

Caffeinated
Co-ops at Saxbys

Vetri Revolutionizes
School Lunch

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Remembering a Friend

Kyle Wescoat '74, CFO of Emulex, and some peers from his days at Drexel, established a memorial scholarship to honor their friend, Scott King, who passed away too soon.

"Scott thoroughly enjoyed and thrived as an on-campus student at Drexel. He lived at TKE, and was an active member of the Powelton Village campus and Greek community. He always attributed his quick rise to partner at Touche Ross (now Deloitte), and later position as a partner at Ernst & Young, to his co-op experience and business education at Drexel," Wescoat says. "Establishing this scholarship to benefit young students seemed a fitting way to honor Scott and his affection for Drexel."

"It's also a way for like-minded friends of Scott, including Steve Stephano and others, to do something meaningful for future Drexel LeBow students in Scott's name," he adds.

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CONTENTS

3

Editor's Note

4

Dean's Word

6

StreetBuzz

LeBow adds Faculty Hall of Fame; London calls co-ops; prof wins Fulbright; PhD grad lands in Ivy League; and more.



28

Ideas

LeBow researchers investigate: how executive misbehavior affects stock prices; the efficacy of the New Markets Tax Credits program; whether people

prefer ads touting average-sized models; the perception of humanized brands when prices go up. Also, Stan Silverman MBA



'74 outlines the elements of effective leadership.

40

U-Turn

We turn the clock back to 1965: Matheson Hall's dedication.

SPORs Soak Up Sun

A year and change after a successful Kickstarter campaign, SPOR Chargers come to life.

24



LeBow students Meghan Regan and Kelsey Goslin are the first two managers of Saxbys' first ever student-run café.

12 Co-op, Caffeinated



Marc Vetri's Eatiquette program is serving up real food, family style, to some lucky Philadelphia schoolchildren.

18 A Fresh Perspective on School Lunch



36



Crew Girl

Athlete Paige Propp chose Drexel for co-op and crew.

34

Luna Café

LeBow MBA alumna Sarah Levine opened a cozy BYOB in Old City.



38

Uber for Tutors



Robyn Freedman '14 discusses expansion plans for tutoring app StudyTree, which won accolades at Microsoft's Imagine Cup.

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No More Junk for Lunch

During my years in elementary, middle and high school, I usually bought lunch in my school's cafeteria. Here's what I remember about it: molded turquoise trays and small cartons of chocolate milk. What was actually served for lunch? I can't recall.

Perhaps my memory is a bit faulty, but more likely, the food was completely unmemorable – perhaps uninspiring fare such as frozen pizza and molded chicken nuggets.

Two decades later, not much has changed for most schoolchildren. But for a few lucky students who attend local schools and summer camps that participate in the Vetri Foundation's Eatiquette program (story on page 19), menu items like chicken and apricot stir-fry and salads made with vegetables plucked from nearby urban gardens will surely make for more memorable, not to mention healthier, school lunches.

An opinion piece in the *New York Times* by investigative reporter Lucy Komisar spells out the main problems with the school lunch industry. She writes that "An increasingly cozy alliance between companies that manufacture processed foods and companies that serve the meals is making students — a captive market — fat and sick while pulling in hundreds of millions of dollars in profits."

In sum, Komisar says that schools take the foods they receive through the National School Lunch Program, which provides them with surplus farm commodities, and pays corporations to process those foods. For example: "The schools in San Bernardino, Calif., spend \$14.75 to make french fries out of \$5.95 worth of potatoes."

According to the findings of a 2008 Robert Wood Johnson Foundation research study that she cites, by the time these healthier commodities are processed and

land on students' lunch trays, "they have about the same nutritional value as junk foods."

Komisar surmises that schools serve so much processed food because they "don't want the trouble of overseeing real kitchens... and management companies are saving money by not having to pay skilled kitchen workers."

With trained kitchen staff and freshly prepared ingredients, Eatiquette may sound like an expensive program. But the foundation trains existing school food workers in the preparation of healthier lunches, and the program works with schools to help keep the meal prices on par with the National School Lunch Program's reimbursement per student: \$2.93 for free lunches, \$2.53 for reduced-price lunches, and \$.28 for paid lunches, says Vetri Foundation Director Jennifer Wheeler.

Eatiquette, which also integrates water glasses, round tables and real cutlery into the lunchtime experience, demonstrates that our society is missing a great opportunity to provide students with

a valuable experiential

education in nutrition (and etiquette) and expand their culinary horizons during these formative years.

Perhaps a bit more in-depth preparation is required to make these

healthier, from-scratch meals, but surely it makes food service workers' jobs more rewarding.

And most importantly, isn't the health of our children worth it?



LISA LITZINGER-DRAYTON



Living in the Shadow of Two High Achievers

If I were to compare the collegiate achievements of many Drexel LeBow students to my own, I would be left with a genuine sense of personal underachievement. Here are two great examples.

When I first met Weilei Yu three years ago, I was immediately intrigued. He told me he was born in China but grew up in Milan, Italy, where his family had moved when he was 5. Speaking fluent Italian and resplendent in his designer eyewear, my interest was piqued even more when he began to tell me about what he had been up to during the last six years. After spending a year of high school in Maine with his "American family," he wanted to challenge himself beyond school. When considering his options, he kept coming back to one idea: Clothes were very inexpensive to make in China, but very expensive to buy in Milan.

He saw this as an opportunity and opened an online wedding gown store. He sourced tailors in China who would make the dresses to order, and rather than hang a shingle on a storefront, he created a website and opened Spousae (www.spousae.com). By the time he arrived at Drexel, his business was thriving. During his first year, he spent a considerable amount of time working with his brother, who was in Milan, on building the business — from his dorm room. He was doing this despite the fact that he was enrolled in our Business and Engineering program, which has a very challenging curriculum.

Since our first meeting, Weilei has completed three co-ops, opened his first storefront, expanded his product line to men's wedding apparel and relocated to

a larger store. When I asked him what he learned from his first co-op, he quickly said: "How not to treat my employees." He recently completed his last co-op at Goldman Sachs in San Francisco, which he really enjoyed, and is back at Drexel completing his last four quarters before graduating.

Dan Salzner was born in Washington, D.C., to parents who were from Austria (his dad) and the Philippines (his mom). His first few years were spent on a farm in Austria, and then the family moved to Vienna — which he calls "the most beautiful city in the world." The family relocated again, this time to Napa Valley, Calif., when Dan's father was offered a position at the winery Castelo di Amorosa.

Dan completed his first year at LeBow and is now working at his first co-op job in London with InvestUK, a firm that focuses on financial consulting and asset management. He loves his life in London, and is looking forward to seeing even more of the world soon. He will study abroad at the Hong Kong University of Science and Technology during fall term.

I plan to introduce these high-achieving students to each other when they are both on campus in the winter quarter. I'm sure they will have much to talk about and learn from each other, as they share experiences that have spanned two decades and multiple continents. I only wish it would be possible for them to go back in time to meet me when I was their age. I could have learned a lot from these two incredible young people, who have been brought together by a University with a global vision and a work ethic second to none.



Frank Linnehan

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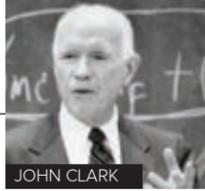


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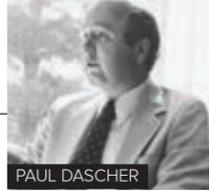
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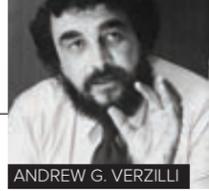
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LeBow Inducts Four Into New Faculty Hall of Fame

Drexel LeBow has welcomed the first four honorees to be inducted into our new Faculty Hall of Fame: Helen Bertas, JD, Esq. '42; Andy Verzilli, PhD; John Clark, PhD; and Paul Dascher, PhD. A committee of senior faculty members comprised of Rolph Anderson, PhD; Anthony Curatola, PhD; Richard Freedman JD; and Mike Gombola, PhD, choose these honorees and presented the awards at a recent ceremony.

Freedman, a 1972 Drexel alum, actually took a class with Helen Bertas, who made such an impression upon him that he decided to follow a similar career path. He says that, as a teacher, she "was tough, but in a good way. We learned so much."

Bertas began her career working as a law clerk in the 1960s and then decided to attend law school. In addition to teaching in Drexel's business law department (now called legal studies), she was an early female admit to the Philadelphia Bar Association and a respected immigration lawyer for more than 30 years, Freedman says. She retired in the early 1990s.

"She was my mentor when I first started teaching at Drexel in 1975; I followed her lead. She taught me how to teach. She was an excellent professor, and there's no one more deserving of LeBow's Faculty Hall of Fame award," Freedman says.

Anderson presented the award to Andrew Verzilli, who taught in the economics department at Drexel from 1966 to 1993. "Andy was a dedicated, multi-talented, highly creative teacher/scholar who truly loved teaching and was continually seeking ways to improve teaching and learning at all levels, from elementary school to graduate school," Anderson says. "On cold winter nights, he would distribute food and blankets to homeless people. His concern and caring for the less fortunate made many of us regard him as an unassuming saint in our midst."

Gombola presented the award to John Clark, who he says was "responsible for initiating the doctoral program and an advocate for graduate education in general." He says Clark was also a "prolific author of books and journal articles across a variety of fields, not just limited to business, but also military history," and one of the greatest teachers Drexel has ever seen.

Curatola presented the award to Paul Dascher – the second PhD faculty member hired by Drexel's accounting department who later became dean of the Business College – a post he served in for 16 years. Curatola calls Dascher a "visionary." Alongside John Clark, Dascher introduced Drexel Business School's PhD program.

"And most impressively," Gombola says, as dean, "he saw the College get AACSB accreditation at all levels: BS, MBA/MS and PhD."

The Faculty Hall of Fame is located on the 7th floor of G-Hall.

IMAGES COURTESY OF DREXEL UNIVERSITY ARCHIVES



London Calling ... Co-ops

When Robert Reid saw a posting for an all-expenses-paid co-op with SEI in London, he knew he had to apply even though he didn't think his chances were very good. "I thought they'd pick a senior. I was just a sophomore applying for my first co-op."

But unlike most sophomores, Reid had professional experiences dating back to high school through a program that provided business education experiences for students at his school. Reid, a Drexel University Liberty Scholar who grew up in the Mayfair section of Northeast Philadelphia, began working part-time at GlaxoSmithKline when he was only 16.

Last summer, he learned that he landed the position and would be

leaving in mere weeks for his first-ever trip abroad. Upon arrival in London, he moved into the full-service flat SEI provided for him – just a block north of Hyde Park, and a 10-minute commute to the company's office on Bond Street via the Tube.

While at SEI's London office, he provided support to the UK private banking management team, in addition to completing a supplemental rotation program within the technology operations, asset and investment management units.

"Getting to do my first co-op working with SEI's management team in London has been an incredibly impactful experience for me," he says. "I've learned so much already from my co-op, and continue to gain new insights every day, because of everything I had exposure to."

He says that as a student on co-op abroad, it can be a bit challenging to go out and make friends: "I had to get creative." For example, he met a couple of people while attending an event at a local college.

One great thing about co-oping in the UK is that even as an intern you have a holiday entitlement. So he took several long weekends abroad – in Paris, Barcelona, Rome, Brussels and Bruges.

His end goal at graduation is to land an associate management consulting position, perhaps one that requires tech skills within finance. In the nearer future, he'd like to land a management consulting co-op. "I'm so appreciative of SEI's investment in me," Reid says. "I hope that more employers have a similar foresight in seeing the value of creating these international opportunities for Drexel students."

School of Econ's Weinberg Wins Best Paper Award

Matthew Weinberg, an assistant professor at LeBow's School of Economics, has won the Robert F. Lanzillotti Prize for best paper in antitrust economics presented at the International

Industrial Organization's Conference, held recently in Boston, Mass., for a working paper he is co-authoring titled "Mergers Facilitate Tacit Collusion: Empirical Evidence From the U.S. Brewing Industry."

Weinberg, along with co-author Nate Miller of Georgetown University, looked into changes in beer prices since the MillerCoors merger, and found that they went up across the board, not only among

MillerCoors' products, but also Anheuser-Busch/InBev (ABI) products.

"When we attempted to apply economic theory to explain the price change, we find that a model with collusion between

the combined Miller/Coors and ABI, their closest remaining competitor, best explained the price movements in the data." Weinberg says this research is important because our understanding of how mergers change competition is imperfect, and that it provides evidence that mergers can raise prices beyond what standard models predict.

The International Industrial Organization's Conference is an annual conference that will be held at Drexel University in 2016.



MATTHEW WEINBERG, PHD
ASSISTANT PROFESSOR
BUSINESS ANALYTICS,
ECONOMICS

Full-Time MBAs Earn Coveted C-Suite Co-ops

After rigorous academic study and a competitive application process, the full-time MBA cohort will soon be off to spend their summer completing a C-Suite Co-op, internship or international residency. A few of them recently gathered to share their placements, proudly holding signs displaying the logos of their new employers – corporations from across the region and nation. Their excitement is well earned, as the opportunity to gain hands-on work experience at the C-Suite level comes after nine months of rigorous academic study and a competitive application process.

As the only program of its kind in the nation, landing a C-Suite Co-op is a significant achievement for these students. Steph Johnson, LeBow's assistant director of MBA Career Services, says she was impressed with the way the 2015 group performed. "This close-knit cohort, with diverse backgrounds, was highly engaged, focused and well-prepared throughout the entire C-Suite selection process."

Emily Riggins, who accepted an offer at Agile Therapeutics, credits the program's hands-on approach for helping her pre-

pare. "The application process was structured and rigorous, but the Career Services team walked us through every step," she explains. "They organized resume and cover letter reviews and mock interviews."

Even as the students celebrate their placements, they're preparing for the challenges ahead in their co-op positions. Lenny Comma '92, chairman and CEO of Jack in the Box (a C-Suite Co-op corporate partner) explains the expectations that come with the coveted placements: "In the C-Suite program, the organization expects a higher level of thinking from the student, and I think the student expects a greater challenge to be presented to them."

After hiring a C-Suite Co-op last year, Comma was impressed with the career-readiness of Drexel LeBow MBAs. "The students are very capable and very prepared. Our organization feels that Drexel students in this program are going to contribute right off the bat."

The 2015 cohort will spend the summer immersed in the required experiential component of the 15-month program. While the majority will be in C-Suite Co-ops at companies including Agile Therapeutics, Cisco, SAP and ARI, there will also be three in traditional internships and three more going abroad for international residencies.



...Moving innovations from conception to the commercialization stage has been recognized as a key engine of economic growth in both emerging economies and developed ones.

Associate Dean Wins Fulbright

LeBow's Associate Dean for Research, VK Narayanan, PhD, has been awarded a Fulbright Scholar grant to fund a research sabbatical in India, where he will broaden his research on innovation to include emerging economies.

Narayanan will split his time in India between Ahmedabad and Bangalore, collaborating with faculty members in Indian Institute of Management locations in both cities. He plans to develop a comparative analysis of incubators and science/technology parks — property-based organizations with identifiable administrative centers designed to foster entrepreneurship.

Some of the questions his research will attempt to answer include: How are these incubators and science/technology parks financed and organized? What activities do they perform? How do they protect in-

tellectual property? What do they contribute to entrepreneurship and regional economic development?

"These are questions not merely relevant to economic policy; they are central to scholarship in the field of management of innovation," Narayanan says. "Empirical research on incubators and science/technology parks is in its infancy. And it's important, because moving innovations from conception to the commercialization stage has been recognized as a key engine of economic growth in both emerging economies and developed ones."

He has obtained two grants from Fulbright previously. In 1997, he received the Fulbright-FLAD Cahir in Management of Technology to research university internship programs at the University of Aveiro in Portugal. In 2004, while at Drexel, he obtained the Fulbright Alumni grant to work with his colleague in Portugal, delivering a knowledge management course in a global classroom format.

Narayanan is planning a sabbatical for this project from January through June 2016.

PHOTO BY SHEA ROGGIO



Students and Alumni Paint the Town Together

NATALIE SHAAK

For LeBow College alums, giving back through hands-on service is not just something they do during their college years.

On March 28, the College hosted its inaugural LeBow Volunteer Day at the Paul Robeson High School for Human Services, located at 40th and Ludlow streets in West Philadelphia. Current students, alumni and professional staff joined members of the school community to liven up the building's auditorium and hallways with a fresh coat of paint.

For Patrick Conner, Esq., '92, and his wife Dawn '92, participating in this type of activity is different than other alumni and networking events they attend at the College.

"It was our chance to reach out and give back to the school, the city and the neighborhood that embraced us when we were students," says Conner. "It was great to work alongside the school's principal and students, who will hopefully be future Drexel students."

The Connors also brought their son, Liam, 11, with them for the day, which included lunch at City Tap House after the painting projects were complete.

"It was important for me to teach my son that it's our job in life to give back to the community and not just take from it."



PHOTOS BY ANTHONY WHITE



Rajneesh Suri Wins Outstanding Marketing Teacher Award

Drexel LeBow marketing professor Rajneesh Suri received the Academy of Marketing Science's 2015 Lamb-Hair-McDaniel Outstanding Marketing Teacher Award at the Academy of Marketing Science's annual conference in Denver, Colo. Professor Suri gave a presentation at the conference that detailed his teaching philosophy. "I feel honored to receive this award," says Suri. "It gives me the ability to share classroom innovations and the application of technology and scientific tools used in my classroom with colleagues in a national forum. It demonstrates the cutting-edge technology incorporated in the brand new building at LeBow College of Business and highlights the encouragement provided by the university in developing collaboration between disciplines."

Professor Suri, alongside two fellow 2015 awardees, will serve as a member of the 2016 Selection Committee.

Accounting PhD Joins Ivy League

New PhD in accounting alumnus Michael Paz recently accepted a tenure-track position at Cornell University, where he will teach within the School of Hospitality Management.

His specific area of research interest is managerial accounting, including work on performance feedback, incentives and cost management. He hasn't gotten his teaching assignment yet, but expects to be teaching introductory and upper-level courses in managerial accounting.



"I'm excited about a number of things. The department provides a great deal of research support, including access to proprietary data sources, which will be extremely helpful in achieving my research goals. The colleagues that I've met so far have also been very welcoming."



WUJU: Hot Sauce With a Sweet Side

Hot sauce is a culinary jack-of-all-trades. Brands may vary, but each offers an inexpensive way to add spice to any dish and make a bland meal much more interesting. But Lawrence Wu '14 noticed that despite the many brands and varieties available, the

ingredients and subsequent flavor of most hot sauces followed the same script – a simple blend of water, vinegar and peppers.

The lack of variety in the market looked like an opportunity to the recent graduate, who had studied marketing and entrepreneurship at Drexel LeBow. After some trial-and-error tinkering in the kitchen, he developed the recipe for WUJU Hot Sauce with wholesome ingredients rarely found in supermarket sauces, such as agave nectar and mango. "WUJU offers a different consistency, look, taste and smell. It has a blend of heat and sweet that's unique," says Wu.

Prior to developing WUJU, Lawrence had been working at a corporate marketing job. He says it

The lack of variety in the market looked like an opportunity to the recent graduate, who had studied marketing and entrepreneurship.

was an excellent learning experience, but ultimately he wasn't happy. He had learned from his parents, both restaurateurs, that owning your own business was stressful yet gratifying.



With confidence in his recipes and positive feedback from a free giveaway organized through Reddit, Lawrence simultaneously quit his job and launched a Kickstarter to fund the launch of WUJU Hot Sauce. The campaign quickly proved successful, as WUJU met its goal in August, long before the Sept. 14 deadline. The next steps for Lawrence include working with his manufacturer in Lancaster, Pa., to fill all the orders that came in through Kickstarter and securing a space for WUJU on the shelves of specialty stores and gourmet shops in Philadelphia and New Jersey. In the near future, he plans to offer his sauces for direct order through www.wujuhotsauce.com.



Double Shot of Co-op

JONATHAN HARTLEY

Two LeBow Students Launch Saxbys' New Store

PHOTOGRAPHY BY BEN WELDON



“They needed someone **O.D.D.**, but with a heavy emphasis on the **‘O’ for outgoing.**”

The Saxbys at the corner of 34th and Lancaster on Drexel’s campus is odd – or, more accurately, O.D.D. It’s odd in that it’s a unique partnership between the steadily growing coffee chain and Drexel University, making it the only coffee shop of its kind in Philadelphia. It’s also run and staffed entirely by Drexel students on co-op, another first for Saxbys. But O.D.D. runs deeper than the distinct business partnership and exclusive co-op staffing: it’s a philosophy at the core of Saxbys’ efforts to attract and hire people with the personality traits they want on their teams – outgoing, disciplined and detail oriented.



TOP LEFT: MEGHAN REGAN WAS THE FIRST CO-OP MANAGER OF SAXBYS DREXEL.

The hiring philosophy, which is repeated like a mantra by everyone from corporate employees to managers and baristas, is by all accounts embodied by the two LeBow undergraduates chosen to guide the café into and through its grand opening. Meghan Regan, a pre-junior marketing major, was the first co-op hired for the new café and tasked with launching the new venture, and sophomore marketing major Kelsey Goslin would later be hired to be the manager for the grand opening and beyond.

The process of screening applicants and ultimately hiring the right leaders for the new café was a top priority for Saxbys CEO Nick Bayer. “We knew students would love the product and the café, but we needed the right people right out of the gates. We had to set the tone the right way. We had really high expectations,” Bayer says.

To hear Bayer tell it, identifying the right personalities would be the deciding factor in the success or failure of a totally unique concept that came about after a series of conversations with Drexel President John Fry. After agreeing to explore the idea of a completely student-run café, Bayer walked Drexel’s campus many times over to identify the ideal piece of real estate. He found what he was looking for at the base of a nondescript campus residential building at 65 North 34th Street – a space on a well-trafficked corner that would position the new Saxbys at a crossroads between the residential section of campus to the north and the predominantly academic area to the south.

The space, formerly two ground floor student apartments, was exactly what Bayer had envisioned. He had known, since the earliest conceptions of a student-run Saxbys, that it shouldn’t be “tucked away on the fourth floor of an academic building.” That the chosen location featured a previously unused lawn space that could be turned into a sizable outdoor patio only made it more compelling. Renovations began quickly, though Bayer made the decision to keep the plans quiet until all of the pieces were in place. Hiring the first co-op manager was at the top of his list.

A co-op job was listed with the somewhat uninformative title of “café opening position.” Details were kept to a minimum with the goal of maintaining

the new café’s secrecy, but it also provided some unintended benefits. Bayer explains, “no one knew what (the job) was because we hadn’t announced yet. So it was a truly entrepreneurial and risk-taking group that applied to it.”

The criteria for the first co-op hire, though somewhat vague on paper, were well defined for Saxbys’ hiring team. They needed someone O.D.D., but with a heavy emphasis on the “O” for outgoing. “The personality we wanted was sort of a larger than life ... really a central figure on campus. Someone that loved Drexel and the greater Drexel community,” Bayer says.

After several interviews, it didn’t take long to realize Meghan was the ideal candidate to be at the helm of the new café. Her intelligence and excitement about the project were immediately apparent to Bayer.

For Meghan, what was described to her as a pivotal role in not only opening a café, but pioneering a first-of-its-kind partnership between a coffee chain and university, seemed too good to be true. But when she was called in for a second interview with the CEO of the company, it all felt a little more real. The interview lasted two hours, with Bayer explaining that she was being hired for a role with significant authority and the pressure of executing a plan that was already two years in the making.

From her first day on the job, Meghan was plunged into intensive training, learning the coffee business and taking on ever-increasing levels of authority and responsibility. With the opening of Saxbys Drexel still months away, she rotated between cafés in the Philadelphia area, including a trial run at opening a new location as she helped train the team at the newly minted Saxbys in Peddler’s Village in New Hope, Pa.

From there she moved to the café on the University of Pennsylvania’s campus with full-time managerial responsibilities. She says she quickly learned that confidence was the key to managing team members who were often close to twice her age. “When I told people I was only 20 years old, their jaws would drop to the floor,” she says. But with little room for wavering, she gained self-assurance quickly. “When I walked into that café, I snapped into it,” she says. “When I’m working, it’s straight business.”



After learning to manage a staff with the inevitable scheduling difficulties and personality differences, Meghan's role finally shifted to a full focus on preparing for the eventual grand opening of Saxbys Drexel. The shift brought another challenge; Meghan had gotten comfortable managing employees who were older, but now she would be interviewing, hiring and managing her Drexel peers.

With word about the new café opening now quickly spreading around campus, more than 70 Drexel students applied for roughly 20 open co-op positions. Meghan, having earned the confidence of Bayer and Saxbys' hiring team, was given latitude to interview and evaluate many of the applicants on her own. Many were either friends or acquaintances, adding a further layer of complexity. But with the O.D.D. criteria as her guide, Meghan tapped into her newly discovered confidence and made hard staffing decisions.

After choosing the first round of co-op employees, she faced a challenge completely unique to her task, and one that will likely haunt every subsequent Saxbys Drexel manager: scheduling busy Drexel students whose calendars revolve around the quarter system. Where most cafés utilize eight-hour shifts, perennially busy Drexel students can rarely work more than four, creating a jigsaw puzzle of staffing issues.

Understanding and living the uniquely hectic schedule of Drexel students proved to be an invaluable asset. "Drexel is different than any other University as far as timing," she says. "And the student body is different, but I know my school."

With the virtual Rubik's Cube-level task of staffing the café complete, the only complication left was that the founding manager's co-op was ending before the first coffee would be served. Meghan had to step aside, but she never really considered leaving Saxbys before the big day. "It was my baby. I didn't want to give it up," she says. So she decided to stay on as a barista when the new co-op manager took over.

At Saxbys' corporate headquarters in Center City, interviews were ongoing for a new manager. Bayer acknowledges that the timing of the changeover didn't initially seem ideal, but he says, "We saw the opportunity to have one co-op's strengths be complementary to the other." They decided to find someone whose primary strengths were being disciplined and detail oriented, the latter two characteristics of O.D.D.

Kelsey was entering her second co-op with the goal of taking on more responsibility than she had in her first. Her drive made her an immediate standout in interviews and Bayer noted that her interest in social entrepreneurship dovetailed perfectly with Saxbys' founding mission to "make life better."

Kelsey's co-op began shortly before the scheduled April 13 ribbon cutting. With little time and no prior experience in food service, she underwent a whirlwind of training both as a barista and a manager. The job never slowed down, as the café has proven to be a hit with students.

The buzz about the new coffee option on campus made for a few hectic months, but Kelsey had learned on her prior co-op that sitting at a desk all day just didn't fit her personality. She needed to be engaged, working and busy at all times, and leading the new café on campus offered just that. Even days off tend to look suspiciously like work as a "quick visit" to the café often ends with

her behind the counter serving drinks.

Her work ethic in the face of so much pressure has impressed Saxbys VP of Sales and Marketing Justin Pizzi, MBA '11. She's been given full responsibility to "run a big business from top to bottom. We don't expect any less from Kelsey than we do from our other corporate café managers," Pizzi says.

For Kelsey, being in such a central role has been transformative. She had some initial fears that earning respect from friends and peers would be difficult, but her confidence grew quickly. It was immediately apparent that she wasn't an anonymous component of a bigger machine. She had monthly meetings with Bayer where he sought her advice on what was working and what could be improved at Saxbys Drexel.

Like Meghan, Kelsey feels too invested to leave when her co-op ends. Her enthusiasm for the café is palpable, and judging by customers' reactions in person and on social media, it's spreading.

In Saxbys' corporate lingo, customers are "guests" and the aim is to make their lives a little better each time they visit. The guest experience that Meghan and Kelsey helped build into the culture at Saxbys Drexel may have gotten its ultimate endorsement from a note recently left at the counter by a customer. It read, "Thank you for making my day better. You guys are awesome ... keep up the spirit." **market.**

ABOVE: CO-OP MANAGER KELSEY GOSLIN OPERATES THE CAFÉ'S ESPRESSO MACHINE. BELOW: SAXBYS' DREXEL CO-OPS IN A TEAM MEETING.





PHOTOGRAPHY COURTESY OF THE VETRI FOUNDATION

Alumnus Marc Vetri's Foundation is turning mealtimes into enriching educational experiences.

FRESH PERSPECTIVE ON SCHOOL LUNCH



PHOTO BY ANDY KAHL

BY NICK DIULIO

It's early May on West Clearfield Street in North Philadelphia, bright and crisp with an occasional breeze rustling the freshly greened trees and grasses outside St. James Middle School. Class periods are shifting and the sound of children shuffling between rooms and along campus sidewalks mingles with the wind. But move through this scene of seasonal awakening, walk through the front door of the 160-year-old church, and follow the muffled sound of jubilant music coming from the basement kitchen down below. It's there that you'll find an entirely different transformation taking place — one school lunch at a time.

Standing in the center of a modest kitchen outfitted with gleaming industrial cooking appliances, chef Deborah Anthony is hard at work methodically wrapping whole-wheat tortillas around an enticing filling of sweet potatoes, cumin, jack cheese and fresh red beans that have just been sautéed in onions and chipotle peppers. Anthony has to make 95 burritos before lunch begins in less than an hour. Stevie Wonder comes from a small speaker somewhere in a corner, adding an air of celebration to the task.

"You should have seen this place a year ago," says Anthony, gesturing to her domain while smiling at her chef's table and its bounty of glistening beans resting in a large metal bowl. "It was a hole. A dungeon. When I saw it I thought, 'Oh my god, what did I do?'"

Last summer Anthony didn't know what was in store for her future. She was 55 and had been working as a cook at Philadelphia's Girard College for nearly two decades. But she had grown a little restless of the routine. Something had to change.

"I needed to move on and try something new, but I was a little scared because I didn't know what that was," says Anthony, recalling how she even briefly flirted with the idea of moving to London with a friend in order to open a chain of beauty salons. "But then I found out St. James needed a chef, so I decided to go out on a limb and try this. And you know what? It's the best move I ever made."

And that's because this wasn't just your run of the mill cafeteria gig. This was Eatiquette, a transformative school lunch initiative co-founded three years ago by famed Philadelphia chef and restaurateur Marc Vetri, a 1990 Drexel LeBow alumnus.

The program stemmed from a fairly obvious and dire imperative: School children needed more from their daily lunches than overly processed, frozen meals warmed in a veritable microwave and served in an impersonal assembly line. To that end, Eatiquette sought to replace this approach with fresh, from-scratch meals comprising fruits, vegetables and quality meats prepared by skilled chefs like Anthony. Food is served family-style at round tables brimming with conversation and community. It's healthy, holistic and nutritious. And it's not only nourishing students' bodies but also opening their minds to an awareness of food that they weren't getting anywhere else.

To some the idea might sound simple, even a little obvious. But administrators, teachers and parents alike have hailed the application (and results) of Eatiquette as radically transformative.

"For me, this has been one of my top priorities. A huge need for us," says St. James principal Laura Hoffman-Dimery whose Episcopal middle school serves the challenged Allegheny West section of North Philadelphia and became the 11th Philadelphia school to adopt Vetri's delightfully radical approach to lunchtime in the summer of 2014. "You hear about how a good diet can help kids with things like energy levels and attentiveness in the afternoon. And I'll tell you, this has made a huge difference. You can see it in everything from the kids' attention levels to the fact they no longer have that afternoon, post-lunch crash. It's amazing. Life changing, really."

Make no mistake — Marc Vetri didn't have to do this.

As the overseer of a restaurant empire that includes his namesake restaurant Vetri, Osteria, Amis and Alla Spina, the venerated Philadelphia native and James Beard Foundation honoree is one of the most successful chefs in the country. His name is synonymous with authentic fine dining and his culinary devotees are ubiquitous from coast to coast. So why go to the trouble of trying to radically transform the way children eat in school?

"That's what everyone asks themselves, isn't it? Who are you? What do you want with your life? Do you have a need to do something important or not? I don't know why, but this all just kind of made sense to me," says Vetri. "It's not enough to just run

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**IT
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AND HE'D
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BEFORE.**

some restaurants and simply get on with life. For me, it was necessary to do this."

That necessity was born from a specific experience he had back in 2009, when a friend named Michael Rouse asked Vetri for advice on how to feed the children attending Rouse's annual nonprofit after-school mentorship program called Dream Camp, which is aimed at low-income children and runs for five weeks in July on Girard College's campus.

The timing was perfect. Just one year prior, Vetri and business partner Jeff Benjamin had launched the nonprofit Vetri Foundation for Children. The foundation began as a way to help support Alex's Lemonade Stand, a charity that supports children's cancer research, but Vetri was looking to expand its reach and influence to help children understand the relationship between good food and a healthy lifestyle.

"We're starting to see the results of poor eating habits and what comes from not understanding food," says Vetri. "And the amazing thing is you can learn everything through food. You can learn history. You can learn math. You can learn



AN EATIQUETTE
TABLE CAPTAIN
SERVES HER
PEERS.

science. You can learn culture. You can learn etiquette. You can engage in social studies. It's limitless, really. So our thinking was, 'Hey, let's invest in our youth and let everyone have a fair shake.'

Dream Camp was an ideal breeding ground for the eventual far-reaching scope of this ambition. Rather than simply advise Rouse on how to cook for the children, Vetri — along with partner/chef Jeff Michaud — decided to volunteer his time and actually prepare the meals himself.

That summer the camp's culinary atmosphere was instantly transformed and reinvigorated. Frozen, overly processed menu items were replaced with from-scratch delights that included things like vibrant salads, roasted chicken, sautéed shrimp and berries in cream. This might sound expensive, but Jennifer Wheeler, director of programs for the Vetri Foundation, explained that the National School Lunch Program, through the Pennsylvania Department of Education, provides schools with a reimbursement for each student eating a government-compliant meal. "This is how most schools pay for their food service," she says. "There

are various standards that need to be met daily and weekly for breakfast, lunch or snack. We work within the parameters of the National School Lunch program — similar to a food service management company — to keep the meal prices on par with the reimbursement per each student per each school."

The food itself was just one step in the camp's gastronomic evolution. Vetri also decided to drastically alter the way lunch is served and how it is consumed.

Militaristic lunch lines and random, free-for-all seating were replaced by round tables, assigned seats and family-style dining — the tables, chairs and smallwares all donated by the foundation. What's more, one camper from each table was chosen each day to serve as "table captain." Donning a white chef's coat, each table captain arranged the place settings, filled the water glasses and collected the day's food from the kitchen to serve it to his or her gathered peers. And just before the eating commenced, the day's chef — typically Vetri or Michaud — would come out and excitedly explain to the children what was on their plates.

"We wanted the kids to be doing more than just eating lunch. We wanted them to be dining," recalls Vetri. "There's a lot to this approach that's important. It's almost like an honor to be a table captain, to get to wear the white chef's coat, to get to set the table up. It's a neat thing the kids take pride in. And I think it breeds a level of respect, because everything is already set, the chef walks out and announces what you're eating. And then you eat. You interact. You share. It's how you are supposed to eat at your family table. How can there not be life lessons there?"

After Dream Camp wrapped up that summer, Vetri and his partners realized they had their template for an impending lunchtime revolution, and it's this model that currently serves as the foundation of every school currently enrolled in Eatiquette.

"Once we started really looking into school lunches, we were disgusted with people's perception of it," says Vetri. "No one was making any effort to make a healthier lunch. The kids are not being nourished. They're not being taught about food. There's less and less effort and money heading into the federal school lunch program. And it's

almost like our children are just a second thought. And it's obviously led to serious health issues. So once we started peeling back the layers, we came to realize that we had to start doing our part to change things."

Vetri's passion for the entire eating experience has its roots in his Philadelphia childhood, where family meals played an integral role in understanding the importance of community, conversation and culinary diversity.

"I had a childhood where I was lucky enough to be surrounded by many different cultures," says Vetri. "Whether it was food inspired by my father's side from Italy or my mother's Jewish traditions. And we ate together. We had big Sunday dinners with gravy and macaroni. And we always came together around the kitchen table. Those times were really important on so many levels."

Looking back on his family's deep appreciation for food and mealtime, it now seems inevitable that Vetri would go on to make his mark on America's

culinary landscape. But owning a cadre of celebrated restaurants wasn't always the plan.

After receiving a bachelor's degree in marketing and finance from LeBow in 1990, Vetri moved out to Los Angeles to study music, all the while working as a cook at various restaurants in the city, including a life-changing stint at Wolfgang Puck's then-newly minted Granita in Malibu.

"I assume everyone has these moments," Vetri wrote in a 2013 Huffington Post article about his time working for Puck. "They are little moments throughout your life that change you. They are the moments that define you. If you connect them, they seem like your DNA, or the woven fabric of your life. I have had many of them, however, none seemingly as important as this one. It was that very day that I thought to myself: 'Maybe I can do this thing.'"

By the time he was 25, Vetri decided his future was in food, not music. He had an opportunity to travel to Italy and he took it. There, half a world away, Vetri was truly awakened to his talents as a chef and the myriad possibilities inherent in his passion for cuisine. A few years later Vetri decided it was time to open his own restaurant, and in 1998 he returned to his home city and christened the eatery that now bears his name.

And while he attributes so much of his success to these formative restaurant experiences, he also acknowledges the same for his time at Drexel, where he often gives lectures and serves as an adjunct faculty member.

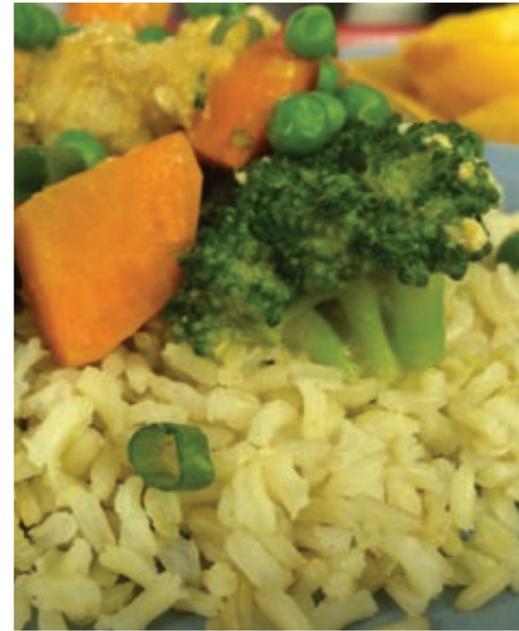
"Obviously, marketing and finance helps in everything," says Vetri. "Yes, I'm a chef, but owning a restaurant, you have to know marketing, you have to know finance. So it's not one of those things where you can say, 'Oh, well, he didn't use his degree.' Of course I did! It's been invaluable. I think the whole culture of college life helps make you into a more rounded individual."

To ask those who know him well, one comes away with a portrait of a man who is, indeed, rounded.

"Marc is one of the most genuine people I know," says Vetri Foundation director Kelly Herrenkohl. "He's honest, and he lives what he thinks is important.



BEFORE EVERY MEAL, THE CHEF ANNOUNCES THE MENU FOR THE DAY, INGREDIENTS USED AND PREPARATION METHODS.



And when Marc comes to you and says, 'Let's change the world,' he actually means it. He has big visions, and to feel like he has some type of platform in Philadelphia to influence the lives of more than 4,500 kids we serve each week with quality food — that's really important to him. There are a thousand different things this city needs, and his thing is food. That's what he's best at. And he feels like if he can make a difference with what he does best, well, why not?"

To be sure, the difference Vetri has been trying to impart on his city — and, hopefully, the country — is no small feat. According to Herrenkohl, students from low-income neighborhoods get about 50 percent of their calories from what they eat in school. What's more, 65 percent of Philadelphia's schools don't even have kitchens that are equipped to cook nutritionally sound meals. Instead they have warming ovens that can do little

more than heat pre-packaged meals. The landscape is, in a word, grim. But, says Vetri, it doesn't have to be.

In addition to Eatiquette, the Vetri Foundation has also drummed up several other food-related initiatives, including My Daughter's Kitchen, which teaches kids how to cook affordable, healthy meals from scratch, and Building 21, a weekly culinary class taught by Vetri that aims to educate high school students on everything from the importance of local farming to myriad general kitchen skills.

"Right now, folks who live in certain areas of this city don't have access to fresh vegetables or quality meats. They have access to the food from corner stores filled with potato chips and sodas loaded with sugar. How will they learn about anything else? They're not getting an education from their lunches. They're not finding it in their neighborhoods. It's less expensive to go buy a bag of Doritos and a soda than it is to buy

OWNING A RESTAURANT, YOU HAVE TO KNOW MARKETING, YOU HAVE TO KNOW FINANCE.

So it's not one of those things where you can say, 'Oh, well, he didn't use his degree.' Of course I did! It's been invaluable.

an apple and a bottle of water. So why would you even think about eating healthier? Add to it that you don't even know that the latter one is healthier and you're really in trouble. So it's all about food education, eating right and an overall pursuit of knowledge."

Back at St. James, lunch is ready to be served. With the students quietly sitting at their respective tables, Anthony emerges from the kitchen and announces the afternoon's menu with the gleeful glint of one who comes bearing gifts. When she's finished, the students pause for prayer before the table captains commence with serving, a look of pride stretched across each of their faces.

Even though she's watched this scene unfold countless times, Herrenkohl delights in seeing the children take joy in a lunch they would otherwise be denied.

"It's really amazing when you see kids trying fruits or vegetables that they may have never even seen before and realizing they are delicious," says Herrenkohl. "A couple of years ago I had a student ask me about this 'orange stuff' we were serving. It was cantaloupe, and he'd never had it before. He loved it. This is all really pretty incredible."

Much work remains for Vetri and his namesake foundation. Next year he hopes to add at least two or three more schools to the roster of Eatiquette participants with the hopes that the work being done in Philadelphia will continue to spread across the country.

"It's not so much an investment in this city as it is an investment in our youth," says Vetri. "What I hope is that we cannot only change the way people think about school lunch, but also fundamentally change the landscape of how our children eat." **market.**



Here Come

The SPORs

LISA LITZINGER-DRAYTON

A year after the successful funding of its Kickstarter campaign, SPOR's chargers are soaking up sunlight and turning it into clean energy that fuels some of our most precious material assets — our mobile devices.

SPOR has shipped thousands of chargers to consumers all over the world — including 150 special-edition 3-D-printed chargers purchased by Drexel LeBow alumna Dana Dornsife and her husband David and donated to World Vision's water sanitation team in Ethiopia. These workers often lack access to reliable power sources, but can now utilize SPOR Charger's solar panel to keep their phones working.

After sourcing their components during two trips to China and finalizing their product via trial and error, the large World Vision order was the first fulfilled. "It was a crash-course in production. In 150 units alone, we dropped the assembly time from 12 minutes down to four," says SPOR CMO Mark Donohue '14, who was born and raised in London and came to Drexel on a soccer scholarship.

Next, SPOR got to work fulfilling 273 more orders for 3-D-printed chargers, followed by 2,104 orders for chargers that don't utilize 3-D-printed cases. This part of the process was local: SPOR sourced injection-molded cases from Echo Molding Inc. in New Jersey. It is now in the final stages of packing and mailing the last of its Kickstarter orders.

As envisioned, the SPOR team has been assembling the chargers in their home/workspace about 10 blocks west of Drexel's campus, with the help of some friends. David Hunt, the suave strategist behind the SPOR Kickstarter campaign, recently accepted a position at Drexel LeBow as the program manager for BRIDGE (which stands for Building Relationships In Diverse Group Experiences; learn more at www.lebow.drexel.edu/bridge). SPOR is now being run by co-founders Donohue and CEO Jason Browne '14, and CTO Adrian Delta, who is a recent electrical and computer engineering graduate from Worcester Polytechnic Institute. They also employ Drexel electrical and mechanical engineering majors as co-ops and various friends who volunteer their time to SPOR simply because they have an interest in the project.



PHOTOGRAPHY BY BEN WELDON

Their row home is filled with various SPOR charger guts, boxes and packaging materials. They hold "art parties" on Thursday nights, when artist friends stop by to paint whatever they feel inspired to on boxes that will soon ship with chargers inside.

While working to fill orders, SPOR has continued to innovate, add value and embody the brand promise to "achieve symbiosis between technology and nature." This approach is epitomized in the perfect protective packaging material for their chargers: It is made from fungal mycelium (essentially, mushroom materials), which acts like a glue when combined with agricultural waste. Best of all, this material biodegrades very quickly. Jason says it cost only slightly more than traditional packaging, typically made from virgin plastics — and staying true to the brand is worth the modest additional cost.

They also partnered with a Vermont startup called CB Sacks that upcycles burlap coffee bags from around the world into stylish carrying cases. Here, they saw another opportunity to add value and exemplify the brand at only a small additional cost. The cases are automatically included with each SPOR charger.

SPOR's use of 3-D printing means less plastic waste as well as the ability to make products more adaptable. It also paves the way for SPOR's open-source vision — the brand's key differentiator. Open source means that SPOR provides universal access to their product's design blueprint and distributes that blueprint via libraries for design such as YouImagine and Thingiverse. Proponents of open-source networks argue that the collaboration, transparency and rapid prototyping that occur within are proven catalysts for innovation.

"In terms of adaptability, I don't think there are competitors that compete with us on a direct level because they are not willing to open up their products like we are," says Jason. "We want people to adapt and



modify to their needs because that's part of our value-add. That's part of the idea of using 3-D printing."

In terms of modifying the flagship charger, Jason says adding little things like a carabiner or a suction cup are simple mechanical design changes that can make their product different, and perhaps more useful for certain people, without much extra work. Jason explains: "Whereas normally the process of making little changes like these in a large company would be a long-term project, we can do it immediately."

Their open-source approach also gives them an edge because it attracts very smart people who freely provide valuable ideas to their brand. "People who excel don't just look for a paycheck," Mark says. "They look for something that's going to challenge them. They look for something that wasn't there, that they can put a little bit of themselves into. ... At the end of the day we are just three or four minds behind this, so why not get feedback from the people who are actually using our stuff?"

The team envisions an offering in the near future where they would just sell the guts of a charger at a lower cost than an assembled one. The guts of a SPOR are made up of three individually sourced, hand-assembled components: a .4W solar panel, a 5200mAh Lithium Ion battery and a circuit board designed from scratch by their CTO, Adrian. The idea is that customers with access to a 3-D printer could download the case design from an open-source website, print their own shell and assemble their charger. "There are not too many products geared towards the revolution we see taking place in advanced manufacturing like 3-D printing," Jason says. "And that's what we're putting ourselves in a position to do. We're saying download our stuff. Change it. Mix it up."

Building a SPOR might sound like an intimidating project, but Mark and Jason insist that if they can gain an understanding of this technology and learn to build a solar charger, anyone can. They seek to demystify the technology — empowering not only their customers' devices but also the customers themselves.

"We aren't engineers; we both graduated in finance and entrepreneurship," Jason says. "If we can learn how to build this stuff, anyone can. We've taught 9-year-old kids how to solder



“At the end of the day we are just three or four minds behind this, so why not get feedback from the people who are actually using our stuff?”

and print. If you don't understand the world around you, you can become fearful and submit to it. And you can let the world convince you that you don't know anything."

One thing the SPOR team has figured out thus far is that although the small solar panel on the charger will passively keep devices powered up longer, those wanting

power in remote areas will need larger panels. They are currently developing a product that will give a boost to the product line by providing more surface area to absorb sunlight. They say this will be useful to customers who want to do things like go camping in remote places without losing access to their mobile technology.

In the long term, SPOR hopes to create large-scale solar powering products that will power bigger electronic devices

— “everything up to Elon Musk's Tesla Powerwall,” says Mark — via new, more powerful USB technology. Currently, bringing solar technology into a home is an expensive project that entails high startup costs due to connecting the solar panels to the electric grid. There's no other way to feed that energy into a home — but with these improving USB technologies, there soon will be.

Musk, one of the world's foremost green innovators, projects that within 20 years, the U.S. will meet 50 percent of its electrical energy needs through solar. Jason says he isn't exactly sure what SPOR's long-term roadmap to profitability looks like, but they are doubling down on building their one-of-a-kind brand for the time being in advance of the solar power revolution that's on the horizon.

“A business plan isn't a business. It's just an idea of what a business could be,” says Jason. “When we initially wrote the business plan for SPOR, sure it had long-term plans for profitability. But really, we knew nothing about building a SPOR. We had no idea what it would take — what we would outsource and what we could do ourselves.”

Now that they have an idea of what they can do, they remain more committed than ever to local manufacturing — which makes profitability more difficult in the short term. But they can see the process becoming cheaper and more efficient in the near future.

“We are building an energy brand around ‘I need this now, build it for me,’” Mark says. “We are educating our customers that they can buy products that are an extension of themselves, rather than cut corners by buying another generic product that was made in China and sat on a shelf for six months.”

Jason chimes in: “We make battery chargers, but with our current suppliers we can also make things that you haven't even thought of yet. We're always asking how we can make SPOR more useful, whether that's adding data storage, improving charging capabilities or integrating software.”

Right now the team sees SPOR as a localized growth opportunity. “We want to really maximize what we can do here in this city, with the resources that we have available to us. We owe a lot to Philly and want to prove to others that building products here is not only doable but also an opportunity to thrive.” **market.**

Business Consulting

FROM THE DORNSIFE OFFICE FOR EXPERIENTIAL LEARNING

“It was a pleasure working with the students of LeBow College of Business. The strategic feedback they provided to escalate brand awareness and sales was incredibly valuable and thought provoking. We could not have been more pleased with their strategies, professionalism, and business acumen.”

— TED EBERT, ST. LUCIFER SPICE



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Stock prices of companies of accused executives fell in total between **11** and **14** percent in the subsequent 12 months.

Executive Indiscretion, Shareholder Loss

NIKI GIANAKARIS

New research shows that when arrests, lies or extramarital affairs of CEOs and other top executives are disclosed, their companies will lose lots of money in the short and long term. The study — by Ralph

Walkling, a professor at Drexel University's LeBow College of Business and founder of the Center for Corporate Governance, Drexel alumnus Adam Yore of the University of Missouri and Professor Brandon Cline of Mississippi State University — shows that firms experience an average shareholder loss of \$226 million in the three days after the announcement of an executive indiscretion.

The researchers studied 219 cases of executive indiscretion to better understand how signs of low integrity in an executive's personal life impacted their firms. While the reaction to an announcement of a top executive's extramarital affair or lying about qualifications would seem likely to cause immediate damage to the company's stock price, the researchers found the impact of such an announcement actually lasted much longer. Stock prices of companies of accused executives fell in total between 11 and 14 percent in the subsequent 12 months. They also found that 65 percent of accused executives retained their positions, including those with repeated offenses.

Stock prices, however, were not the only thing affected by executive mess-ups. The study found that firms where executives behaved badly also performed poorly during the year in which the executive's behavior was revealed. The firms were also more likely to manipulate earnings, be sued by shareholders and be accused of fraud by the government.

While many indiscretions were sexual in nature — about 96 percent of the executives were male and the most common occurrence was of a sexual nature — these weren't the most damaging to companies. The study found that shareholders' reactions were much worse to an executive's dishonesty. In all cases shareholders appeared concerned with the executive's ability to manage. The results imply that the mishaps and lies not only distracted executives but also impacted their managerial character — basically once shareholders felt betrayed it was much more difficult for them and other stakeholders to trust the accused executive.

The research suggests that companies can help prevent executive mishaps with better corporate governance structures. The researchers found that companies where boards had more power and were closely paying attention were less likely to witness these kinds of executive indiscretions.

The title of this working research paper is "The Agency Costs of Managerial Indiscretions: Sex, Lies, and Firm Value."

Niki Gianakaris is Drexel University's director of media relations.

ALEXIS STEPHENS/NEXTCITY.ORG

For urban neighborhoods with a large population of low-income residents, the existential challenge often becomes how to attract private investment that can stabilize and improve the community without pushing out the people who are already there. There are few tools cities can use to address this challenge, but among them is a heavy-hitter: the U.S. Treasury's New Markets Tax Credit program.

Established in 2000 by Congress to spur investment in low-income communities, the \$43.5 billion program gives tax credits to businesses that create jobs in these marginalized areas. But while the program has gained bipartisan support and many friends in the urban-development world, new research from Drexel University economist Matthew Freedman argues that perhaps the program isn't quite as effective as those focused on equitable development would hope.

In his new paper, "Place-based programs and the geographic dispersion of employment," Freedman points out that the NMTC program may not be creating the impact it aims to, because of a loophole that allows subsidized businesses to hire workers from outside of the low-income area the tax credits are intended to support.

Freedman's data analysis indicated that people outside of low-income target neighborhoods are actually the primary beneficiaries of new jobs created in the areas receiving credits.

"What's not surprising is that money goes into these projects with the hope that it's going to help local residents," says Freedman. These commercial investments are intended to provide jobs, in addition to services, amenities and other resources. "But what I find in this paper using administrative data not only on where people live, but where they work, identifies the fact that the money going into these communities does increase employment by



a little bit, but it does not increase the number of residents in these communities who have jobs by any discernible amount."

How Much Do New Markets Tax Credits Help Low-Income Communities?



New hires, he finds, end up commuting in from relatively affluent neighborhoods.

Gentrification, unsurprisingly, plays another key role in whether or not the NMTC program benefits the residents of low-income communities.

"You tend to get more bang for your buck out of these programs in neighborhoods that are stable or declining than in those that are gentrifying," says Freedman, "for the simple reason that the neighborhoods that are gentrifying are likely to be getting this investment even in the absence of the program. The money that we're pouring into (gentrifying) neighborhoods ends up being a pure transfer from taxpayers to developers or businesses that are lucky enough to be getting these subsidies."

He points out that the formula for determining which census tracts are eligible for the program (80 percent of statewide median family income) doesn't weed out neighborhoods that might only look poor on paper — areas around college campuses, for example — where these investments aren't going to have a major

impact on alleviating unemployment and poverty.

There is evidence to suggest, however, that in stable or declining communities, these subsidies do make a difference in whether businesses or developments are feasible or at least feasibly competitive with affluent neighborhoods. He says regulations that tighten neighborhood eligibility and require businesses to hire locally could help the program fulfill its original mandate to create more economic opportunity in low-income areas.

"This points to potential areas where the design of the program might be improved," says Freedman. "They won't be able to change the eligibility requirements at whim, but I will say that there are certainly ways this program could be better targeted both to ensure that money is not going to projects that would have happened even in the absence of any subsidies, but also to ensure that the money is flowing into communities where it is needed."

This story was originally published on NextCity.org, which publishes daily news and analysis on cities in the U.S. and around the world.

Are Average-Sized Models Better for Marketing?

ALISSA FALCONE

Using average-sized models in clothing advertisements could create a win-win situation for both clothing manufacturers and women's health, according to research by a Drexel PhD candidate.

Hoori Rafeian, a doctoral student in the LeBow College of Business, used Photoshop to create thin, average and plus-size versions of a female model in advertisements for luxury and non-luxury clothing lines. She then showed the mock advertisements to female study participants and evaluated their responses.

"What I was hoping to show was that if clothing companies start featuring fuller-body female models in their advertisements, not only can this help women have a better evaluation of their body — and a higher self-esteem as a result — but it will also make them have a more favorable attitude toward the ad," she said. "It is basically a win-win situation for both the company and the customer."

Rafeian found that those types of advertisements increased women's self-esteem and provided them with a more realistic body evaluation. Her research also demonstrated that women held a more favorable attitude toward the advertisement because of the perceived similarity between themselves and the models.

One of the more surprising results came after Rafeian showed participants a Body Mass Index (BMI)-based range of body silhouettes and asked them to choose the one that best represented their body size. After comparing the chosen silhouettes to the participants' real BMIs, she found that women have a much more realistic view of their body after exposure to average (rather than slim or plus) sized models.

Rafeian was inspired to carry out this research because of the success of advertising campaigns featuring plus-size women for companies like H&M and Dove.



ILLUSTRATION BY ALLISON CHANG

She also read relevant research and literature about successful and unsuccessful real-world cases of featuring plus-size models. She hopes to continue her research in this field and focus on companies' decisions to enter the plus-size industry for women's clothing.

"Using average-sized women in ads and calling them 'plus-sized' can do more harm than good," she warned. "Not only can it be wrongfully shaping the standards of what should be considered a plus-sized woman, but this tactic may also be perceived as hypocritical by consumers."

This research project and poster, titled "The Effect of Advertising Models' Body Size on Consumers' Perceptions of Self and the Ad," recently won the 2015 Business Research Award for Graduate Students during Drexel University's Research Day 2015.

As a marketing PhD student, Rafeian is interested in the intersect between consumers' well being and the business side of the clothing industry.

"My passion is to help people have healthy and realistic evaluations of their 'self,'" she said. "I am a woman, and I am familiar with the pressure that is imposed on women, as well as men for that matter, to try to look more like the idealized images that the society expects them to be like."

Alissa Falcone is a communications associate at Drexel University.

When Do Consumers Blame the Michelin Man?



PHOTO BY ADAM BERRY/BLOOMBERG VIA GETTY IMAGES

If you feel particularly annoyed when Michelin raises the prices of their tires, blame the Michelin Man. According to a new study in the *Journal of Marketing*, companies whose brands are represented by or associated with human or humanlike figures (think the Michelin Man, Colonel Sanders or Mrs. Paul) are often perceived to be taking advantage of consumers when they raise their prices.

"When brands are humanized, consumers attribute human motives to those brands. Consumers are more likely to see price increases in those brands as the result of a manager trying to see how much he can charge rather than responses to impersonal market forces," write the authors of the study, Drexel LeBow's Hyokjin Kwak, LeBow PhD alum Marina Puzakova (Lehigh University) and Joseph F. Rocereto (Monmouth University).

The study demonstrates that brand humanization has important implications for perceptions of price fairness. To conduct their study, the authors interviewed shoppers in a mall and used data from consumers in Wisconsin and Massachusetts. They relied on independent judges to categorize brands as humanized or non-humanized. In the end, the authors selected six categories of products: frozen pizza, margarine/spreads/butter, paper towels, potato chips, toilet tissue and yogurt.

"When brands are humanized, consumers attribute human motives to those brands."

Brand humanization has real consequences on consumer price sensitivity. Price increases reduced demand for a brand and price decreases enhanced demand for a brand to a greater extent in the case of humanized brands than in the case of non-humanized brands.

Brand humanization works differently on consumers who are more focused on their own needs than on consumers who are more attuned to the needs of others. The latter view both an increase and a decrease in price as fairer when a brand is humanized (vs. non-humanized). Conversely, self-focused consumers see price increases as less fair by a humanized (vs. a non-humanized) brand.

"Companies and managers should develop careful communication strategies to manage consumer perceptions of the motives behind a price increase, especially if the brand is humanized," write Kwak, Puzakova and Rocereto. "In that case, marketers might be better off emphasizing the external causes of a price increase."

The paper "Better Not Smile at the Price: The Differential Role of Brand Anthropomorphization on Perceived Price Fairness," by Drexel LeBow associate professor of marketing Hyokjin Kwak and co-authors Marina Puzakova and Joseph F. Rocereto, is forthcoming in the *Journal of Marketing*. This article is republished with permission from the American Marketing Association.

How to Be an Effective Leader

STAN SILVERMAN

Much has been written about what makes an effective leader and the difference between a leader and a manager. Most leaders are also managers, but not all managers are leaders. “Manager” is a job title. You earn the title “leader” from the people you lead. I have worked for some very effective leaders who have inspired me and my colleagues to achieve beyond expectations. I have also worked for so-called leaders who were not very effective. I have learned much from both. Thinking about my experiences, effective leaders will do the following:



Establish the right tone at the top and institutional culture

Tone at the top encompasses the ethical standards to which CEOs hold themselves and their employees accountable. Institutional culture encompasses the values by which employees conduct business, as well as interact with each other and the organization’s stakeholders. As leaders, our responsibility is to establish the right tone at the top and institutional culture. Without the right tone and culture, the organization faces legal liability and reputational risk, and your employees will not have the right ethical compass to guide their own behavior.



Communicate the vision, mission and goals of the organization

Your employees can’t help fulfill the vision and achieve the mission and goals of the organization unless they know what they are. Communicate these to them and why they were chosen. Work to gain buy-in from your employees achieve the shared vision, mission and goals. If this is the year to rewrite the vision/mission statements, involve employees at various levels within the organization. Set joint goals with your direct reports so they have ownership in them. Periodically update employees on the progress of the journey to achieve the organization’s vision, mission and goals.

Let your employees know what their role is on this journey. As CEO of my company, I once told an operating division of a mature business that their role is to generate cash flow that could be invested in high-growth businesses in other parts of the company. I also told them that they needed to continue their successful efforts on continuous improvement, and they would continue to receive capital for process-improvement projects that had an attractive return on investment. These employees shared with me that it was the first time that they were ever told what their role was in the company’s growth. They embraced their role and fulfilled their job as a cash-generator with newfound dedication.

Empower employees to create an ownership culture



Empowered employees have a sense of ownership in what they do for the organization. I was taught this by an hourly plant worker when I was president of the Canadian subsidiary of my company. These employees are energized and will continually improve their area of responsibility. They feel they are trusted by their leadership. Effective leaders gain power by sharing it, through empowering others. When employees are empowered, trusted and have a sense of ownership, great things will happen!



Choose the right team

These leaders surround themselves with the team that will help make the vision a reality, and inspire their team to achieve it. Effective leaders and team members challenge each other’s paradigms, which leads to out-of-the-box thinking. The team helps further define the vision and participates in setting goals. When all team members feel a sense of ownership in achieving the vision, there is a high probability that it will be achieved.

Effective leaders are focused on achieving results through others, and understand that having the right people on the team is of critical importance for success. They understand that a vision cannot be achieved without people who have good critical judgment, interpersonal skills and are effective leaders in their own right.

“Leaders” who do not have the trust and confidence of the people they lead need to understand why and take corrective action. Organizational units not properly led will not achieve their goals. Don’t tolerate a tyrant who works for you. They cause damage to the organization in so many ways. If they don’t immediately change their management style, they need to be terminated.



Listen

Listen to other ideas and points of view, and be open to views contrary to your own. Leaders do not have a monopoly on good ideas. For example, if you think the organization should pursue Strategy A on an issue and one of your direct reports thinks Strategy B is the way to go, discuss the issue and test A and B against each other. At the end of that discussion, one of three alternatives will rise as the best strategy: A or B; or in many cases, you will discover Strategy C, which is better than A or B. You discovered C only because you debated the issue.

In my experience, when we followed this process, we rarely made a mistake. The probability of success of pursuing a strategy is higher when alternatives are openly explored and tested against each other.



Guard against suboptimization

Too many organizations are siloed, and some leaders suboptimize by maximizing the results of their own division/department at the expense of maximizing company results.

Reward leaders who maximize the results of the company first, and then their division. The stockholders only care about company results, not division results. Reward your direct reports who are team players and who help others succeed. Ensure that your compensation system permits leaders to differentiate employees based on their performance, and handsomely reward your star performers.

You earn the title “leader” from the people you lead.



Focus on continuous improvement

Effective leaders know how to achieve operational excellence, and they embrace continuous improvement. These leaders never micromanage, and let their people do their jobs and hold them accountable for results. They ensure their people have access to both the financial and human resources they need to get the job done.



Lead how you would like to be led

Establish goals with your direct reports and ensure they know what your expectations are. Let them know that their performance will be assessed not only on achievement of those goals, but also how they lead their direct reports and create future leaders of the organization.

How many of you have heard leaders refer to their organization as great? This is for third parties to decide. Achieving greatness is a journey. Once you think you are great, you have nowhere to go but down. Every organization should always be on a journey to achieve greatness. It is a journey that never ends.

Effective leaders are inspirational, and they are great role models. Count yourself fortunate when you work for one. You will learn much. As you develop and refine your leadership style, be sure to carefully and intentionally choose the leaders you surround yourself with. When you seek out those who have truly earned the title of leader, your own journey to the top will be richly enhanced.



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THIS PIECE IS ADAPTED FROM ARTICLES SILVERMAN WROTE THAT FIRST APPEARED IN THE PHILADELPHIA BUSINESS JOURNAL.

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Luna Café

New Comforts for Old City

JONATHAN HARTLEY

With two weeks left in her MBA program, Sarah Levine saw a listing for the perfect restaurant space in Old City. She had enrolled at Drexel LeBow with an eye toward opening her own business after working in kitchens in Philadelphia and Los Angeles, but the high price of restaurant leases had discouraged her until she saw the ad for a turnkey space on Market Street. “I may have jumped the gun a little, but I didn’t want to miss the opportunity,” she says. She made an offer only hours after taking a tour.

The space, only two blocks from Independence Mall, had good bones, but would need a substantial overhaul. “There were a lot of bumps in the road I didn’t anticipate,” Sarah admits. “Buying an existing restaurant is a blessing and a curse. You’re dealing with someone else’s setup and older equipment comes with its own bugs and whatnot.”

When the remodel was complete, including custom light fixtures and reclaimed wood walls, the space was transformed into a cozy, casual neighborhood BYOB. All it was missing was a name. Sarah had brainstormed for months, but nothing felt right. “I said that when I hear it, I’ll know,” she says. When her father suggested “Stellaluna,” the title of a book her mother read her as a child, it stuck. She named her restaurant Luna Café and prepared to open in February 2015.

Debuting during one of the coldest, snowiest winters on record may have slowed business initially, but Sarah and her staff used that time to perfect a menu



she describes as “gourmet comfort food” sourced primarily from farms in New Jersey and Pennsylvania.

Local products figure prominently throughout the café. The walls are decorated with work by Philadelphia artists, the coffee is from Philly Fair Trade Roasters and the baked goods are made by Northeast Philly’s Wildflour Bakery.

In Luna’s first year, customers have responded well to Sarah’s locavore ethos. Weekdays bring a steady flow of tourists and office workers, and on weekends regulars and nearby residents visit. The chance to become ingrained in the fabric of the neighborhood has made the early challenges worthwhile. “When I came here, I thought, what a perfect neighborhood,” she says. “They say Old City used to be the place to go and then it kind of fizzled. Now it’s coming back.”

PHOTOGRAPHY BY SHEA ROGGIO



LUNA CAFÉ IS LOCATED AT 317 MARKET ST, PHILADELPHIA. BRUNCH, LUNCH AND DINNER DISHES, FROM BURGERS TO ROAST CHICKEN, ARE SERVED AT THIS HOMEY BYO BISTRO.

Crew Girl

LISA LITZINGER-DRAYTON

LeBow sophomore Paige Propp says she chose Drexel for two big reasons: the co-op program and varsity crew.

The daughter of former Philadelphia Flyer Brian Propp, Paige grew up playing lots of sports, including ice hockey. She attends Drexel on both athletic and merit scholarships.

Paige also loves to travel — which is one of the reasons she chose to major in international business. “I just love seeing different cultures. I’ve traveled a lot with my family,” she says. She knows French and took Russian 101 as a freshman last year.

Paige enjoys listening to electronic dance music while she works out, and playing squash, basketball and soccer with friends. She plans to run the Philadelphia Half Marathon for the first time this fall.



Imagine **Uber for Tutors**



JONATHAN HARTLEY

Just as Robyn Freedman '15 was preparing to head to New York for her second co-op, her friend Ethan Keiser, a computer science major, approached her with a business proposition.

He had been working on coding an app for some time and it had reached the point where it was ready for broader exposure. He needed someone with the ability to write business plans, handle competition entries and present the app in a dynamic way. Robyn fit the profile.

He pitched the concept of StudyTree, an app most simply explained as “Uber for tutors.” Robyn was immediately drawn to it and joined the team in the summer of 2014. “It was nerdy, but I loved the concept and mission. I thought it was the ultimate nerd startup,” she says.

The app’s mission dovetailed perfectly with Robyn’s strongly held belief that education should be attainable for everyone. She saw StudyTree as a way to pair that ethos with the knowledge she was gaining as a marketing and finance major at Drexel LeBow.

shifts and students’ free time didn’t always overlap. StudyTree’s on-demand scheduling model held a potential solution. “By connecting students and tutors through a system like StudyTree, we allow students to get tutored who might not otherwise get that help,” explains Stacy Kline, clinical professor of accounting at Drexel LeBow.

The partnership ultimately resulted in a new version of StudyTree that caters to a university’s need to provide flexible, efficient tutoring directly to students. A pilot began last summer and feedback has been positive. “To date we are very excited with the results. It’s really about helping our students succeed by getting them the tutoring they need for their classes,” Kline says.

The expanded platform has contributed to a recent run of competitive success for Robyn and the StudyTree team. “Our platform for schools is innovative because it disrupts how tutoring centers are currently run and how they have been run for years,” Robyn says. Judges have agreed, and the team has won nearly \$10,000 in student business plan competitions in the last year alone.

Robyn is quick to give credit to StudyTree’s co-creators Ethan Keiser and Phuoc Phan, but there’s no doubt her business planning and presentation skills have had a tremendous impact. She’s the face of the app at competitions and the primary creator of a prized PowerPoint presentation, which she refers to affectionately as her “baby.”

Her competition-tested pitch had proven successful, but it still underwent a complete overhaul when StudyTree earned a spot on their biggest stage yet — the Microsoft Imagine Cup. The annual technology startup competition gathers high school and college students from across the country to vie for a \$4,000 prize and chance to go on to the World Finals.

“I thought it was the ultimate nerd startup.”

With five minutes to sell their idea to the judges, Robyn highlighted StudyTree’s availability on both Android and iOS devices, real user feedback from students at Drexel and the app’s functionality in the real world. The pitch worked, earning first place in the Innovation Division and a trip to Seattle for the World Finals at Microsoft’s OneWeek — a huge gathering of Microsoft employees and tech enthusiasts.

Advancing to the World Finals gave the team a chance to network with student entrepreneurs from around the world and pitch their product on a global stage. Reaching the finals also offered a chance to network with and learn from some of the most innovative and influential thinkers in the world.

While they didn’t win, the experience inspired the StudyTree team to continue improving their product. “I think not winning made all of us want to work even harder on StudyTree to prove how innovative and life changing it really is,” Robyn says. “It was a good reminder for our team that every startup journey is roller coaster ride, and we just have to keep going.”



FROM THE TRIANGLE • OCTOBER 16, 1965



50
years

EDITOR'S NOTE: To commemorate what would have been Matheson Hall's 50th birthday, we are reprinting this story about the building's dedication event, which originally appeared in *The Triangle* on October 16, 1965.

Dr. Charles Dirksen to Lecture at Dedication of Matheson Hall

The dedication of Matheson Hall will take place this Saturday, October 16, at 10 a.m. in the main lobby, followed by the Business Administration Convocation at 11 a.m. in the Matheson Hall Auditorium. The new building is located at 32nd and Market streets.

The building will be dedicated in memory of Kenneth G. Matheson, President of Drexel from 1922 to 1931. Dr. Matheson came to Drexel from

Georgia Tech and was instrumental in the development of Drexel's collegiate status. Presiding over the ceremonies will be Charles Biddle, chairman of the Drexel Board of Trustees. Also present will be Dr. Hagerty, Dean Parrish, and the Matheson family. At 10:30 a.m., John Dewey, Matheson's 7-year-old great-grandson, will unveil the dedicatory plaque located on the west wall of the lobby.

The Business Administration Convocation ceremonies, to be presided

over by Dr. Hagerty, will begin at 11 a.m. and will last approximately 45 minutes. Principle speaker will be Dr. Charles J. Dirksen, President of the American Association of Collegiate Schools of Business, and Dean of the College of Business Administration at the University of Santa Clara. Dr. Dirksen will speak on the "Future in Business Education." Dr. Dirksen was the co-author of "Sales and Marketing Management," 1957; the three editions of "Cases in Marketing," and "Readings in Marketing." He is the author of numerous articles which have appeared in various journals and trade publications.

Matheson Hall was completed last spring at a cost of \$2 million. It contains 25 classrooms with a capacity of 32 students each and four small seminar rooms. In addition, there are two lecture halls with capacities of 100 students each and an auditorium with a capacity of 300 students.

Matheson Hall is a milestone in Drexel's growth history in that it is the first building to become a separate facility of the Business Administration College. The dedication ceremonies are set to correspond with Homecoming so that many students will be able to attend.

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