

# The **PURDUE** Executive

*Keeping Business Professionals Connected*

**PURDUE**  
KRANNERT  
SCHOOL OF MANAGEMENT

EXECUTIVE EDUCATION  
PROGRAMS

## From the Executive Director

Dear Alumni and Friends,

In a previous newsletter, I emphasized the importance of congruence across the activities of an organization. If done correctly, congruence not only allows for financial success but can result in sustained competitive advantage. But we need to ask ourselves if that's enough. Are we inspired by creating a sustainable competitive advantage?

During my recent trip to TVS in India for a custom training program, I had the opportunity to travel to Mysore. While there, I visited a beautiful historical palace, went to the TVS Motor factory, and met with their CSR (called SST at the company) representative for the area. While CSR (Corporate Social Responsibility) is an afterthought for some companies, I was impressed by the depth and breadth of TVS' CSR activities. They have initiatives in six areas including economic development, education, environment, health care and more. The regional office I visited not only serves as a meeting place for groups, but has statistics on both the growth of these initiatives and the impact.

During my visit, I went to some of the different CSR initiatives: from an elementary school with a new courtyard, to a women's empowerment meeting, to a packaged food kiosk, and more. Many things impressed me about the visit. One was the high degree of local buy-in to the initiatives: these were not externally imposed solutions. A second was that some initiatives required low levels of investment. A third was that the benefits were tangible and the recipients could articulate the benefits (current and expected) from the TVS support. These were not "throw money at a problem" initiatives, but an approach integrated in the company's DNA.

Market share and profits, while critical, do not appear to be the only measures of performance for TVS. While the two-wheelers produced by TVS have improved the lives of millions, their CSR activities have also improved the lives of many. That is a mission worth supporting, and a mission that inspires. So, how does your organization measure performance? And does your measure capture what inspires?

Until next time – Boiler Up!

*Aldas Kriauciunas*



## Save and Share the Dates

Alumni: Please join us for these upcoming events. See [krannert.purdue.edu/executive/emba/for-alumni](http://krannert.purdue.edu/executive/emba/for-alumni), check your email inbox, and follow us on LinkedIn and Facebook for details.

### September 11

EMBA Class of 2019 launch dinner – executive education alumni welcome

### October 17

Krannert Executive Education Programs will host a reception for Purdue alumni in Shanghai, China, during the IMM 2017 residency.

### January 2018

In January we'll present another installment of our online Continuing Education Webinar Series. Stay tuned for details.

### March 18, 2018

IMM Class of 2019 launch dinner at Purdue – executive education alumni welcome

### April 13, 2018

Annual Back to School Day for Krannert alumni

### May 3, 2018

Guest speaker and networking reception at Krannert with current students, alumni and corporate partners

**Please share our special programs for prospective students. These events are open to all who are considering an EMBA.**

### INFORMATIONAL WEBINARS

Learn about our degree programs and get all your questions answered during our live interactive webinars featuring a current student or alum. Upcoming webinars are August 17, September 7, October 18, November 14, and December 13.

### ON-CAMPUS EMBA EXPERIENCE

Live the life of an executive MBA student for a day. Tour Krannert Center, attend a class, have lunch with current students, and get an overview of our programs. Upcoming dates include August 4, October 23, and November 10 and 13.

### ON THE ROAD

Schedule a face-to-face meeting with a member of the executive education team or a phone or virtual call to discuss your career goals and how an EMBA from Purdue can help. Contact Aldas Kriauciunas at 765-496-1860 or [akriauci@purdue.edu](mailto:akriauci@purdue.edu) to set up a meeting.

**For updates and details on all our events, visit us online at [www.krannert.purdue.edu/executive](http://www.krannert.purdue.edu/executive).**

**JULY 2017**

# THE MARSHMALLOW CHALLENGE

## Krannert professor tests grown-ups' ingenuity with crafty classroom exercise

BY JENNIFER APPLEBEE, KRANNERT EXECUTIVE EDUCATION PROGRAMS' MARKETING & PROGRAMS MANAGER

Take a group of professionals from varying industries and job functions and task them with building a free-standing structure using 20 sticks of spaghetti, one yard of string, one yard of masking tape, and a marshmallow. Give them only 18 minutes to do it. Oh, and stipulate the entire marshmallow must be on top, in one solid piece.

That's the task Richard Makadok, Professor and Brock Family Chair in Strategic Management at the Krannert School of Management, calls the "Marshmallow Challenge." He assigns it to Krannert Executive Education Programs' Applied Management Principles and Technical Management Institute participants, as it "helps to illuminate the challenges of managing innovation."

Makadok teaches strategy in AMP and TMI. He has incorporated the Marshmallow Challenge in his classes for the past five years or so, and has "found that students respond very well to it as it is kind of hands-on. They are learning from their own experience."

He learned about this challenge from a colleague of his at another school and enjoys introducing it to his students. But just what is it?

The Marshmallow Challenge is an experiential exercise where teams of four or five students compete to build the tallest tower that they can in 18 minutes, using only spaghetti, tape, string and a marshmallow— and the marshmallow MUST be on top.

The full weight of the structure must be borne by the tabletop alone, and the height is measured from tabletop to the top of the marshmallow. While the marshmallow must be in one piece, the spaghetti, string, and masking tape can be broken or cut, and used as much or as little as is needed.



*Applied Management Principles participants tackle the Marshmallow Challenge in May 2017 in Krannert Center.*

The certificate program participants have very little time to consider the following: How stiff is a piece of uncooked spaghetti? Pretty flimsy or pretty firm? How heavy is a marshmallow? Not very heavy at all, actually. Lauren Johannigman, a TMI and AMP participant, says, "I like the Marshmallow Challenge a lot because it looks deceptively simple. It tests how you work as a team and how you approach a seemingly simple problem."

She realizes that "there is always going to be a 'marshmallow' in the plan (something that looks like it's nothing, but in fact could be much more of an obstacle) and the need to try and find creative ways to incorporate it."

So what is the best age group to complete the Marshmallow Challenge? Kindergarten students! Five year olds do not plan. They start building

right away and discover that the spaghetti is very bendy and the marshmallow is heavy. Kindergartners will build their tower from the marshmallow down, which guarantees that the marshmallow will stay on top, whereas adults typically will build their tower from the bottom up.

As a strategy professor, Makadok is of course all about planning. But, he says, "In situations where there are a lot of unknown unknowns, too much planning can hurt you. There are situations where you can do too much planning, and innovation is one of them."



*Krannert Professor  
Richard Makadok*



# IMM Global Executive MBA Class of 2018

**Number of Students** - 20

**Average Work Experience (years)** - 13

**Industries Represented**

- 62% Services
- 28% Manufacturing
- 10% Government/NGO

**U.S. States and Countries Represented**

- California
- Illinois
- Indiana
- Massachusetts
- Tennessee
- Texas
- Washington
- ~
- Brazil
- Canada
- China
- Colombia
- Germany
- Hungary
- India
- Netherlands
- United States

**Organizations Represented**

- Accenture
- Baker Hughes Inc.
- Bell Canada
- Canonical
- CAPT Education Development Center
- CSA Group
- Cummins Inc.
- Czarnowski
- Darling Ingredients
- Dell
- Indiana Home Care Plus
- OESD LLC
- QBE Insurance Group
- Rolls-Royce
- U.S. Army
- Witekio

**Job Titles**

- Associate Manager
- Business Partner
- CFO
- Chief Actuary
- Consultant
- Corporate Store Manager
- CTO & VP Asia/Japan
- General Manager
- Global VP of Human Resources
- Head of Procurement
- HR Consultant
- Logistics & Admin Manager
- Manager Global Solutions
- Operations Manager
- Program Manager-Senior Advisor
- Regional Vice President
- Technical Architect



EXECUTIVE EDUCATION PROGRAMS

**Fun Facts**

AMONG THIS GROUP OF BOILERMAKERS IS:

- a skydiver
- the former chief actuary for the country of Colombia
- an Iron Man
- a “traditional Bavarian boy” known for wearing lederhosen
- a female West Point graduate among the first few thousand women to finish that military academy

## EMBA 2017

On May 12 we celebrated the commencement of our EMBA Class of 2017 with a dinner for the students and their family members and friends, and an awards ceremony with speaker David Hummels, Krannert's dean, and student responder Brianne Keyes. At this celebration in the Purdue Memorial Union following the official ceremony, we recognized the EMBA 2017 Beta Gamma Sigma — or top 20% of the class — members: Kriti Chandhoke, Brianne Keyes, Ryan Laskey, and Courtney Metzger. Special recognition was also given to the cohort's Honor Scholar, Courtney Metzger, and to Peter Rusch, for his military service. We congratulate our newest Boilermakers on earning their Executive MBA from Purdue!



4

## IMM 2017



In February, our IMM Class of 2017 became the first cohort to travel to Lithuania. The cohort spent one week of their two-week Module 3 residency in the capital city of Vilnius, studying at ISM University of Management & Economics. The students immersed themselves in Lithuanian culture, participating in Lithuanian Independence Day Celebrations, touring the KGB Museum, and visiting Trakai Castle, among other activities.



In June, IMM 2017 spent Module 4 in equally exotic West Lafayette, experiencing a campus tour aboard the Boilermaker Special.

# EMBA 2018



EMBA 2018 spent Valentine's Day at Mackey Arena watching Purdue decimate Rutgers during their Module 2 residency.



It's not all about sports, of course – but EMBA 2018 students did enjoy some post-class downtime at the Union's Rack and Roll during Mod 2.

# IMM 2018

Our newest cohort, the IMM Class of 2018, studied in both Tilburg and Utrecht during their Module 1 residency in The Netherlands. The two-week residency included, naturally, delicious food, with Dean David Schoorman.



# Best & Brightest



For the third consecutive year, a Purdue EMBA student has been named a Best EMBA by Poets & Quants. This year, the online resource featured Purdue EMBA Class of 2017's **Courtney Metzger**. Poets & Quants confers this honor on select, exceptional EMBA students based on their academic, extracurricular, professional, and personal achievements.

We couldn't agree more with their choice. Courtney graduated in May as her cohort's Honor Scholar (highest GPA in her class) and fought several difficult battles during her time in the program. She is a manager at Kenergy Corp. who, in her "free time," serves as a CEO for a properties LLC; as a CFO to a holdings firm; and consults pro bono for several businesses in northwestern Kentucky.

6 "Throughout her life, Courtney Metzger has been a fighter. That is also the characteristic that defined her time in the Purdue EMBA program. This characteristic is surprising, since Courtney comes across as a calm person with a perpetual smile on her face," says Purdue EMBA Programs' Executive Director, Aldas Kriauciunas.

Here is Courtney's award-winning profile, published June 4, 2017, by Poets & Quants. Find the full "2017 Best EMBA's" feature online at [poetsandquantsforexecs.com](http://poetsandquantsforexecs.com).

**Which academic or extracurricular achievement are you most proud of during business school?** I considered waiting to begin the program because months before it started, I was injured in a major accident. Near the onset, my injuries were still being realized. The neurosurgeon, whose treatment I was under, believed surgery might be necessary. Thus, I am most excited about finishing our first module (14 credit hours) while also working 40+ hours a week and recovering, which included enduring physical therapy throughout the module.

This time was by far that most challenging time of my life. I could not imagine getting through it at the time, and looking back I am still amazed I was able to balance it all. It was only possible with the help of my cohort, family, friends, co-workers and my doctors.

**What achievement are you most proud of in your professional career?** In 2013, a colleague and I were recruited to centralize the procurement and supply chain activities of

our cooperative, and to create a stand-alone department that reports directly to our CEO. Over the course of 7 months, we developed standards, processes and policy and we rolled out the department in late 2013.

Our team has endured significant change and, even so, has had many successes. We are fully engaged in identifying potential efficiencies and improvements in processes. Further, in 2016 alone, I was able to document over \$300K in savings (of which \$250K is reoccurring) for projects I have led. Each of our team members have similar success stories.

**Who was your favorite MBA professor?** Dr. Ron Lazer. He has a true gift in his ability to teach. He used vigorous learning tools which were effective at forcing the basics of accounting. This helped the cohort to quickly gain a firm foundation and to be able to discuss the topic at a high level. Beyond his talents, Dr. Lazer is extremely passionate in the classroom. He made what some would consider a drab subject the highlight of our module.

**Why did you choose this executive MBA program?** The format was right for me. I did not want to pursue a program only offered online, as networking was important to me.

Additionally, due to my geographic location, traveling every weekend would have been a major challenge. Other factors that rated high during my evaluation were Purdue's reputation and the quality of the professors the program offered.

**What did you enjoy most about business school in general?** I enjoyed getting to know the members of my cohort the most. Our group had an almost instantaneous connection. In both the class setting, during virtual meetings and even during the long hours we shared in breakout rooms, they taught me a lot from their own experience. They also helped me find and work on some of my growth

edges. Through this program, I have made lifelong friends. I feel extremely fortunate to have learned from such an accomplished group.

**Give us a story during your time as an executive MBA on how you were able to juggle work, family and education?** Life does not slow down for you when you are in an EMBA program. Unfortunately, in 2015, my younger brother was involved in a severe accident and needed some support while recovering at home. He was released from the hospital a day before Thanksgiving, which also happened to be the week before our Module 1 finals. I was fortunate my husband was able to join me and he and I traveled to my brother's home. I spent several days on his couch studying for finals while he slept. The three of us had a take-out Thanksgiving meal, one of the first meals my brother ate since the accident. It was a stressful time, but since he has significantly recovered, it will always be a fond memory for me.

**What is your best piece of advice to an applicant hoping to get into your school's executive MBA program?** Know and be able to communicate the value proposition you will bring to the program. The interview is a great opportunity to sell those things that differentiate you. It is a platform for you to show the interviewers the diversity in skills and life experience you will bring to a group.

**What is the biggest myth about going back to school?** Many people believe they cannot go back to school because they do not have the time. The reality is you have to make the time. We all make choices every day about priorities. In choosing to pursue your EMBA, you will have to go sleepless, miss out on family events, skip the gym, miss holidays, etc. Your loved ones will suffer the most and that truly is the hardest part. However, if you and your family can keep your focus on the future, you will all benefit from the personal sacrifice.

**Which MBA classmate do you most admire?** There are several I truly admire, but there is one that stands out for his abilities, humbleness, patience, emotional intelligence, integrity, leadership skills and work ethic. The colleague I am referring to is Mike Flatt.

Mike's leadership style instantly resonated with me. He personifies some of the soft skills I needed to work on to grow as a professional. Through example, Mike has shown me that one of my growth edges is that I needed to slow

down, tone down and create a space for group consensus — especially for those that are not the loudest voices in the room. Mike has a very bright future ahead of him and I am thankful he is my colleague and my friend.

"I knew I wanted to go to business school when...a mentor of mine spoke passionately about the possibilities an Executive MBA would offer."

"If I hadn't gone to business school, I would be...less prepared to chase my dreams."

**What is your ultimate long-term professional goal?**

Finishing this EMBA is hopefully a step towards eventually serving as a CEO within our cooperative network. I see a lot of opportunity for our distribution cooperatives as our industry is changing drastically. I am truly excited and energized to be a part of that future.



*Courtney at the EMBA 2017 graduation dinner for family and friends, with her Honor Scholar award.*

**Who would you most want to thank for your success?** First, I would like to thank my amazing husband, Heath. He is the CEO of a third-generation family business. For the past 18 months, he has had remarkable success in the business, all the while only having about 10% of a partner at home. He was my rock throughout the program. His support was the reason I was able to make it through.

Next, my parents who always encouraged me to pursue any interest I have and to seek out education. They have worked hard for everything they have. They also supported me through my first degree which allowed me to start my working life with no student loans.

What a gift!

Finally, my boss; he was instrumental in my success. He was supportive from the beginning, encouraged me when I needed it, and helped me to prioritize the work, school and life mix.

**In one sentence, how would you like your peers to remember you?**

I hope my peers see me as someone who has vision, is willing to put the work in and is dependable. Favorite book: I have been in school for the last 7 years, thus I haven't read much more than textbooks. However, I have always enjoyed the works of Kurt Vonnegut Jr., Dave Eggers and David Sedaris.

**Favorite movie or television show:** "House of Cards"

**Favorite musical performer:** Mock Orange

**Favorite vacation spot:** Kyoto, Japan

**Hobbies?** Traveling, home brewing, hiking, skiing, home restoration and education

# EXECUTIVE EDUCATION NEWS

## Purdue Global EMBA Program Welcomes New Partner School

We are pleased to announce Politecnico di Milano (MIP) as the newest IMM program partner.

In spring 2017, the MIP Graduate School of Business joined the IMM program as a partner school. Politecnico di Milano is the most outstanding technical university in Italy. Founded in 1863, it has two main campuses in Milan, five campuses in northern Italy, and a campus in China. MIP brings to the IMM program expertise in the intersection between technology, management and policy.

IMM students will study at MIP in Milan, Italy, for one week of a two-week residency. Over the course of their 19-month EMBA program, our IMM students travel to and study in seven countries on four continents.

“Partnering with Purdue and with the network of schools involved in the IMM Global EMBA program is perfectly in line with one of the key elements that feature the mission of our school, which is internationalization. We prepare managers to operate globally and, eventually, give back to the entire community,” MIP’s Dean, Andrea Sianesi, said.

“Thanks to our strong tradition in engineering, architecture and design, and our closeness to companies — a key feature of MIP — students will have the chance to gain an extremely analytical and practical approach to business,” Sianesi said.

## Alumni Come Back to School

Krannert Executive Education Programs hosted its annual Back to School day on May 5, 2017, for Krannert alumni. Evidence of our commitment to lifelong learning, this full day of classes and networking was at no charge to our alums.

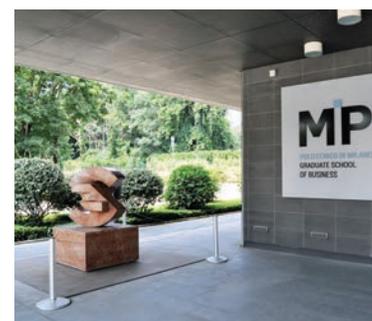
Twenty-four alums from across the country traveled to Purdue for the event. Included in that group were Executive MBA alumni from the Classes of 2006, 2007, 2009, 2010, 2011, 2012, and 2015.

Courses offered covered Leadership; the U.S. economic outlook and policy challenges; and the importance of an Executive Presence, or how to construct effective presentations, using both non-verbal/verbal communication to influence an audience. The three 90-minute sessions were taught by renowned Krannert faculty.

Alums were able to network during breakfast and lunch, and mingled with current EMBA students — the EMBA Class of 2018 was in residency.



MIP exterior, in Milan, Italy



The addition of MIP to the program gives a new dimension to our global reach and even greater depth to the three immersions our IMM program is based on: learning immersion, business immersion, and cultural immersion, noted our Associate Dean David Schoorman.

“As an institution of higher learning, MIP has strengths in multiple disciplines and is a leader in Italy for engineering and technical innovation and education. Having MIP as a partner not only provides a perspective of southern Europe to the students, but the international reach of companies in Italy (both domestic and foreign investors) adds one more component to understanding internationalization and global business,” Schoorman said.

The common mission and culture of MIP, Purdue, and IMM set the foundation for success for the partner schools and the professional participants in the program.

We capped our Back to School day with a Purdue vs. Northwestern baseball game at Alexander Field. Plans are to hold Back to School 2018 on Friday, April 13. Stay tuned to social media for details.



Purdue Pete visited us in our suite at Alexander Field. From left to right: James McBryant, IMM 2015; Dennis Stehlik, EMBA 2009; Courtney Schwartz, EMBA 2010; Bob Erwin, IMM 2015; and Lenny Vanneste, EMBA 2010.

# Alumni Notes

(Arranged by graduating year)

## IMM 1996



The National Mortgage Servicing Association announced the appointment of **Jim Taylor**, SVP of Property Preservation with Wells Fargo Home Mortgage Asset Management, to lead the organization's effort to mitigate the threat that vacant and abandoned properties pose to homeowners and communities. Jim leads asset management and preservation of Wells Fargo's residential servicing portfolio while caring for the interests of the communities it serves. With a membership comprising nearly 80 percent of the mortgage servicing market, the NMSA is a nonpartisan organization driven by top-level executive representation from the nation's leading mortgage servicing organizations for the purpose of effecting progress and change on the key challenges that face the mortgage servicing industry.



## IMM 2000

**Javier Polit** is now CIO of Procter & Gamble Co. He succeeds Krannert alumna Linda Clement-Holmes, who is retiring as CIO after 35 years at P&G. As the group chief information

officer for the last 10 years for Coca-Cola's Bottling Investments Group and the Coca-Cola North America division of the Atlanta-based company, Javier was responsible for the soft drink maker's IT strategy across more than 35 countries. He supported a \$40 billion business with more than 110,000 employees. Javier had worked for Coca-Cola Co. since May 2003, when he was hired as global director for business intelligence and distribution systems. While battling cancer, he was nominated as an inspirational leader by Coca-Cola. He was selected by the company to carry the Olympic torch on a run in New York in advance of the 2004 Olympic Games in Athens, Greece.

## IMM 2001

**Dennis Appel**, previously President of Luvata Heat Transfer Solutions, has transferred to Modine Manufacturing in the role of Vice President, Commercial and Industrial Solutions. Modine acquired Luvata in November 2016. Modine, a global company with fiscal 2016 revenues of \$1.4 billion, specializes in thermal management systems and components, bringing highly engineered heating and cooling technology and solutions to diversified global markets. Its products are used in light, medium and heavy-duty vehicles, heating, ventilation and air conditioning equipment, off-highway and industrial equipment and refrigeration systems.

## EMBA 2002

**Michael M. Bhaskaran** has joined the Board of Directors of Walter Investment Management Corp. With this election to the board, Michael has become a member of the Audit Committee and Compliance Committee of the Board. He is Chief Supply Chain Officer of Staples, Inc. Walter Investment Management Corp. is a diversified mortgage banking firm focused primarily on the servicing and origination of residential loans, including reverse loans. Based in Tampa, Fla., the Company has approximately 5,000 employees and services a diverse loan portfolio.

## IMM 2002

**Everett Wakai** spoke at the "Building Your Sustainable Competitive Advantage in International Markets - Standards and Trade" seminar in Lafayette, Louisiana, on June 27. The seminar was presented by Lafayette International Center with the support of U.S. Department of Commerce Office in New Orleans. Everett, from the U.S. Commercial Service, New Orleans, spoke about the strategic value of technical standards and conformance in international markets. He also discussed trends and best practices in technical standards in business and trade around the world and how U.S. exporters can leverage this information. Everett is a Commercial Officer at the U.S. Commercial Service New Orleans Office where he works to assist U.S. companies export their products, technologies and services and attract foreign direct investment to the region.

## EMBA 2004

**Jay Weiker** has been named the new President and Chief Executive Officer of the National Association of Animal Breeders and its subsidiary Certified Semen Services, Inc. Jay served as Vice-President for NAAB the previous two years and now has accepted the overall leadership role of President as of January 1, 2017. He will be based out of the new NAAB office in Madison, WI. Jay will work closely with the NAAB and CSS Boards of Directors in leading the trade association. He will direct and supervise the NAAB staff in carrying out activities to promote and develop artificial insemination and the cattle breeding industry in the U.S.

## IMM 2004

**Tyler Evans** has relocated to Huntsville, Alabama, as part of Aerojet Rocketdyne's shift to the Southeast. He remains Vice President for Advanced Programs. Aerojet Rocketdyne is a subsidiary of Aerojet Rocketdyne Holdings, Inc. and has undergone a significant reorganization, consolidating the company's six business units into two – Space and Defense. Aerojet Rocketdyne is an innovative company delivering solutions that create value for its customers in the aerospace and defense markets. The company is a world-recognized aerospace and defense leader that provides propulsion and energetics to the space, missile defense and strategic systems, tactical systems and armaments areas, in support of domestic and international markets.

## IMM 2005

**Benedict Geers** reports that in June 2017 his company, Gecorp, celebrated its second anniversary of the acquisition of Fibrocit. "In these two years we have accomplished some nice results," he said, noting headcount – 31, up from 23 – 18,500 seats installed; investments totaling 350,000 €; and the opening of a subsidiary in France. Headquartered in Marke, Belgium, Fibrocit produces and installs fixed seating for theaters, cinemas, auditoriums and conference rooms.

## EMBA 2012

**Peter Augustine** has been named a 2017 TAPPI (Technical Association of the Pulp and Paper Industry) Fellow. Peter has been a TAPPI member since 2013, and is President of Fabio Perini North America. He is responsible for strategic planning, operations management, sales, project development, customer service and production for the North American division. Peter served in the U.S. Army and rose to the rank of Captain.

## IMM 2012



The Fort Wayne-based AWS Foundation awarded a \$100,000 grant to SPEAK MODalities, whose co-founder and CEO is **Michael Zentner**, to advance a technology that has shown promise

in facilitating communication and language development for children and families affected by autism spectrum disorders. The funding will be used to focus on distribution in the Northeast Indiana region of SPEAK MODalities apps that have helped more than 30,000 youngsters diagnosed with minimally-verbal autism. Michael is also a research scientist in Information Technology at Purdue and Entrepreneur-in-Residence at the Purdue Foundry.

10

## WKEND 2012

**Erik Gonring** is with Simplot, a \$6B agribusiness and food processing company based in Boise, Idaho. Erik leads Industry Engagement and Sustainability strategy for Simplot's Plant Sciences division, a 100-person R&D center focused on commercialization of the first branded biotech (GMO) produce item since the failed "Flavr Savr tomato" in the early 2000's. Erik leads stakeholder, industry, and consumer engagement, focusing on the social, environmental and economic benefits of GMO technology.

## WKEND 2012



**Jihad Lotfi** has been named Director of Market Strategy for White Lodging's downtown Chicago Hotels, the fastest-growing hotel ownership, development and management company in America. This position involves strategically managing seven nationally branded hotels. Jihad is also a member of the University of New Haven's Hospitality and Tourism Advisory Board.

## EMBA 2014



Nate says. He is a Senior FP & A Analyst at Bruker Nano Surfaces in Santa Barbara, CA.

**Nate Vodila** and his wife welcomed their first child, Derek Joshua Vodila, on March 29. "I was also promoted in April, which was perfect timing," Nate says. He is a Senior FP & A Analyst at Bruker Nano

## EMBA 2015



**Douglas Postek** and his wife Jessica announce the January 11, 2017, birth of their son, Lewis Yucheng Luo. Lewis' big sister Emily, turned two in June.



**Jonathan Weeks** traveled to the Philippines where he spent April and May working side-by-side with Philippine military and government counterparts as a participant in Exercise Balikatan. They exchanged

best practices in marketing, strategy and project management while promoting the bi-lateral partnership of their nations. They synchronized messaging efforts to promote awareness and positive public sentiment related to the construction of five new schools in the Visayas as part of a joint military engineering project.

## IMM 2015

**Alejandro Parilli** reports a lot of change for him, including a title change from Manager to Director of Procurement & Supply Chain. Alex continues to manage two refinery complexes called Los Angeles Refinery. It is the largest refinery on the U.S. West Coast that, among other products, delivers 25% of all gasoline in California and 50% of all jet fuel used at Los Angeles International Airport. Alex's company has acquired Western Refining, and is doubling in size. The company, Tesoro, is changing its name to Andeavor. "Andeavor is a custom-created word that acknowledges the transformational journey we've been on, and signals our aspiration to further establish our Company as a premier refining, marketing and logistics company," Alex said. Lastly, he reports that four IMM 2015 alumni now work together at Andeavor in the Supply Chain department at Los Angeles Refinery. "Talk about the impact of networks developed during the IMM program, huh? But, it is not a coincidence or due to friendship that we all landed here. It is based on merit. This is a great team contributing with their knowledge, ideas, and passion to deliver value and realize business improvement opportunities that have a direct impact to the bottom-line of the organization... and of course, representing Purdue Executive MBAs very well!" he said. From left to right: Michael Brandt, Michael Dow, Luis Escorcía and Alex Parilli.



## EMBA 2016

**Donald Barnes** reports that his guide dog Linden, beloved by Donald's cohort, has retired and is living the good life. Donald and Linden were together for more than nine years. Donald spent three weeks in New York getting trained with his new guide dog, Teddy, who is now two years old and is a yellow Labrador Retriever.



## Stay connected!

- Find us at [www.facebook.com/PurdueKrannertExecutiveEducation](http://www.facebook.com/PurdueKrannertExecutiveEducation).
- An **IMM program-specific Facebook** page can be found at [www.facebook.com/IMMGlobalExecutiveMBAProgram](http://www.facebook.com/IMMGlobalExecutiveMBAProgram).
- Follow Purdue University Krannert Executive MBA on [linkedin.com](http://linkedin.com).
- Follow @PurdueKrannert on **Twitter**.
- Join the **Krannert Network** at [krannertnetwork.com](http://krannertnetwork.com).
- The **Purdue Alumni Association** hosts monthly virtual networking events; see [purduealumni.org](http://purduealumni.org).

**Jennifer Shaw** is now the Senior Buyer of Merchandise at the National FFA Organization, a nonprofit youth leadership organization formerly called Future Farmers of America that promotes and supports agricultural education. Jennifer had formerly worked in her family's business, Knox Fertilizer Company.



**L. Ben Stauffer** has been promoted to Director of Facilities and Plant Operations for IU Health Arnett Hospital. IU Health Arnett Hospital is a 191 bed Acute Care Facility in Lafayette, Indiana, that

includes a surgery center, cancer center and nine associated clinics in Tippecanoe and Clinton counties. Ben was also promoted to Regional Director for the West Central Region and added to his responsibilities oversight of MOB's and Critical Access Hospitals in Frankfort and Monticello, Indiana. He credits his advancement to solid experience and the respect that comes with a Purdue Executive MBA obtained through the Executive Education Program.

#### EMBA 2017

**Peter Rusch** shares a photo of his twin daughters, from left to right, Adeline and Alexandra, dolled up in the onesies that his cohort got for the girls.



**EMBA Class of 2014** alumna **Marcie Ramsey** caught us up this year on the many turns her career has taken:

"When I joined the program at Krannert, I was the AVP of Operations for a subsidiary of a publicly traded parent company, which reported annual revenues on the order of 200 million dollars. My subsidiary specialized in Medical Physics, and overall we con-

tributed annual revenues of \$35 million to the total revenue reported by our parent. About a month before starting the Purdue Program, my position changed, and I was promoted to Chief Operating Officer of the subsidiary where I led the Radiation Therapy segment of the business. Four months into the program my role changed again following a restructure, and I added a second business segment to the portfolio I managed. My role continued to get a little bit bigger, with more responsibility, while I was in the EMBA program.

My original company was founded in 2002 by four Medical Physicists and me as the business manager. We grew the company until March 2008 when it was acquired by a newly formed company and funded by venture capitalists who wanted to break into the Medical Physics business. Over the next three years, we went through 4-6 acquisitions where we were both the buyer and the target company. In December 2008, we were the buyer, acquiring another similarly sized company in our business segment, and in October 2009, we became the target, acquired for the second time by the parent company I mentioned initially. In January 2010, and until October 2010, we continued to target and acquire other smaller consulting groups.

In my role at the time, I led the integration team responsible for supporting and educating the newly acquired staff of each company, acclimating them to the processes we followed, our benefits and compensation structure, and trying to create a sense of team cohesiveness among some of the groups that previously had been competitors. Now they had to be a part of the same team. This was a particular challenge when I was given the second business segment for the larger parent company in December of 2012. Essentially, it was my goal to promote a cultural cohesiveness starting in January of 2013 and through the early the following year, a period of about 15 months.

Today, I am no longer with that company. Periodically, they restructured to improve their financial outlook, with one of these occurred right around the time my MBA was completed. I was recruited by another company within two months and assumed the role of COO of one of that company's subsidiaries. I joined that company mid-June. Over the next two years it also went through several changes, including the unexpected departure of our senior executive, 14 months after I joined. Within a week of his departure, I was promoted to Managing Director of the subsidiary.

The parent company was acquired in May 2016, and about two weeks before that acquisition closed, I was approached by the parent company and asked if I would have an interest in a management buyout of my subsidiary group. The owners of our parent company had recently learned that their buyer had investors who opposed buying any part of the health care business segment. They're primarily an industrial and environmental safety [company] and didn't want the perceived risk associated with health care companies. We reached an agreement, and today I own the company that I was recruited into three years ago, in June 2014."



# 2017-2018

## Executive Education Programs and Events

2017

<b>JULY</b>	20	EMBA Interactive Webinar
	30-Aug 5	EMBA 2018-4 residency, Purdue
<b>AUGUST</b>	4	On-Campus EMBA Experience
	4-6	Academy of Management Annual Meeting, Atlanta, GA
	17	EMBA Interactive Webinar
	24-27	Veterinary Practice Management Program 28.1
<b>SEPTEMBER</b>	7	EMBA Interactive Webinar
	11-15	EMBA Class of 2019 program launch, Purdue
	18-30	IMM 2018-2 residency, Brazil & Chile
<b>OCTOBER</b>	16-27	IMM 2017-5 residency, China
	17	Purdue alumni reception, Shanghai, China
	10-13	Technical Management Institute certificate program
	18	EMBA Interactive Webinar
	20-22	Veterinary Practice Management Program 27.3
	22-25	Executive MBA Council Conference, Seattle, WA
	23-28	EMBA 2018-5 residency, Purdue
	23	On-Campus EMBA Experience
<b>NOVEMBER</b>	6-18	EMBA 2019-1 residency, Purdue
	10 & 13	On-Campus EMBA Experience
	14	EMBA Interactive Webinar
	16-17	Service Academy Career Conference, San Antonio, TX
<b>DECEMBER</b>	13	EMBA Interactive Webinar
	16-17	IMM 2017 Commencement, Purdue

2018

<b>JANUARY</b>	18	EMBA Interactive Webinar
	18-21	Veterinary Practice Management Program 28.2
	TBD	Continuing Education Webinar
<b>FEBRUARY</b>	1-4	Veterinary Practice Management Program 27.4
	7	EMBA Interactive Webinar
	12-24	IMM 2018-3 residency, Italy & Lithuania
	12-24	EMBA 2019-2 residency, Purdue
	16 & 19	On-Campus EMBA Experience
25- Mar 10	EMBA 2018-6 International residency	
<b>MARCH</b>	18-22	IMM Class of 2019 Launch
	27	EMBA Interactive Webinar
<b>APRIL</b>	13	Alumni conference-Back to School Day
	25	EMBA Interactive Webinar
	30-May 5	EMBA 2019-3 residency, Purdue
<b>MAY</b>	3	Guest speaker & networking reception
	4	On-Campus EMBA Experience
	8	EMBA Interactive Webinar
	10-12	SACC, Washington, DC
	11	EMBA 2018 Commencement
	14-19	Applied Management Principles certificate program
<b>JUNE</b>	3-16	IMM 2019-1 residency, TIAS, The Netherlands
	18-30	EMBA 2018-4 residency, Purdue
	21	EMBA Interactive Webinar
	22 & 25	On-Campus EMBA Experience

CALENDAR

Visit us online for details: [www.krannert.purdue.edu/executive](http://www.krannert.purdue.edu/executive)

## Did You Know?

Out of 290 ranked programs, CEO Magazine in 2017 named the IMM Global EMBA program #7 in the world and the Purdue EMBA #12. The magazine ranked MBA, Executive MBA and online MBA programs. CEO Magazine noted, "Using a ranking system entirely geared and weighted to fact-based criteria, CEO Magazine aims to cut through the noise and provide potential students with a performance benchmark for those schools under review."

*The Purdue Executive* is a newsletter for the alumni and friends of the Krannert Executive Education Programs at Purdue University. We welcome your comments, opinions, and questions. Please contact us at:

### Editor

*The Purdue Executive*  
Purdue University  
425 West State Street, Suite 206  
West Lafayette, IN 47907-2056  
(765) 496-0307  
Email: [brook113@purdue.edu](mailto:brook113@purdue.edu)

### ALDAS KRIAUCIUNAS

Executive Director

### NICOLE BROOKS

Editor

### DAWN MINNS

Graphic Design

# PURDUE

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**JULY 2017**