.

### **Creating innovative partnerships**

That’s where partnerships come in, McWhorter says. Business partners might lend a hand in some way, but the YWCA can help them, too. Case in point is a recent Drive to Thrive partnership with the ride service Uber. The company had announced an effort to hire more female drivers and launched the program in partnership with YWCA in Chicago.

Women with children like the potential flexibility of a job driving for Uber, and the program has a goal of recruiting 5,000 women in Chicago. Since the partnership launched in June 2015, more than 16,000 women have signed up in Chicago. In addition, Uber provides discounted rides for women in



YWCA programs who are going to job interviews.

The YWCA also launched YShop, an online platform for selling a variety of products, not necessarily those affiliated with or bearing the logo of the YWCA. A portion of the profits go to the organization.

"I want us to be the Amazon of cause marketing," McWhorter says.

McWhorter is also ambitious in trying to get businesses to rethink their philanthropy beyond writing a check. She'll pitch a potential partner on ways they can collaborate together, such as finding a way to create jobs in neighborhoods.

### A new approach to leadership

McWhorter's three years with the organization have been transformational, says Karen Tulloch, president of the YWCA's board of directors and vice president of corporate human resources at Illinois Tool Works.

"Dorri has provided extraordinary leadership," Tulloch says. "Her vision and passion have reinvigorated and strengthened the organization. She has thoughtfully cultivated key stakeholders, created strategic partnerships, and further developed programs and services that advance the work of the YWCA."

With McWhorter as CEO, the organization invited men to serve on the board of directors for the first time in its 140-year history.

"We've been doing it by ourselves," she says of a board comprised of only women. "But why should we?"

### Leading by example

McWhorter's way of doing good extends beyond the YWCA. She's also on the Mayor's Commission for a Safer Chicago, a member of the board of directors for the American Institute of Certified Public Accountants, and has served on boards for the Make-A-Wish Foundation of Illinois, the Chicago Child Care Society, and the Chicago Architecture Foundation.

She recently joined the Wisconsin School of Business's Diversity Advisory Board, and looks forward to working to help students connect with people from different backgrounds at the School. She remembers the first



Walking into McWhorter's office, the impact of her work on the City of Chicago is clear—as is the influence of her long-time hero, Wonder Woman.

**"I challenge people to look at where you are and see where you can do good. If you're doing finance, doing accounting—there are lots of ways to do good that don't involve working for a nonprofit. It's all about creating a better human experience for everyone."**

—DORRI MCWHORTER (BBA '95)  
CEO, YWCA METROPOLITAN CHICAGO

time she understood the benefit of expanding one's horizons—when a college roommate took part in the Semester at Sea program and came back strongly influenced by the people she had met from all over the world.

"My experience at Wisconsin opened my eyes to how we need to connect with people and get different experiences," she says. "People only have perspectives based on what their personal experiences are. If you want to have people understand different perspectives, you have to diversify the experience."

### Just good business

McWhorter is also trying to change people's perspectives about what business is and what business can

be, as well as how people can do good beyond philanthropy.

Santa Claus might not have given her the gift of making everybody okay, but McWhorter is using her desire for the greater good and her business acumen to get it done in her own way.

She tries to get others to see things that way, too.

"People flock to this industry to do good," she says of the nonprofit world. "I challenge people to look at where you are and see where you can do good. If you're doing finance, doing accounting—there are lots of ways to do good that don't involve working for a nonprofit. It's all about creating a better human experience for everyone." >>>



# » *A Head Start for a Startup*

WSB connections help the founders of EatStreet jump-start their company while still UW students

BY JANE BURNS | PHOTO BY PAUL L. NEWBY II

**W**hen the founders of EatStreet had the idea for an online restaurant ordering service, they searched for “how to start a business” on the Internet, but it was the personal connections they made through the Wisconsin School of Business that set them on the road to success.

Matt Howard (B.S. '11), Eric Martell (B.S. '12), and Alex Wyler weren't business majors at UW-Madison, but they met committed mentors and key investors through the WSB. As an economics major taking business classes, Howard discovered the School's annual business plan competition and entered with Martell and Wyler.

The WSB contest was more than a line on their résumés—it was an introduction to people who would be important to the future of EatStreet, including:

» **John Surdyk**, director of the Initiative for Studies in Transformational Entrepreneurship, asked the tough questions

necessary to turn an idea into an operation.

» **Dan Olszewski**, director of WSB's Weinert Center for Entrepreneurship, made an introduction that secured the company's first major commitment of Series A funding.

» **Jon Eckhardt**, associate professor of management and human resources, Robert Pricer Chair in Enterprise Development, and executive director of the Weinert Center, connected them to gener8tor, the Wisconsin-based angel investment fund and startup accelerator that provided \$150,000 in seed money.

In the six years since entering the contest, EatStreet has grown to 130 employees supporting 15,000 restaurants in 250 cities. In December, the startup got \$15 million in Series C funding, bringing its total from investors to nearly \$30 million since the three founders each kicked in \$1,000 of their own money to launch the company.



Howard, the company's CEO; Martell, who is CIO; Wyler, now CTO; and Rob Polenska (BBA '06), vice president of marketing, sat down with *Update* magazine to explain how the Wisconsin School of Business helped them grow.

**WSB: How did you know what the Wisconsin School of Business had to offer? Martell:**

We entered the business plan competition in 2010 and 2011. In 2010, four teams got prize money, and we tied for last place. That's how we met John Surdyk. When we didn't do so hot the first year, he realized we needed all the help we could get. In 2011, we came back and won the competition.

**Howard:** The best thing about the contest was how the judges really became mentors. I think they saw we were on to something. I still talk to Scott Button (B.S. '88), partner at Venture Investors, and Laurie Benson (B.S. '75), co-founder and former CEO of Inacom Information Systems, who were judges the year we won.





## » EatStreet by the Numbers

130  
employees  
15,000  
restaurants in  
250  
cities

EatStreet leaders (L to R)  
Rob Polenska (BBA '06), Matt  
Howard (B.S. '11), Eric Martell  
(B.S. '12), and Alex Wyler  
built a \$30 million startup in  
Madison with the help of WSB  
programs and connections.

**“People like Jon Eckhardt helped open doors and make connections. He recommended I reach out to other entrepreneurs, go to conferences, and get as connected as possible.”**

—MATT HOWARD (B.S. '11)  
FOUNDER AND CEO, EATSTREET

**WSB: What did you learn between coming in last in 2010 and winning in 2011?** **Wyler:** We weren't used to getting critical feedback until we started talking to business school people. They gave us constructive criticism in a way that motivated us instead of making us hang our heads in defeat. They talk about failure in a really good way, in a way that other sectors aren't used to.

**Howard:** People like Jon Eckhardt helped open doors and make connections. He recommended I reach out to other entrepreneurs, go to conferences,

and get as connected as possible.

Without him, I never would have met anyone at gener8tor. Without Dan Olszewski, I would have never gotten my Series A funding. Then that group of investors got me to the \$2 million investors, who got me to the \$10 million investors. This is why I call the University of Wisconsin my first investor.

**WSB: How has it helped to have Rob and his marketing expertise?**

**Wyler:** Rob joined when we were transitioning from “Let's hire all our friends” to “Let's hire experts.” He helped us grow hugely in 2014 and 2015.

**Polenska:** Marketing and entrepreneurship go hand in hand because growth for a lot of companies comes from marketing, whether it's advertising or collaborating with the product team.

**WSB: Did you know the importance of networking when you launched your company?**

**Howard:** I did not. When we first entered the competition, I never asked one person for advice. We were already a company for 10 months at that point. I didn't think I had the answers, it just didn't occur to me there were people who would give me advice.

After the competition, I understood the importance of networking. I started going to conferences, speaking at conferences, and meeting more people. It's so important. »»



Learn more about the WSB programs and resources for entrepreneurs at [bus.wisc.edu/centers/weinert](http://bus.wisc.edu/centers/weinert)







# » INSPIRING WITH EXPERTISE

*Professor Margie Rosenberg channels her passions for teaching and research into a health care analytics class that gives students an important learning tool and experience*

BY JANE BURNS | PHOTOS BY PAUL L. NEWBY II

**A**fter more than 20 years with the Wisconsin School of Business, Marjorie “Margie” Rosenberg, professor of risk and insurance and Assurant Health Professor of Actuarial Science, is melding her passion, talent, and health care expertise in a new way, and students are reaping the benefits.

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“Until the creation of the Health Analytics course, I never taught classes that directly related to my research as some others have been able to do,” Rosenberg says. “I am excited I can do that now.”

#### **A big data approach to a personal topic**

In the Spring 2015 semester, Rosenberg began teaching Health Analytics, in which her longtime research in health care feeds the class and the class feeds into her ongoing research. It is the most recent way Rosenberg has combined analytics and health care data, following her joint appointment in the UW School of Medicine and Public Health’s Department of Biostatistics and Medical Informatics from 1996 to 2014.

Rosenberg’s current research involves development of statistical tools and methods to analyze health care utilization and costs. One continuing focus has been to study medical costs of pediatric cystic fibrosis, while past work has covered breast cancer, tobacco-related diseases, and end-of-life care. Published in top journals such as *Medical Decision Making*, *Pediatrics*, and the *North American Actuarial Journal*, her research has earned her the prestigious Halmstad Prize for best paper in actuarial research, the Lew Award for achievement in research, and many other accolades.

Her expertise helps her guide undergraduates through the ever-changing field of health care research from a big data perspective while maintaining

focus on the individuals affected by changes in health care policy.

“I like to think of improving the health of the community, not as an actuary or even as an academic, but as a person,” Rosenberg says. “The excitement of health care is that it is personal, and it is important financially. Almost 20 percent of our country’s GDP is spent on health care, which is why people are concerned about the cost. Health care policy provides fascinating moral and ethical discussions.”

It is a discussion that can animate her students, too, she says.

“When we discuss articles I ask, ‘What are your thoughts as an individual? Never forget that,’” she says. “It is good to have a system perspective, but you do not ever want to forget the viewpoint of the consumer.”

“Margie Rosenberg has proved to be an inspiring teacher,” says Joan Schmit, professor and American Family Insurance Distinguished Chair of Risk Management and Insurance. “She has taught our core MBA data course, our varied actuarial science courses, and now the new Health Analytics course, all with an active learning approach, instilling each





Professor Rosenberg discusses the complexities of health care data with her students (L to R) Olivia Wirz (BBA '16) and Jake Corrao (BBA '17).

course with her own industry experience, the knowledge gained from numerous important research initiatives in the health care field, and a desire to offer students opportunities for personal development.”

#### **A passion for inspiring learning**

Rosenberg did not start out working in health care or academia. After graduating with first a bachelor’s degree and then a master’s in mathematics from the University of Michigan, she worked as an actuary for Allstate Life Insurance.

“I did not even learn about actuarial science until I was a junior in college,” she says. “Now students know about it when they are a sophomore in high school.”

Rosenberg applied her analytic skills to pricing life insurance, but after 11 years, she felt the pull of research and teaching.

“I love learning, and I love thinking,” she says. “I love thinking about processes and how they

**“I infused my work into the classroom, but I just never put my research into the classroom. To now have the teaching and the researching together is a dream come true.”**

—MARGIE ROSENBERG

ASSURANT HEALTH PROFESSOR OF ACTUARIAL SCIENCE

interrelate. I like to see the big picture and how the components interrelate.”

That was part of the draw of focusing her research on health care—a focus that started with her dissertation.

“The U.S. health care system is complex with different stakeholders who have different viewpoints on what they label as ‘success,’” she says.

After returning to Michigan for her Ph.D. at the Ross School of Business, Rosenberg joined the faculty of the Wisconsin School of Business in 1994. She was thrilled to rediscover learning—

and share her passion for it—in a university environment.

“The notion of teaching activates one part of you, that connection with the students,” she says.

It is a connection that students appreciate.

“Professor Rosenberg has a passion for what she teaches, and I can tell that she wants others to find their own passion as well,” says Olivia Wirz (BBA '16), who took Health Analytics in Spring 2015. “She always has an example or an application that validates the purpose of what we learn in class, but she also encourages us to find our own interests.”



**“Professor Rosenberg has a passion for what she teaches, and I can tell that she wants others to find their own passion as well. She always has an example or an application that validates the purpose of what we learn in class, but she also encourages us to find our own interests.”**

—OLIVIA WIRZ (BBA '16)

Rosenberg has taught every class in the actuarial science major; recent classes include Actuarial Mathematics and Regression and Time Series. The life insurance class helps prepare students to sit for one of the professional exams for actuarial certification.

With the life insurance class, Rosenberg says, “I infused my work into the classroom, but I just never put my research into the classroom. To now have the teaching and the researching together is a dream come true.”

#### **Classroom collaboration brings research insights**

Health Analytics began as an experimental class and was offered a second time in the Fall 2015 semester. It was partially funded through a course development grant from the Robert Wood Johnson Foundation Health & Society Scholars program.

It is a challenging class, one in which the students have a big say in the syllabus because of the readings they choose to discuss in the classroom. Students choose peer-reviewed research articles to discuss in class. Content could come from the *Journal of the American Medical Association*, *Medical Care*, *Health Affairs*, *Statistics in Medicine*, and any number of statistics or health care journals.

“For my learning, it is great,” Rosenberg says. “We have different journals that I have never heard of before, and subjects I would never choose to read myself. Some of the information is just educational, but some might help me in my research. That knowledge helps me in my future classes.”

Topics might include researching the difference in expenses between people with disabilities and the able-bodied; how diabetes impacts health expenditures; or how having

insurance affects health care spending.

“The students look at it from all different angles, so it is good education for them going forward because they are going to be impacted by the health care system at some point,” she says.

Students discuss the chosen paper in small groups while also asking questions about what was not understood or broader discussion questions relating to the material.

Jake Corrao (BBA '17) took the class, drawn to the subject by Rosenberg's expertise.

“I can see myself working in the health care industry as an actuary, so this new course taught by a health care expert offered a perfect opportunity to dive into academic research surrounding issues in health care and health insurance,” he says. “It turned out to be a great experience to be able to learn from someone who has so much to teach.”

#### **Looking past data to individuals**

Beyond the work relating to the peer-reviewed literature, students also apply their analytics knowledge to replicate the findings in the article using statistical methods and programs.

Corrao worked on a project that was focused on a paper the class discussed about free prescription drug samples. Using the same statistical methods of the paper's authors but with data from 2012 instead of the paper's original 2003 data, Corrao essentially wrote a sequel to the paper's findings. The original paper concluded that the end result of the free samples served more as a marketing tactic than in helping people with less money access the drugs. Corrao's new analysis suggested that the giveaways had decreased in the past decade,

likely because of the impact of the original paper.

“To be able to observe what is in the industry, consider what may be causing things to change, and then test these hypotheses through data analysis was a very rewarding process,” he says.

At the heart of the class is the Medical Expenditure Panel Survey (MEPS), a free and easily accessed data set that provides the most extensive data about costs and use of health care and health insurance in the United States.

Familiarizing students with MEPS gives them real-world data analytics experience and a valuable research tool of their own, Rosenberg says.

“It is a hugely rich data set,” she says. “If they go to work in health care, they can take it with them and who they work for may or may not know about it.”

Each calendar year of data contains two panels of data from approximately 18,000 people on their expenditures, prescriptions, health habits, and demographics. Through statistical modeling, that 18,000 can be made to be representative of the entire non-institutionalized population of the United States.

“This data set was used in policymaking decisions,” Rosenberg says. “It was used in Medicare Part D prescription drug pricing. It is probably the only survey of expenditures of people who are uninsured, so it is a nice data set to look at before and after the Affordable Care Act.”

Rosenberg's research will continue to inform her teaching because her subject matter is continuing to evolve, something every student and consumer knows.

“Health care is dynamic, there are new technologies coming, new drugs coming,” she says. “It is changing all the time.” >>



## 1940–1949

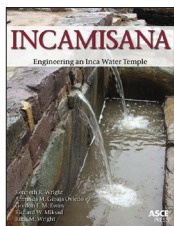


**Bernie Goldstein (BBA '49)** has served on the Tennessee Society of CPAs Board and been on the Governing Council for more than 30

years. The Society has established the Bernie D. Goldstein Scholarship to support nontraditional students. He was also the Nashville Chapter president. Previously, Bernie was chair of the Society's Federal Tax Liaison Committee, continuing his service of more than 25 years. He makes sure everyone he meets knows he's a dedicated Badger!

## 1950–1959

**Adelbert Bertschy (BBA '50)** and wife, Dorothy (nee Engholdt, B.A. '50), reside in Peoria, Ill., and celebrated their 65<sup>th</sup> wedding anniversary in July 2015. They have three children: Timothy, Nicholas (JD '81) and Christopher. Tim and Nick are partners in the law firm Heyl, Royster, Voelker & Allen, located in Peoria, and Chris has a boutique search firm in Chicago.



**Kenneth Wright (BBA '51)** has published a new book based on two decades of research in Peru. Kenneth's fourth book on the ancient Inca was published

in February 2016. The book "Incamisana: Engineering an Ancient Water Temple" tells about the planning, design, and construction of the temple prior to the Spanish conquest. It is in full color with numerous photographs and sketches.

**Ray Schmitz Jr. (BBA '54)** received a tribute award from the Wisconsin Basketball Coaches Association in Wisconsin Dells in September 2015 for service to Wisconsin basketball. He was also honored on the floor of the Kohl Center during a timeout at the Temple game in December 2015. Schmitz was recognized for 30 years of service on the Board of the

Wisconsin Basketball Boosters, Inc., including two terms as treasurer and president.

**Jerald Hage (BBA '55)** was elected a fellow of the American Association for the Advancement of Science in October 2014 for his contributions to the sociology of organizations, and the study of innovation and evolution.

**Tom Ragatz (BBA '57, LLB '61)** is now retired, spending winters in Sanibel, Fla. He credits the Wisconsin School of Business with providing him an excellent CPA background that benefited his law practice. In 2014, he showed his appreciation by creating a Distinguished Chair in Accounting and Law at the UW Foundation. Ragatz continues to be a strong Badger fan.

## 1960–1969

**William Trukenbrod (BBA '61)** has been retired for 16 years after working for The Northern Trust Company for 38 years, and as an executive vice president and chairman of credit policy. He and his wife have homes at Lake Forest Place and in Scottsdale, Ariz. They have been married for 51 happy years. William has Parkinsonism, which limits his getting around. However, he still gets up to Homecoming. Over the years, William has been lucky enough to be on the Dean's Alumni Advisory Committee, twice.



**David Blom (BBA '64, LLB '71)** formed a medical startup investment and acquisition firm,

BB Investments, specializing in innovative medical research firms with his daughter Mary Christine after 40 years as a medical defense attorney. BB Investments has averaged 85 percent average annual returns. David has three granddaughters attending the University of Alaska. They plan on joining the family firm upon graduation.

**Clarke Caywood (BBA '69, Ph.D. '85)** was recently appointed Academic Master of DeTao Institute, Shanghai,

PRC, and elected first Ofield Dukes Educator of the Year by the National Black Public Relations Society 2014-2015.

## 1970–1979



**Kristie Shannon Olah (BBA '70)** retired in September from the position of district

superintendent in the United Methodist Church. For seven years, she supervised more than 85 churches and 100 pastors, as well as served as dean of the Cabinet of the Conference. In retirement, she continues to work with churches on leadership development. She and husband Bob (B.S. '71) continue to live in the Silicon Valley area.

**Harvey Fein (MBA '72)** retired after spending more than 12 years at Molina Healthcare. Fein was their first CFO and later the vice president of financial services. He has been married for more than 38 years and lives in Los Angeles, Calif.

**Warren Liu (M.S. '75)** and his wife, Ingrid, repatriated back to America after living and working in Asia for two decades to better look after his aging parents. He continues to serve on boards, write, and teach. This fall, he will return to China to teach a full-semester MBA elective course at Shanghai Jiao-Tong (Antai) Graduate School of Management. He taught a full-semester MBA course in 2009 at Beijing Tsinghua Graduate School of Management.

**Curtis Fuszard (BBA '76)** currently serves as executive director for REACH-A-Child, a nonprofit organization that provides children's books to first responders. Those men and women in turn deliver the books to children in crisis situations such as car accidents and domestic abuse. Many first responders across the state are carrying children's books to comfort those in need.





**Rich Peterson (M.S. '76)** retired in June 2014 after a great career with PwC and Abbott Labs/AbbVie. He and wife Rose spend four winter months in Puerto Rico and the remaining in Libertyville, Ill., as well as traveling. They have a son, Chris, and a daughter, Lisa, and are eagerly awaiting grandkids. They attend Badger football games and play in an alumni golf outing at University Ridge.

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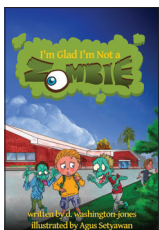
## 1980–1989

**Joel Davis (BBA '80)** recently celebrated his sixth anniversary with Community Association Underwriters of America, Inc. (CAU Insurance). CAU is one of the largest insurance providers in the U.S., exclusively serving community associations. His territory is Illinois, Indiana, Wisconsin, and Minnesota.



**Folkert Breitsma (M.S. '82)** has decided to follow his heart and get more involved in Crisis Aid International, a nonprofit with programs to help victims of human trafficking and programs to alleviate child hunger. He has spent more than 30 years working for major consulting firms, including EY, Capgemini, and CSC, leading major business transformation programs. He will continue to work with clients, albeit on a smaller scale.

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**Dorothy Washington-Jones (MBA '83)** is a writer and educator who teaches economics at Northwestern State University in Louisiana. "I'm Glad I'm Not a Zombie" is her second children's book published in 2015. Her book "The Runaway Christmas Tree" was published in 2011. She writes professional, inspirational, and children's works, and exemplifies a writing style of humor, discovery,

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## » ALUMNI SPOTLIGHT



**DON DAVIDSON (BBA '73, MBA '87)**

retired as vice president of credit union system relations at CUNA Mutual Group in 2010. He joined The First Tee of South Central Wisconsin as a youth mentor and worked through board chairs to become chairman in 2015. The First Tee is a leading nonprofit that teaches youth

life skills using the game of golf. The First Tee recently opened its first Learning Center in Madison, providing at-risk youth after-school education and recreation to address the achievement gap.

fantasy, and adventure. Her book "Sonny, the King of Cats" will be available soon on Amazon.

**David Drewiske (M.S. '85)** will be retiring from 3M after more than 30 years of managing the process of extending a Minnesota-based company's facilities footprint to support global sales growth. The knowledge, skills, and problem-solving techniques he learned while at the UW were essential to making things happen in diverse geographies and cultures. On, Wisconsin!

**Andrew Smart (BBA '85, MBA '91)** recently moved from Beijing to Hong Kong. He is currently working on developing long-term savings solutions for local clients, helping them reach their retirement goals. He would love to connect with other Badgers in the Hong Kong area.

**Scott Petersen (BBA '89)** is the founder and managing member of The Law Office of Scott K. Petersen, PLLC, which recently celebrated its one-year anniversary. The firm continues to provide general counsel and litigation support to clients in the areas of condominium and homeowners association law, as

well as to clients with litigation needs in business, real estate, and probate matters.

## 1990–1999

**Matthew Portu (B.S. '90, MBA '94)** was promoted to president of North American operations at Freudenberg-NOK Sealing Technologies in September 2015. He was previously vice president of supply chain management and director of purchasing and supplier quality at Freudenberg.



**Gregory Solsrud (JD/MBA '91)** plunges his readers into a high-adrenaline adventure and unveils secrets from his firsthand experience in foreign

lands in his first novel, "Andean Rebel". The novel explores the themes of love, death, and heroism in a beautiful and aching way.





## WILL WAIT

(BBA '01, MBA '07)

opened Red Wing Shoes in Delafield, Wis., in February 2016. Red Wing Shoes is a full-service retailer with a great selection of purpose-built footwear, carrying a wide assortment of Red Wing, Irish Setter, and Vasque boots and shoes. He has dreamed of owning his own business and says he couldn't have done it without his UW education.

» ALUMNI SPOTLIGHT



**Frank Denton (MBA '94, Ph.D. '96)** is editor of the *Florida Times-Union* in Jacksonville and vice president of journalism for the parent company

Morris Publishing Group. He was given the James C. Adkins Sunshine Litigation Award by the First Amendment Foundation.

**Robert Zondag (BBA '94)** was recently appointed a commissioner to the Interstate Medical Licensure Compact for the State of Wisconsin. Robert, a member of the State's Medical Examining Board, will act as one of the two commissioners representing Wisconsin. The Compact is an initiative to streamline medical licensure, improve license portability, and improve patient access to care.



**William Anzenberger (JD/MBA '95)** moved back to Madison to take a job as director of development and marketing for Dane County Humane Society.



**Amy Jo Pedone (BBA '96)** of Valenza Chocolatier was awarded the title of 2016 Six Star

Grand Master for Best Chocolatiers and Confectioners in America by the International Chocolate Salon and TasteTV. This highest honor was granted to 12 out of 91 total award recipients, making this her second consecutive year receiving this highest honor in just three years of business.



**Cheryl Postrozny (BBA '97)** founded Art Depth, an experiential art and marketing event production company, in 2010.

Beginning this year, customized creative retreats for individuals and corporations will be offered. Cheryl believes the benefits of immersing oneself in such creative and highly interactive experiences are immeasurable and can often lead to amazing breakthroughs.

**Peter Salkowski (MBA '98)** became the head of investor relations for GoPro in September 2015.

**Jonathan Grenier (BBA '99, MAcc '00)** was recently promoted to associate professor of accountancy with tenure at Miami University. He lives in Oxford, Ohio, with his wife and three children, who are all die-hard Badger fans.

**Phillip Krolik (MBA '99)** recently assumed the role of director of operations for Allina Health's clinically integrated medical network. This leadership position is focused on building population health management capabilities for ACO patient populations and driving clinical integration with independent medical groups within the network. Phillip and his wife, Kendra, also welcomed a baby girl named Annika Mia Krolik, born on November 2, 2015.

**Russ Sobotta (MBA '99)** recently completed his 30<sup>th</sup> American Birkebeiner Ski Marathon, and notes—for the record—that the only time he skipped class during his Wisconsin Executive MBA Program was to ski the Birkie!

## 2000–2009

**Micca Hutchins (MBA '00)** launched Micca LLC, a company devoted to bringing boutique wines from Southwest France to Wisconsin. The selection of wines will be available in restaurants and stores by spring.

**Bobby Parrish (BBA '00)** is an aspiring celebrity chef who now has his own cooking show, "FlavCity." Based out of his own Chicago kitchen and shot and produced by his wife, Dessi, "FlavCity" releases weekly YouTube cooking tutorials. Bobby has traveled and cooked all over the world.



**Tom Zuern (BBA '00, MAcc '01)** is the vice president and sales manager

at Zuern Building Products, a third-generation family-owned business established in 1953. It was recently named the 2015 Wisconsin Retail Lumber Association Dealer of the Year by the Northwestern Lumber Association and serves professional home builders, remodelers, commercial projects, and homeowners out of four Wisconsin locations in Allenton, Cedarburg, Franklin, and Watertown.



**Catherine Durham (MBA '01)** was named president of Capital Valuation Group, Inc., in January 2015. She was elected to the board of directors

of the State Bank of Cross Plains in January 2016.





**Katherine Himes (MBA '01)** successfully completed the prestigious American Association for the Advancement of

Science (AAAS) Policy Fellowship after two years in Washington, D.C. and two years abroad in Central Asia. She helped many countries solve water challenges, encourage females in science and engineering, and grow technology transfer programs. Himes received four meritorious honor awards from the U.S. government in recognition for her work.



**Jeffrey Kohn (BBA '01)** recently left his 10-year career at Oracle to start TopFan, a white-labeled web and app platform for building communities. The company's technology is powering official

fan communities for sports and entertainment organizations, including the Denver Broncos, Carrie Underwood, Kevin Hart, Pitbull, the "Divergent" movie, and U.S. presidential candidates. Its DC Comics fan community was recently named "Best New App" by Apple.

**Anna Schulenberg Griffin (MBA '02)** retired from corporate America and joined the entrepreneurial ranks! She purchased a company with nearly 60 years of strong brand recognition for a product line of artisan products.

The company has great potential for expansion into new channels.

**Krystle Felcaro (BBA '08)** has been working at QUESocial for two years and is excited to announce that QUESocial was recently acquired by Hodes, a full-service employer brand agency. Krystle is excited for the journey ahead and hopes to bring more Badgers on board! She also joined the Development Board of America SCORES, an organization that helps youth in urban areas through soccer and poetry.



**Christopher Stevenson (MBA '09)** was recently promoted to senior vice president/ chief learning officer for CUES, a

professional association that educates and develops credit union CEOs, board members, and future leaders. In his new role, Stevenson will lead marketing and educational content development for the association.

## 2010–2015



**Kati Goetsch (MBA '11)** is now digital strategist at River Valley Bank in Wausau, Wis. She oversees the

bank's delivery channels for self-directed financial services and acts

as director of IncredibleBank, the bank's online division. At home, Kati and her husband, Jeremy (B.S. '05), welcomed twins in February 2015 and now have three future Badgers in the family: Elise, Class of 2034, and James and Corrine, Class of 2037.

**Anna Lyman (MBA '12)** left the Institute of Contemporary Art, Boston in December 2015 to become director of external administration at the Harvard Graduate School of Design. Her move is a sidestep out of the art world into a new creative industry, where she will be glad to represent not only the University of Wisconsin-Madison and the Wisconsin School of Business, but also—and especially—the Bolz Center for Arts Administration.



**Tyler Sachse (MBA '12)** returned to Great Lakes Higher Education

Corporation and Affiliates as a director of marketing and communications after three exciting years with 3M. Based in the Eagan, Minn., office, he looks forward to long campus walks when visiting Great Lakes' headquarters in Madison.

**Jim Rudolph (MBA '13)** recently moved to Burlington, Vt., and began working at Seventh Generation as a consumer insights manager supporting both new and existing product categories and brand equity measurement.

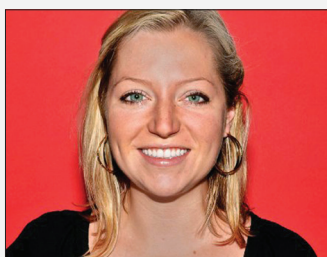


**Kelly Goldthorpe (MBA '15)** won an Aaker Award for Rookie of the Year after her first four months on the job at Prophet in Chicago.

**Daniel Mandel (BBA '15)** began his career after graduating in May 2015 as a senior production multifamily analyst with KeyBank Real Estate Capital in Phoenix, Ariz., underwriting new off-balance sheet multifamily loans for Fannie Mae, Freddie Mac, FHA, and life insurance placement. >>>



Read more Class Notes at [bus.wisc.edu/Update](http://bus.wisc.edu/Update)



### >> ALUMNI SPOTLIGHT

## LIZZ WARNER (BBA '14)

was recently promoted to supervising video producer

at BuzzFeed, managing teams of producers overseas and in Los Angeles. Her videos have been featured in the *Washington Post*, Huffington Post, the "Today" show, and at United Nations conferences, with more than 500 million views cumulatively.



# » WISCONSIN MBAs ON THE ROAD

Wisconsin MBAs from the A.C. Nielsen Center for Marketing Research learn by doing in Chicago with help from an alum

As part of the hands-on learning experiences in the Wisconsin MBA Program, MBA students from the A.C. Nielsen Center visited two leading companies, the Wrigley Company and SC Johnson, last November. Thanks to fellow Business Badger Dennis Hull (MBA '09), who led the Wrigley event, students had the opportunity to be immersed in their marketing research specialization. Here's an insider's view of their applied learning trip to Chicago, the kind of experience that sets Business Badgers apart.







**1.** Wisconsin MBA student Christopher Cohen (MBA '17) asks a question while his classmate Shaun Kane (MBA '17) listens during the A.C. Nielsen Center for Marketing Research site visit at Wrigley, a division of Mars, in Chicago. **2.** Camille Clark (MBA '17) guides her classmates as they perform a group exercise at the Chicago offices of Energy BBDO, the ad agency for SC Johnson. **3.** MBA students walk past the Skittles and Orbit display at Wrigley's Chicago headquarters. **4.** Sarah Phillips (MBA '16) asks a question during the A.C. Nielsen Center for Marketing Research's site visit at Wrigley. **5.** Derek Lilley, group manager of global consumer and market insights at Wrigley, shares his perspective with Wisconsin MBA students during lunch: (L to R) Jack Tong (MBA '16), David Elster (MBA '17), and Talha Sheikh (MBA '17). **6.** Margaret Millea, manager of client consulting at Nielsen Consumer Neuroscience, hooks Steve Siglinsky (MBA '17) up to an EEG headset and explains his brain activities during the site visit to Energy BBDO in Chicago, hosted by SC Johnson. **7.** Wisconsin MBAs perform a group exercise with SC Johnson on November 13, 2015 in downtown Chicago: (L to R) Deisha Stanke (MBA '16), Sean Vidal (MBA '17), and David Elster (MBA '17). **8.** A.C. Nielsen Center for Marketing Research students (L to R) Steve Siglinsky (MBA '17) and Sekou Muhammad (MBA '17) talk with Deborah Mendez, associate marketing manager at Wrigley, during their site tour. **9.** Say cheese! First- and second-year Wisconsin MBA students from the A.C. Nielsen Center for Marketing Research pose for a group shot in front of the Energy BBDO building in downtown Chicago.





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# SAVE THE DATE! HOMECOMING BASH NOVEMBER 12»

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## **Wisconsin School of Business Homecoming Bash**

November 12, 2016  
Two hours before kickoff  
Grainger Hall

