Spor Chargers
All Fueled Up

Prize Fighter
Sam Pond Packs a Punch

Al Jazeera
Comes to America

market st

Drexel LeBow Magazine

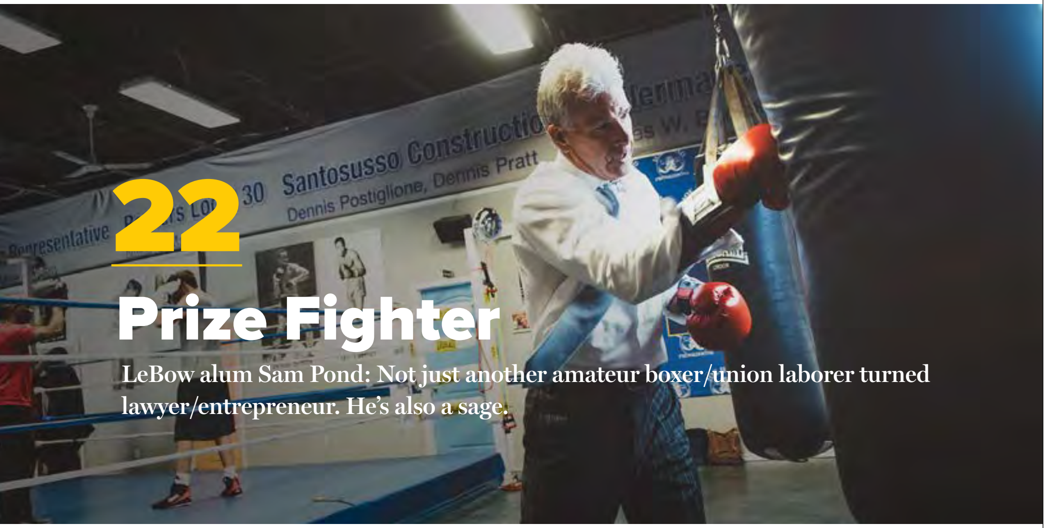
Changing Gears

Can Cycling Overtake Golf?

Fall/Winter 2014

Beyond the posh greens of your local country club lies a new networking frontier: cycling. Its inherent inclusivity and low buy-in effortlessly connect riders from diverse walks of life.

CONTENTS



market st
Fall 2014, Vol. 3, Issue 3

Market Street magazine is produced and published by Drexel University's LeBow College of Business Office of Communications.

EXECUTIVE DIRECTOR
Mark Eyerly

EDITOR-IN-CHIEF
Lisa Litzinger-Drayton

ASST. EDITOR
Jonathan Hartley

ART DIRECTOR
Susan Rinaldi

ASST. ART DIRECTOR
Zac McGroarty

MARKETING
Yael Branscom

CONTRIBUTING WRITERS
Nick DiUlio
Joseph Master

PHOTOGRAPHY
Charles Cerrone
Shea Roggio
Colleen Stepanian
Ben Weldon

DEAN
Frank Linnehan, PhD, R. John Chapel, Jr. Chair

DEAN'S CABINET
Lisa Bogan, Exec. Dir., College Relations
Anna Chrulkiewicz, Associate Dean
Patricia Connolly, Dir., Corp. Governance Ctr.
Brian Ellis, Assistant Dean
Mark Eyerly, Exec. Dir., Communications
Teresa Harrison, PhD, Associate Dean
Paul Jensen, PhD, Associate Dean
Christopher Laincz, PhD, Dir., PhD Program
V.K. Narayanan, PhD, Associate Dean
Ron Nordone, Assistant Dean
Kristin Risi, PhD, Exec. Dir., Executive Education
Alison Young, Exec. Dir., Leadership Institute

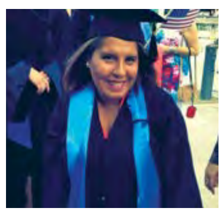
INSTITUTIONAL ADVANCEMENT
Christopher Brittin, Assoc. Vice President
Email: christopher.n.brittin@drexel.edu

COMMENTS?
Email: MarketSt@lebow.drexel.edu
Editor: 215.895.2897 Fax: 215.571.3511
LeBow College of Business
Office of Communications
3220 Market Street
Philadelphia, PA 19104-2875

CHANGE OF ADDRESS?
Send address changes to:
Drexel University's LeBow College
of Business Office of Communications
3220 Market Street
Philadelphia, PA 19104-2875
or email: MarketSt@lebow.drexel.edu

ABOUT THE COVER: Drexel LeBow pre-junior and athlete Eugenia Chalbaud-Santeliz with her bicycle at the Drexel Boathouse. Photo by Shea Roggio.

Germany and its Gemütlichkeit



I studied German for seven years, in high school and college. But I never really immersed myself in the language and culture, and I never became fluent. I wish I had!

Claire Goff '14 won't have such regrets. She is the first Drexel LeBow alumna to complete our new dual degree program with the European School of Business at Reutlingen University, in Bavaria, about an hour south of Stuttgart. Claire now holds bachelor's degrees from both schools, is fluent in German and has made lots of new friends and seen lots of new places.

"Earning a second bachelors degree is great, but overall what I gained and achieved personally was even more rewarding," she says.

Claire isn't rushing back home. She just accepted a position with a startup in Berlin called Jewel Candle, which makes fun novelty candles that contain a piece of jewelry fully encased in foil. Burn the wax down far enough, grab the foil with a pair of tweezers and open your surprise! Claire is tasked with developing business for the startup in the United Kingdom.

Asked what she loves most about Germany, Claire lists its rich history, frequent festivals and friendly people. "There is a German word, Gemütlichkeit, which more or less describes a situation that is pleasant. Think good company, good food, a few drinks, a relaxed atmosphere. This is how I would describe the German people and their way of life."

Claire sees herself moving back to the United States to settle down eventually. "But I figure I can spend a few years living abroad and exploring the world before I come back."

Viel Glück, Claire!

Lisa

LISA LITZINGER-DRAYTON

Investing in Hope

David Nguyen '13 has a remarkable story.

He grew up in the Philadelphia area, and at age 13 lost his father to leukemia. As the oldest child, he was forced to think about caring for his mom and younger brother. Unable to work at a typical part-time job because of his age, David had to find another source of income. He learned that his skills playing video games were of value to others, and he became what I wouldn't doubt was one of the first video game consultants. Throughout high school, he was able to earn $300 a month acting as a personal coach to other gamers, money that was used to help pay the rent and buy groceries.

Rather than complaining and asking why this happened to him, David's time was divided between helping his mom and brother, and devoting himself to his schoolwork. He figured that doing well in high school and college would be the best way to find a well-paying job so that he could continue to support his family. This left very little time for a social life, something that is difficult to forego when you are 15 years old.

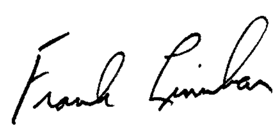
A few years later, David arrived at LeBow. During his sophomore year, he opened his first investment account with TD Ameritrade. After spending a summer doing extensive research, he made some successful investment decisions and was able to support his family with his earnings from these investments. Given his family's reliance on his success, David experienced the pressure of investing at a very early age. This wasn't a hobby for him; he was not making decisions about what to do with someone else's money, but money he knew his family needed.

Like most of our students, David did three co-ops: at Towers Watson, Hamilton Lane and BlackRock. In addition to these co-ops, he found time to complete two internships, one at Empiritrage as a derivative investment intern and the other at the William Penn Foundation as an investment analyst. He is a proud alumnus of the Dragon Fund class, where he focused on consumer staples and information technology. He recently told me that his team successfully pitched Lorillard, FactSet and Nvidia that term, which all did exceptionally well. To this day, he can't say enough positive things about the support he received from our finance faculty, particularly professors Gombola, Sandberg, Grey and Dorn.

In 2013, David's hard work paid off. He was offered a job at Goldman Sachs in equity research and he began his career on Wall Street that fall, doing what he did best, researching and recommending stocks. Quite a feel-good story, but none of us have control over our own script.

Today, David wears a bandage around the upper portion of his left arm, which covers the PICC line that is used for the chemotherapy treatment he is receiving. You see, seven months after starting at Goldman, David was diagnosed with leukemia, the same disease his father had. Although his first round of treatment wasn't as successful as he had hoped, he is now into his second round and is still working from home, keeping very busy during this corporate earnings season.

As an alumnus, David's gift is the role model he has become for us at LeBow, a model characterized by intellect, optimism and grit. If I could invest in the future of any of our graduates, David would certainly be at the very top of my list.



FRANK LINNEHAN, PHD
DEAN
R. JOHN CHAPEL, JR. CHAIR

Thank you.

“After I graduate, I plan on starting my own business. My hope is to donate back for future applicants that might not have the opportunity to attend without assistance.”

- Anthony D., *Recipient of The Thelma Stipe Burns Endowed Scholarship (est. 1997)*

The LeBow College of Business greatly appreciates the generosity of those, like the late Thelma Stipe Burns, who choose to make LeBow a part of their estate plans.

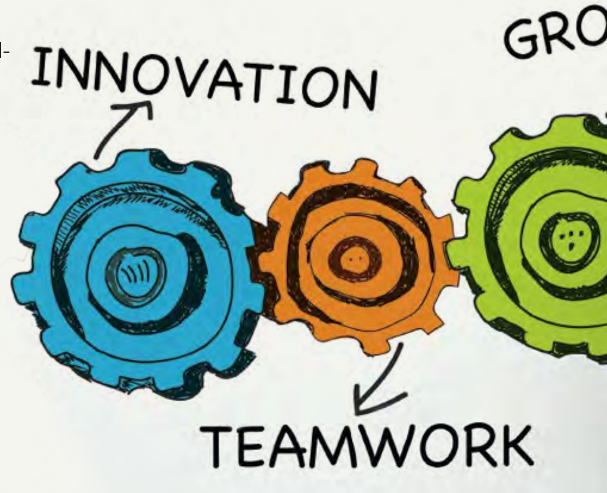
For more information about planned giving contact:
David Toll, JD, *associate vice president*, Office of Gift Planning,
at **215.895.1882**, email **dtoll@drexel.edu**
or visit **drexel.edu/giftplanning**

Putting Unique Talents to Work

Consulting projects are designed to bring students into the thick of solving real-time, pressing issues. But the task that was set before 17 students in LeBow's online MBA program stands out both for its immediacy and potential to change lives.

The students were tasked with aiding a smooth implementation of software corporation SAP's Autism at Work initiative. SAP set a goal of hiring more than 600 people with autism spectrum disorder (ASD) by 2020. The winter term class needed to produce recommendations and guidelines to help SAP achieve their goal, and it all had to happen before the first employees arrived a few months later.

The students in the online course quickly immersed themselves in data and personal anecdotes. By conducting interviews and using the wealth of resources available at the A.J. Drexel Autism Institute, students developed a nuanced and realistic picture of the challenges that SAP and its new employees were likely to face.



Matt Freedman Gets Closer to the Action

Matt Freedman, PhD, may have been the only person attending the Philly Auto Show who sublimated fantasies of horsepower and agility in favor of contemplating the economics of environmental damage and government regulations.

"My students think I'm crazy," says the newest faculty member in Drexel LeBow's School of Economics. "I'm always looking for examples to bring into the classroom."

He looked past the sleek lines, retracting door handles and heated arm rests to focus on the Environmental Protection Agency's new ratings of each model's ecological impact. Should consumers care? Should the government try to get people to care? Are the EPA ratings affecting purchasing decisions? Freedman formed his lesson plan on the fly as he took photographs of the cars rated best and worst by the EPA. "I'm going to have the students guess which is which."

Philadelphia is a fantastic place to study these questions.

Having spent the past year as a visiting professor at the University of Pennsylvania, where his wife is a tenured member of the faculty, Freedman decided to relinquish his tenured position at Cornell and forego the serenity of the Finger Lakes to join LeBow's new School of Economics and "be in a city where I'm closer to some action."

Much of Freedman's work is policy driven: Why do certain industries congregate together? Why don't people move from areas of high unemployment to places where jobs are more plentiful? Should governments subsidize commercial and housing developments? Philadelphia is a "fantastic" place to study these questions, he says.

Research for his PhD dissertation at the University of Maryland found that people who relocate to areas like Silicon Valley are willing to do so for lower earnings than they otherwise would, because a cluster of firms will produce faster earnings growth over their lifetime than if there was not an industry cluster present.

Freedman's current research focuses on why clusters arise in some places and not others, and whether tax breaks can help create a cluster, or whether governments merely subsidize development that would have happened anyway, with private sector support. He plans to collaborate with Drexel's Center for Labor Markets and Policy.

It became clear to the group that employing people with ASD would not only provide opportunity to an often-overlooked segment of society, but also offer value to SAP by giving it access to skilled and capable workers. They determined that with some help from co-workers, the challenges of entering the workplace could be overcome by new employees with ASD. To aid that process, they developed use-cases that described a hypothetical situation and offered recommendations for employees who might interact with a new colleague with ASD.

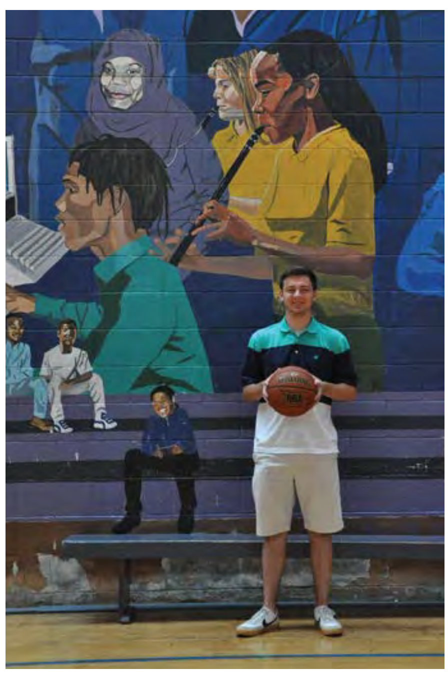
The students' findings became a vital part of implementing SAP's initiative. "The project was a big success!" says Drexel-SAP Ambassador Richard Blumberg. "While their deliverables were impressive, the greatest value is that they increased their own and many others' awareness that adults with autism and a college education can indeed become valuable contributors to SAP, customers and partners who hire them."

Doing the Wright Thing

After an eight-hour day at co-op, most students unwind with video games, TV or social media; for Nicholas Surgent, post-work relaxation involves 20 kids between the ages of 5 and 12 waiting to get help with their homework and play some basketball.

For the past three years, Nicholas has volunteered at the Wright Recreation Center's afterschool program in Mantua. He originally volunteered as a requirement for his Civics 101 course, but loved it and stayed on to see the program expand from helping one or two kids to its current average of 20 per day.

As the program has grown, Nicholas has seen progress: "In the beginning some kids didn't want to be there, but now I get the feeling that they genuinely have fun and they're eager to learn."



Through a connection at Wright, Nicholas joined the Drexel Community Scholars and will be the program's Education Coalition leader. In that role he'll visit the various sites throughout the city where DCS members serve, but he admits, "I'll always have a bias towards Wright."

Brand Building: Internet vs. TV Advertising

There are basically two types of advertising: branding (an attempt to influence what people think and feel about a company) and selling (trying to get people to buy a product). Establishing a strong brand association – Volvo and safety; Apple and innovation; Wal-Mart and affordability – can help a company distinguish itself from competitors and sell more products over time.

Despite the steady rise of the Internet as an advertising medium during the past decade, many advertisers still use online advertising primarily as a selling tool, eliciting direct response from consumers, and place their brand advertising in other media, mainly television.

Recent research at Drexel LeBow shows, however, that Internet advertising works just as well as TV commercials in building company brands.

Drexel LeBow's Michaela Draganska says companies typically measure the success of their online advertising by counting click-through rates and sales numbers. "They are focused on the transactions being generated, but may be missing the positive impact that Internet ads have on their brands."

She and her colleagues collaborated with Google, the Advertising Research Foundation, Nielsen and a number of large advertisers to compare the branding effectiveness of online and TV advertising. The researchers tracked 20 campaigns, comparing TV commercials to three types of online ads: static banners, animated ones, and video.

The results showed TV and the Internet to be equally effective in their ability to increase brand recall.

Michaela Draganska, PhD, is an associate professor of marketing at Drexel LeBow. The paper "Internet vs. TV advertising: A Brand-Building Comparison," which she co-authored with Wesley Hartmann, PhD, and Gena Stanglein, PhD, is forthcoming in the Journal of Marketing Research.

Giving Freedom to Fight
Alumna's Nonprofit Helps Patients With Grim Diagnoses and Cancer Research

MARK EYERLY

In a nation where negative medical side effects seem ever-present – vomiting, weight gain, sexual dysfunction – Dana Dornsife's work is generating a decidedly positive byproduct: more effective research into treating and curing cancer.

Wait a minute. If advancing cancer research is the side effect, what is she really trying to do?

"Give hope, dignity and life to end-stage cancer patients," answers Dornsife '83, founder and president of the Lazarex Cancer Foundation. "When a doctor looks someone in the eyes and says, 'There's nothing else that can be done,' that's when we start doing things."

Because about the only thing that can be done after nothing can be done is participating in clinical trials. But it can be daunting for patients and their families to find and qualify for a clinical trial. Even more formidable is paying for travel between home and the research center, often while losing a job and needing to meet a family's other financial obligations.

"The last thing you want to do is pack your bags and mortgage your family's future to pay for treatment with low odds of success," Dornsife says. "We give patients the freedom to stay engaged in the fight."

Since its founding in 2006, Lazarex has helped more than 500 patients (some are in remission, some continue their fight, and many others have succumbed) navigate the world of clinical trials and pay for the ancillary expenses of participation. Here's the "side" effect: Lazarex-supported patients have participated in trials that led to FDA approval of a half-dozen cancer-fighting drugs.

An oncologist at the University of California, San Francisco, once made the 30-mile drive to Dornsife's office in Danville, Calif., just to introduce himself and say thank you twice: once for helping his patient; the other, for advancing his research fight against cancer.

This year, Lazarex led a coalition including Drexel; the Kimmel Cancer Center at Jefferson; a partnership between Harvard and Massachusetts General Hospital; and the USC Norris Comprehensive Cancer Center in convincing the National Institutes of Health to convene a workshop on recruiting more people into clinical trials, especially African-Americans and Hispanics.

These populations are severely underrepresented in trials due to cultural barriers of mistrust about clinical trials rooted in history: the government's 40-year study of syphilis in rural black men who thought they were receiving free medical care (Tuskegee); the uninformed use of a black woman's cancer cells as the first human immortal cell line for medical research (Henrietta Lacks); and a U.S. government study of STDs that secretly infected 1,600 Guatemalan prostitutes, prisoners and mental health patients with syphilis, gonorrhea and chancres. In addition, end-stage cancer patients often lack information about clinical trials, have limited financial resources to bear the ancillary cost of participation and need a travel companion to assist them. Lazarex removes these barriers for cancer patients of all ages, from all walks of life with all forms of cancer.

Lazarex helped Mass General enroll 100 additional patients in its cancer clinical trials and increased minority participation by 17 percent in the first six months of 2014; that was the goal for the entire year. Drexel Medicine's vice dean for research, Kenny Simansky, PhD, has been working with Dornsife to promote the coalition's IMPACT (Improved Patient Access to Clinical Trials) proposal. "Clinical trials frequently are among the last therapeutic options for patients," Simansky says. "It is a serious problem at the levels of both the individual and medical science when so many patients are not aware of these opportunities."

> "The only thing that can be done after nothing can be done is participating in clinical trials."

Dornsife created Lazarex as a result of her brother-in-law's diagnosis of pancreatic cancer. She dove headfirst into a world she knew nothing about, getting him into clinical trials that allowed him to live long enough for his youngest daughter to have real memories of him.

"Mike lived longer because he had a family that could write checks and work through the medical maze," Dornsife says. "Not everybody has those resources. But being given an expiration date doesn't mean you're ready to give up."

Editor's note: Dana Dornsife and her husband, David, received honorary degrees at Drexel LeBow's 2014 commencement. The University's Dornsife Center for Neighborhood Partnerships and the College's Dornsife Office for Experiential Learning are named in their honor.

PHOTOGRAPHY BY SHEA ROGGIO

Project **HOME**made

LISA LITZINGER-DRAYTON

Conducting a consulting project aimed at boosting the nonprofit's new healthy snacks and handmade items, LeBow partnered with Philadelphia nonprofit Project HOME during an MBA residency in June.

Thirty-six students conducted market research and investigated promotion strategies and retail placement opportunities for the organization's Social Enterprise projects, which include a food product, kale chips, which Project HOME residents grow, cook and package; and handmade jewelry, made by residents of the safe haven Women of Change, as a means to generate modest income.

MBA student Heather Weiler, who was on "Team Kale," called the consulting opportunity a "tremendous learning experience."

The students studied the project from the ground up – literally. Weiler says that during a site visit, "Project HOME's sustainability manager beamed with pride as she described how she plants in the empty lots of the inner city. It was amazing to see these gardens of life amidst the backdrop of poverty, all tended to with love and care by the residents of Project HOME."

The students also attended the Project HOME block party celebrating its 25th anniversary, where they conducted market research and met with more employees involved with the project.

Weiler says all the teams' efforts seem even more meaningful after learning that Project HOME is putting their ideas to practice, including offering public sampling of their kale chips, which are still a novel product to many people. It's also exploring the students' suggestion to seek a co-branding/co-packing relationship with local companies in order to maximize employable hours (one of the missions of Project HOME) and minimize risk.

Changing gears

JONATHAN HARTLEY

PHOTOGRAPHY BY SHEA ROGGIO

The colorful jumble of bikes filling, and sometimes overflowing, the racks throughout campus tell a story. From road bikes to fixies to hybrids and beach cruisers, they speak individually to the unique tastes of their riders, but collectively they're a testament to just how hot cycling is right now. Cycling may not exactly qualify as a trend; given its long-term functionality and global appeal, it's a cultural mainstay, but a mainstay that's certainly experiencing a trendy moment. Commuters choose bicycles over cars with increasing frequency, Lycra-clad enthusiasts register for charity rides and races in record numbers, and forward-thinking city planners can't paint bike lanes or open new trails fast enough. In Philadelphia, the number of cyclists on Center City streets has more than doubled since 2002 – an increase that is replicated in urban downtowns across the country.

Businesses have reacted to the added demand for cycling by increasing spending on everything from bike-friendly infrastructure to bike-sharing programs. Timothy Ericson, LeBow graduate and founder of private bike-share provider Zagster, says bike-sharing and other cyclist-friendly amenities are "becoming a key driver of employee recruitment and retention, giving companies a competitive advantage in the marketplace. They also help contribute to a healthier workforce, which is usually a more productive workforce, which also contributes to a competitive edge."

Outside the office, cycling is establishing a reputation as the emergent social and professional connector of a new generation. If the headlines are to be believed, 2014 is the year that cycling reached critical popularity and conquered the golf course as the deal-making venue of choice. A CNN headline made the bold declaration, "For entrepreneurs, cycling is the new golf."

And other publications have joined the chorus, declaring that the bag of clubs is being replaced by a carbon fiber road bike for corporate executives and startup entrepreneurs alike.

In a side-by-side comparison, there may be no less likely substitute for a pastoral golf course than the pavement-bound, traffic dodging reality of riding a bicycle in the city.


Be Safe Be Seen

But where cycling wins is its ability to fit so seamlessly into a multitude of lifestyles: rabid, athletic road bikers gather to collectively push their physical limits; commuters save time, money and the environment as they pedal to work; and recreational bikers prove that enjoyment only requires a little motivation, a borrowed bike and a desire to get outside.

Where golf is exclusive, cycling requires no membership. That inclusiveness creates the perfect environment to form bonds and connect with new people over a shared passion. It's not so much replacing golf as reinventing how and where people connect in their business and social lives.

LeBow alumni and students are players in cycling's social surge. Mirroring the inclusiveness of the activity, their relationships to cycling are diverse and varied. They include a civic hacker, an athlete, a philanthropic fundraiser and a team of entrepreneurs. In short, those profiled here are the embodiment of cycling's surprisingly broad social web – a picture of what cycling is and what it can become.

The Civic Hacker

Corey Acri is an impatient man. He hates waiting for buses, loathes traffic, and searching for parking is absolutely out of the question. He's tried other forms of transport, but commuting via bicycle is easily the most wait-free way from his home in Northern Liberties to Drexel, where he works in the School of Law and is pursuing his MBA at LeBow. With the added bonuses of fresh air and exercise, Corey considers his daily ritual to be almost perfect.

But as he rides the route from home to work and back, he can't ignore that Philly's cycling infrastructure isn't as logical or safe as it could be.

The opportunity to do something proactive about improving the city's

COREY ACRI NAVIGATES EAKINS OVAL ON HIS COMMUTE FROM NORTHERN LIBERTIES TO DREXEL'S CAMPUS. BELOW: EUGENIA CHALBAUD-SANTELIZ SPRINTS DOWN THE KELLY DRIVE BIKE PATH.

bike routes arose at a Code for Philly meetup. Corey had joined the civic hacking group in an effort to learn some coding skills without a specific goal of using those skills for cycling. When he bumped into Philadelphia's former chief data officer, Mark Headd, Corey expressed his feeling that data needed to be collected to help make Philly's bike routes less "wacky." Without pause, Mark asked, "Why don't you get it?"

Corey hesitantly took the challenge. He convinced fellow Code for Philly hackers Lloyd Emelle and Kathryn Killebrew to contribute their programming prowess to create a lean GPS-tracking app that would make it simple for bikers to add their ride to the growing map of data. The riders' information would then be analyzed and utilized by transportation planners at the Delaware Valley Regional Planning Commission (DVRPC).

The app went live for iOS and Android phones in May 2014, and the response has been promising, with bicyclists throughout the region contributing their ride information. The collected data has significant potential for the city; according to DVRPC's Greg Krykewycz, it will "help our region make smarter investment decisions about the sorts of bike projects they care about."

With more than 10,000 rides already recorded, Corey is hopeful that Philly's biking infrastructure will be getting a little more logical very soon.

The Triathlete

Eugenia Chalbaud-Santeliz is a born competitor. Her earliest athletic passion was swimming, and to build the strength and endurance she needed in the pool, she became an avid runner. When a friend pointed out that she was already two-thirds of the way to being a triathlete, she jumped on a borrowed road bike and started training.

When Eugenia left home in Caracas, Venezuela, to attend Drexel LeBow as a marketing and international business dual major, she had to leave her bike behind. Uneasy without a competitive outlet, she bought a bike at the first local shop she found and signed up for the triathlon and cycling club teams.

Not one to rest, Eugenia added yet another sport and began rowing for Drexel Crew, her racing bike being repurposed for pre-dawn commutes to the boathouse. The dangers of commuting (she's been "doored" twice) and last winter's icy roads tested her dedication more than any endurance race. "People in Philly are the worst drivers. Especially for such a bike-friendly city," she says, but despite the unforgiving weather and oblivious drivers, she persevered.

To stay in touch with the campus cycling community during crew season, she followed the listservs that coordinate several group rides that meet around campus. It's on these rides, alongside students from several universities and local professionals with diverse careers, that Eugenia has noticed cycling's power as a social connector. "Instead of going golfing, which is what my dad used to do, we are going biking," she explains.

The hardships inflicted by Philly's often-harsh conditions might even be part of what makes biking and networking such a natural combination. "Eighty-five percent of the time you're talking to the person next to you," she says. "There's always something to talk about because you're suffering together."

The Fundraiser

Al DeRitis '85 is uncomfortable being labeled a cyclist. Despite having made an 82-mile trek from Philadelphia to Ocean City, N.J., each year since 2007, he's quick to disavow the term. Most days, if you find him on a bike at all, he's puffing on a cigar and cruising to no particular destination. For Al, riding in the annual Bike MS: City to Shore Ride is a physical struggle from the outset, and he likens his pace to that of a slug. It's when he starts talking about the cause and the money he's raised that the pride in his voice is evident.

Al's wife, Renee, was diagnosed with multiple sclerosis in 2006. Faced with her troubling diagnosis, Al channeled his energy into the fight to eradicate the disease. He went for his first City to Shore ride in 2007 and the next year formed his own team of passionate fundraisers — Renee's Riders.

Now the ride's top fundraiser, Al gets the honor of wearing the number "1" on his race day jersey. It's an honor he takes seriously, but he laughs when spectators ask if the jersey means he finished with the

fastest time. He actually finished dead last in the 2013 ride after a fall that resulted in several broken metatarsal bones in his foot. Only three miles from the finish line, Al credits adrenaline with getting him back up on the bike.

The pain of the fall has him a little nervous for the 2014 ride, but the people he meets and the good that's done with the money he raises drives him to return. "Seeing people along the route with signs that say 'thank you for riding' and talking with them at rest stops is what propels me for 80-plus miles," he says. "Otherwise it's pure pain, literally, pain."

FOR MORE INFORMATION ABOUT MULTIPLE SCLEROSIS (MS), LOG ONTO NATIONALMSSOCIETY.ORG

The Entrepreneurs

The launch of Paris' pioneering Vélib' bicycle sharing system in 2007 made an impression on two visiting LeBow students. Timothy Ericson '07 and Jason Meinzer '09 were studying abroad as part of the Drexel in London program and witnessed the rollout of Europe's biggest bike-sharing system on a serendipitous weekend trip to France. Seeing bikes as such mainstream, ubiquitous elements in the urban landscape sparked a vision they'd bring back to Philadelphia.

Upon returning to campus, the friends studied bike sharing, debated business models and eventually formed Zagster, a startup consulting service for cities and corporations looking to establish their own systems. Within a year Tim and Jason signed one of their first clients in the most fitting of ways - on a "business ride." The lifelong cyclists had never conducted a meeting on bikes, but they weren't surprised that it worked. "Biking is inherently a social activity, you can talk at lights," explains Tim.

After doing consulting work for several years, the Zagster partners noticed a recurring complaint: Clients couldn't find affordable, small-scale bike-sharing systems. What they needed was a system as convenient as Vélib', but on a scale that fit at a hotel or campus. In 2011, using connections formed while working out of Drexel's Baiada Institute, Zagster formed a partnership with Philadelphia-based Advanced Sports International to supply their Breezer brand of bikes as a part of a private bike-share system.

The change in business model paid off; Zagster gained Yale University, Quicken Loans and Hyatt hotels as clients, hired new employees and moved headquarters to join the startup community in Cambridge, Mass. As avid cyclists, they're particularly interested in how their growth can benefit the greater biking community. "The visibility of bike-sharing stations and bikes coupled with tremendously easy access gives cyclists a voice in their city and makes a strong argument for infrastructure improvements that make the experience safer and more enjoyable for everyone," explains Bradley Ericson '13, Tim's brother and Zagster's sales consultant.

With more and more cities and campuses adding bike-share amenities, the Zagster team is optimistic. "There's always going to be a fit for sharing bikes somewhere," says Jason. "It's an ageless form of transportation." market

PHOTO COURTESY OF ZAGSTER

WHAT IN THE WORLD IS Al Jazeera Ar

ALJAZEERA AMERICA

LightRocket via Getty Images

Mary Caraccioli's brand of 24-hour news isn't business as usual. "That's everyone else, and no one needs more of that."

NICK DIULIO

PHOTOGRAPHY BY BEN WELDON

It was just after 1 p.m. on Aug. 20, 2013, when Mary Caraccioli cut off the debate and focused on getting her newscast ready for air. In less than three hours Al Jazeera America's first live broadcast would enter more than 40 million homes across the country, making it perhaps the most highly anticipated media event of the year. Everyone was tense.

In January of that year, the Doha-based Al Jazeera Media Network paid a reported $500 million for Al Gore's foundering Current TV network and announced it would be bringing its "fact-based, unbiased and in-depth" brand of domestic and international journalism to an exclusively American audience. Paving the way for the August launch, Al Jazeera America (or AJAM, as the insiders call it) hired a staff of more than 800, opened 12 bureaus across the U.S. and persuaded several prominent anchors — including NBC's John Seigenthaler, MSNBC's David Shuster and CNN's Soledad O'Brien — to join the team. AJAM was the most ambitious American media rollout since Fox News and MSNBC burst onto the scene in 1996, and Caraccioli was to be the captain of its maiden voyage.

"The hardest part was keeping everyone's nerves in check," recalls Caraccioli on a late June afternoon while sitting at her workstation inside a former Manhattan bank now converted into the network's temporary, incubatory home. "I thought of it like the Super Bowl. It's just a regular game, but a lot more people are suddenly watching you and scrutinizing things, which puts people on edge. So at 1 o'clock I just said, 'We've got this.'"

Caraccioli, who had been hired in May as the fledgling network's senior executive producer of evening news, was chosen to cut AJAM's broadcast ribbon because she was no stranger to launching new programs. Over the course of her career as both a producer and on-air anchor and reporter, the Drexel LeBow MBA alumna had created *Good Day Philadelphia* for Fox-29, *Money Matters Today* for Comcast and two nationally syndicated financial programs for ABC, including *Mary Talks Money*, which she hosted.

But the pressure of that August afternoon, even by Caraccioli's own admission, was something entirely different. With brand new employees still walking into the newsroom just hours before the show was about to begin, everyone's eyes were trained on AJAM, including several high-ranking executives who had flown in from the network's flagship headquarters in Doha to watch the rollout. Moreover, dozens of U.S. press outfits watched from inside and afar, some of them chomping at the bit to throw stones of skepticism at the new kid on the media block.

"While journalists may be eager to join a news outlet that promises to air in-depth coverage, media analysts wonder how excited American viewers will be about a Middle Eastern-owned news operation with a controversial past and a programming approach that avoids shrill partisan voices," wrote Roger Yu in *USA Today* the week of the launch.

But it was those precise challenges — along with AJAM's commitment to so-called independent, boots-on-the-ground journalism — that excited Caraccioli about her new job in the first place. After all, with a resume like hers, one assumes Caraccioli could have chosen far easier roads than this one, which required moving her husband and 8-year-old daughter from Philadelphia to New York City to take on an extremely demanding job at a network with an entirely uncharted future.

"I never looked at this job as a risky move. Instead, I saw it as the place to be in TV journalism," says Caraccioli, who currently manages a staff of more than 50 and produces two live, nightly newscasts five days a week. Arriving at AJAM around 9 a.m. each morning and departing for her uptown apartment about 9:30 every night (at the earliest), Caraccioli's schedule is not to be envied. The job, on the other hand, is.

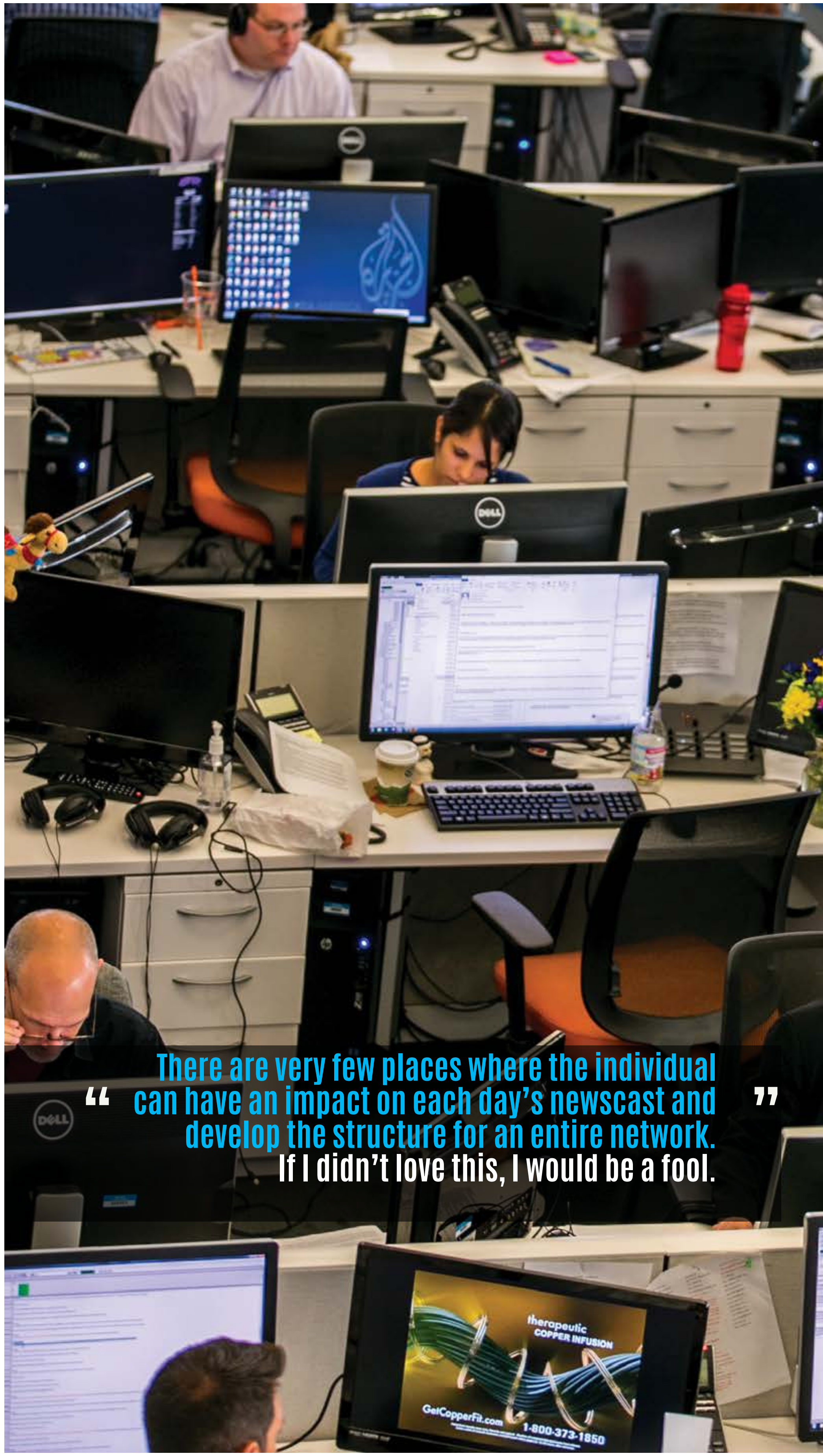
"There are very few places where the individual can have an impact on each day's newscast and develop the structure for an entire network," she says. "If I didn't love this, I would be a fool."

The seeds of Caraccioli's passion for news media were first planted when she enrolled as an undergraduate at the University of Pittsburgh, where she immediately started contributing to the university's newspaper and radio station while working toward a degree in English.

"I immersed myself in media from day one, but I really had no career aspirations," says Caraccioli. "I just thought it was extremely interesting and a lot of fun."

Regardless, a career in broadcast news began to take shape. By 1991 Caraccioli was the producer for CNBC's morning business news program, a position she held for three years before moving on to executive producer of the 10 o'clock news for Fox-29 in Philadelphia while also creating the city's Emmy-award-winning morning show.

Then, during her latter years at Fox,



"There are very few places where the individual can have an impact on each day's newscast and develop the structure for an entire network. If I didn't love this, I would be a fool."

CARACCIOLI IN AL JAZEERA AMERICA'S BUSY MIDTOWN MANHATTAN NEWSROOM.

Caracciolo felt like she needed to make a change. One day, while stressing over staff vacation schedules and a whole host of tedious administrative tasks, Caraccioli suddenly realized the job had become more about management and less about news. She needed to "get closer to the story." And that's when she decided she wanted to be on the air.

"I was in my mid-thirties at the time, and for a woman on camera that's when you typically start to hit your expiration date," recalls Caraccioli. "So it was kind of a brave thing to do. It took a lot of courage. And I was really proud of myself for taking that step."

Within six months of making that decision, Caraccioli landed her first on-air gig as a business reporter for the now-defunct Philly TV News. Less than a year later she was hired by CN8 to host *Money Matters Today*, a live nightly business and finance program that was seen in more than 10 million homes. After that Caraccioli went on to host two personal finance programs for ABC, *Mary Talks Money* and *We Owe What?*, which were both seen in some of the country's largest markets. Oh yeah, and somewhere in the midst of all this she decided to earn her MBA from LeBow in 2008.

Now, having come full circle, Caraccioli once again finds herself behind the camera, and it's quite possibly the most rewarding career choice she's made so far.

"When I started working on the pilot for *Good Day Philadelphia*, I said to myself, 'Enjoy this, because you'll never get a chance to create another show again.' And then I had the chance to create three more. But never, *ever*, did I think I'd have this kind of fun," says Caraccioli. "I'm doing something that a lot of people in this business would love to be doing. And it's pretty cool to be in that spot."

Standing in the dark, heavily air-conditioned control room on the basement floor of AJAM's New York City headquarters, Caraccioli puts on a headset and readies herself for the 8 p.m. newscast like a NASA flight director preparing a shuttle for launch. With the exception of asking that a chair be moved out of the opening shot, Caraccioli is mostly quiet. The show is largely in the hands of her team now.

“If I’ve done my job, there isn’t much micromanaging happening down here,” she says. “This is what we work toward all day.”

And this day, like most, has been a long one. It began at 9:15 a.m., when Caracciolo stepped into the first of three editorial meetings to discuss the day’s most important news stories with her staff. These included the discovery of three murdered Israeli teens who had been abducted while hitchhiking home from a West Bank settlement; a Supreme Court ruling that two for-profit corporations were within their rights to deny certain types of contraceptives to employees on the basis of religious objections; President Obama declaring that he would be requesting $2 billion in emergency funds to stem the influx of undocumented immigrants at the border; and General Motors announcing safety recalls involving more than 6 million vehicles.

“You’re not going to see a story about the Kardashians.”

Even though she’s the one who has final say on what AJAM’s viewers will be watching at 8 and 11 p.m., Caracciolo’s job is about more than just grabbing captivating headlines and throwing them onto the screen each night.

“By 8 and 11 p.m., the momentum of the morning’s top news stories will shift in a big way, so I always need to ask myself and my staff, ‘Where does this story go next,’” she says. “Our audience knows the headlines. They’ve seen them on their smartphones and tablets all day. Why would you watch at 8 unless there’s a reason beyond the headline? That’s what I need to figure out.”

What’s more, a great deal of Caracciolo’s time is spent answering a question that seems pervasive in every editorial discussion she and her staff have throughout the day: What is an Al Jazeera America story? After all, the entire reason AJAM exists is to rise above the politicization and sensationalizing of contemporary TV news in America. And this, she says, is one of the most thrilling challenges of shaping a brand new network.

“Here’s what you’re not going to see: You’re not going to see a story about the Kardashians. You’re not going to see us following every moment of the Oscar Pistorius trial. Sure, we’ll report the verdict, but the ins and outs of that trial are nothing more than sensational interests. There’s no value there,” says Caracciolo. “Of course you don’t want to be oblivious to what is interesting to people, but you don’t want to pander to them either. That’s what makes us different.”

To make that distinction Caracciolo says she relies on two things: instinct and an unyielding respect for her viewers.

“I’ve done this for my whole career, and I have a really strong sense of television. It’s in my DNA,” says Caracciolo. “I have a great deal of respect for who’s watching. And I’m constantly worried about what our viewers need to understand the story more deeply. When you’re rooted in that line of thinking, you’ll make good decisions.”

For too long now, Caracciolo says, America’s television news empires have been making poor editorial decisions, primarily because they are driven by profit and not the intellectual hunger of their audiences. In that regard, AJAM has a few advantages.

For one, Al Jazeera’s international presence is virtually unparalleled, with nearly 70 bureaus positioned around the globe and readily available to Caracciolo on any given day. What’s more, since the network is funded by the oil-rich Persian Gulf state of Qatar, AJAM has a bit of monetary latitude that allows it to forgo the ratings chase in lieu of straight-laced journalism. In turn, Caracciolo is able to make editorial choices one might not see on the Big Three cable networks.

Consider, for instance, the way she decided to cover the federal government shutdown last September. While mainstream outlets like Fox News and CNN scrambled to book politicians for their news shows, Caracciolo found a Head Start preschool teacher

CARACCIOLI IN THE STUDIO WITH AL JAZEERA AMERICA EVENING NEWS ANCHOR JOHN SEIGENTHALER.

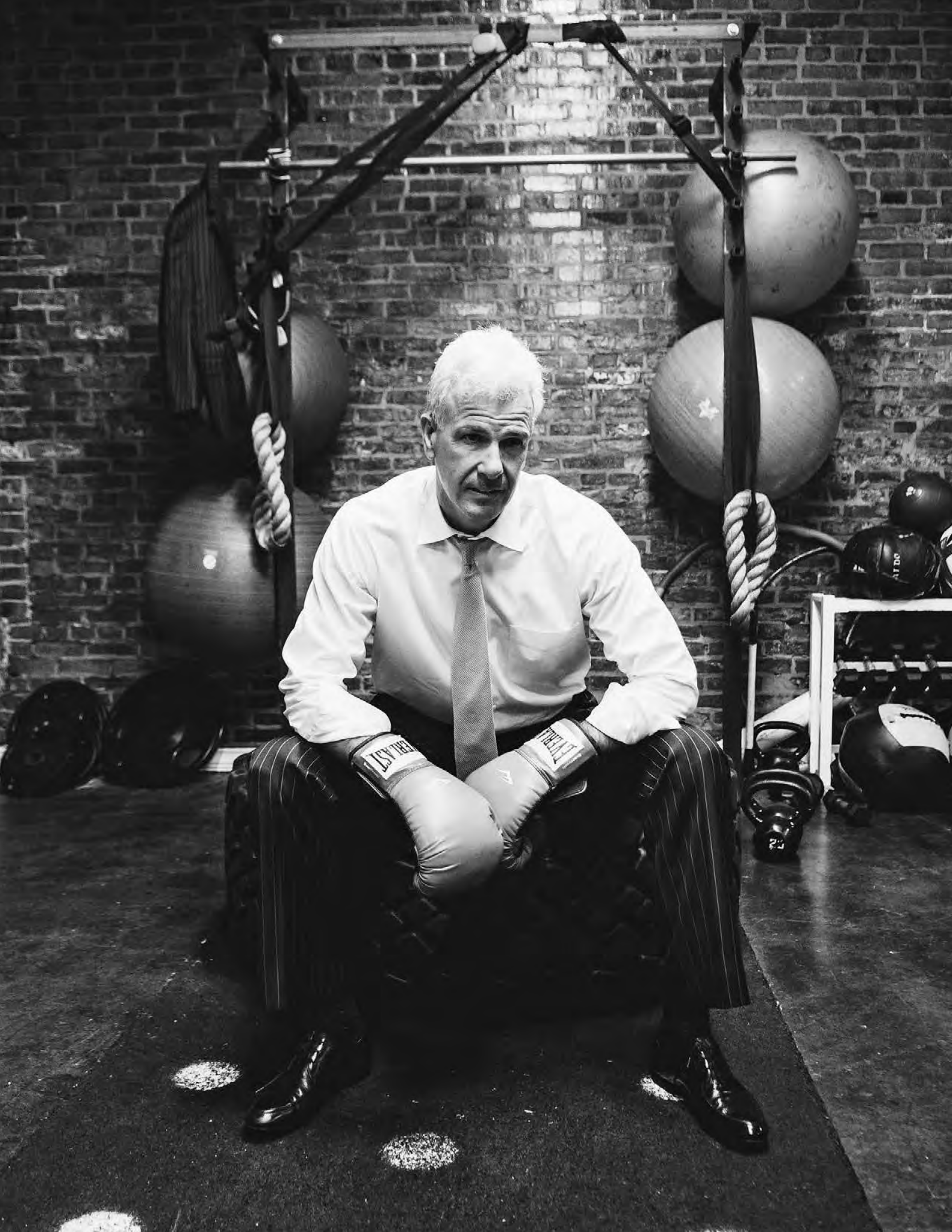
in Alabama who was getting laid off because of the shutdown and the owner of an inn just outside Yosemite National Park who broke down in tears while explaining that he didn't know whether he was going to be able to pay his mortgage or make payroll.

"I had no interest in hearing from politicians. I knew their talking points already. And that's theater. A horse race. And I don't want that," says Caraccioli. "I want to know who is affected. That's what this is all about. I don't want to be business as usual. That's everyone else, and no one needs more of that."

Back in the control room at 8 p.m., Caraccioli watches as the show goes live as the network's fill-in anchor, David Shuster, outlines the evening's top stories. The first half hour will dig deeper into the story about the murdered Israeli teens, the escalating violence in Iraq, the Supreme Court's contraception decision and then a quick preview of an upcoming World Cup match between the U.S. and Belgium. Then, at 8:30, the newscast will devote its entire second half to an emotional and elucidating special called "Broken Borders, Broken Dreams," which explains the causes of America's immigration crisis and what can be done to fix it.

It's a moving and intriguing hour of news that goes off without a hitch, and as Caraccioli takes off her headset, works her way back up to the newsroom and prepares to do it all again tomorrow, one can't help wonder: How does she define success at the end of the day?

"Impact," she says without hesitation. "Yes, it's important that everything went smoothly from a technical standpoint, but if we didn't make an impact on our viewers, we didn't do our job. I truly believe that we're changing the world every day by giving a voice to the voiceless. It sounds a little Pollyannaish, I know. But we have the ability to succeed. And if we do, that means we're informing our viewers in very important ways. And the more informed you are, the better decisions you can make about your world. And that's the world I want to live in."



prize*fighter*

LISA LITZINGER-DRAYTON

PHOTOGRAPHY BY COLLEEN STEPANIAN

When Sam Pond '81 speaks, three things are obvious: He's got the confident air of a politician, the contemplative nature of a philosopher, and the Philly accent he acquired growing up in Torresdale. Ask him a question and you can practically see the wheels turning in his head before his gaze shifts back to meet yours and he delivers the perfect response.

He has degrees in finance and law, but his formal education isn't the only key to his success. Some of the skills that make him a highly respected workers' compensation lawyer and successful entrepreneur came from experiences Pond had a world away from university life, while working in a union. And in the ring.

Pond began boxing at the age of 17, competing in amateur bouts around Philadelphia when he could find the time between work and school, for the next two years. "It isn't a thug sport," he explains. "It's contemplative in a lot of ways. Anything that allows you to get confidence and deal with fear helps you reflect upon yourself."

Boxing requires skills that clearly translate to the courtroom, and not only because both involve winning the opinion of a judge. He says it's a combination of sport and art: "There are so many intricacies: throwing a punch, doing a combination, sizing up your opponent, moving your feet. You're dancing to a certain extent, all while someone is trying to hit you."

> "There are so many intricacies: throwing a punch, doing a combination, sizing up your opponent, moving your feet. **You're dancing to a certain extent, all while someone is trying to hit you."**

But most importantly, Pond says, boxing taught him the hyper-focus that would make him a formidable opponent in the courtroom.

Not many people who hold a juris doctorate will tell you they considered skipping college altogether. But for Pond, it seemed like a viable option. "I wanted to go into the construction trades just like everybody else in my neighborhood," he says. In fact, he began working his first job as a union laborer before he even graduated high school, during the summer after his junior year, on a tie-in crew laying a pipeline through Pennsylvania.

"When you lay a pipeline and you come to a river, swamp, crick, you have to slow down, get things right. We would work 90 hours a week. I made over $1,000 a week in 1975."

But his father worked for PGW with Local 686 gas workers union and had earned his associate degree from Drexel years earlier. Academically, Pond was a good student, and his father impressed upon him that it would be a waste to not at least enroll in college.

Pond took his father's advice and started his undergraduate studies in finance at Drexel LeBow in 1976. To pay his tuition, he took another union job that worked around his class schedule – a tough and dirty job with the local mailer's union at the *Philadelphia Inquirer* on weekends. He would put in two long shifts within a 24-hour time frame starting Friday nights at 10 p.m. He would earn a whopping $400 a weekend.

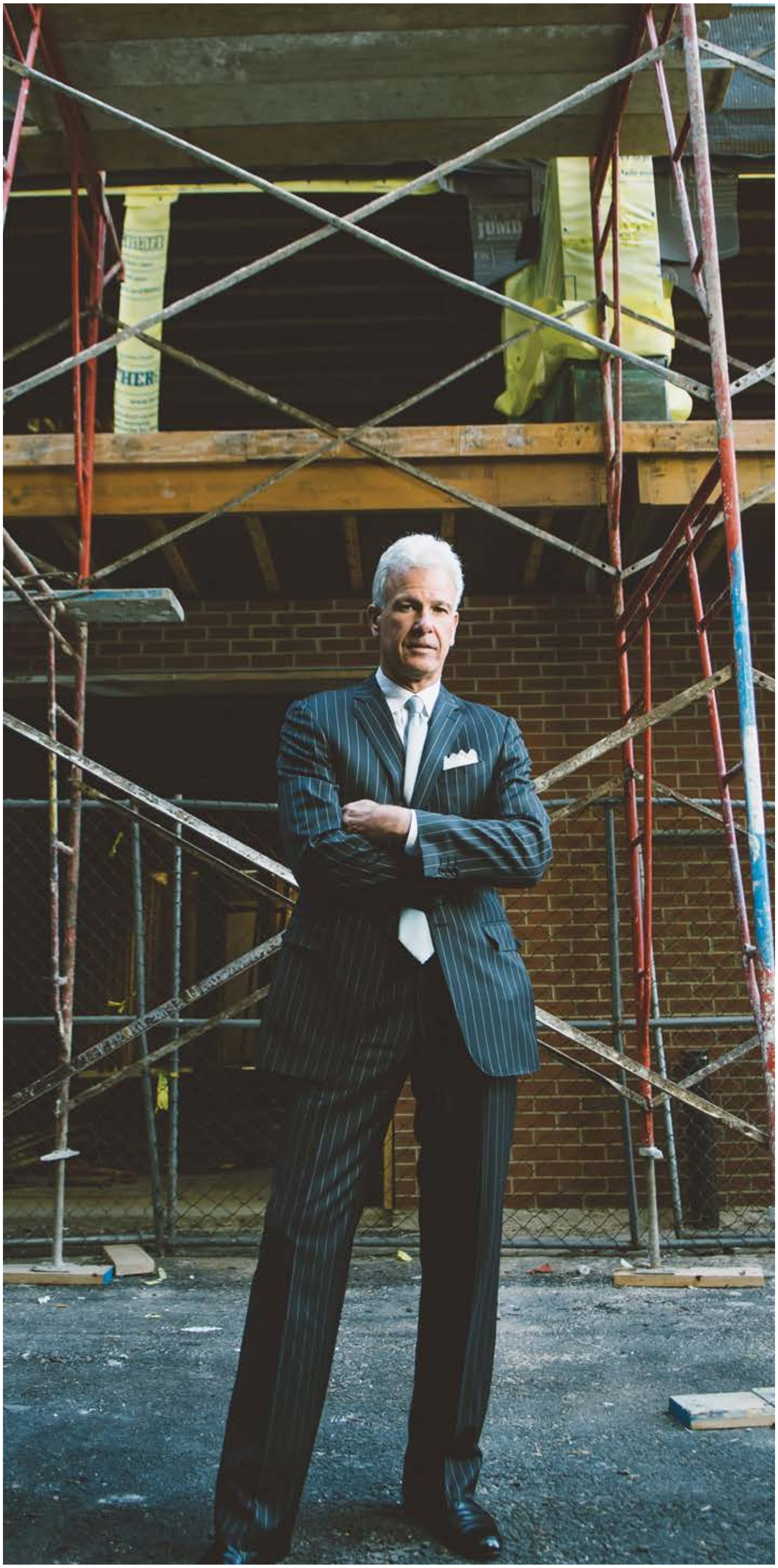
"When I first went in there, I literally thought I went back to 1890. It looked like being part of the first industrial revolution. We were working on the presses where the papers would come off – we would put them on skids and load them onto the trucks. We were covered in ink."

Pond worked at the *Inquirer's* printing room for nine years – through his entire career at Drexel and even during his three years at Temple's law school.

Two of his Drexel co-ops were in production management at iconic Philadelphia companies: Tastykake and Schmidt's brewery, where "I got into quality control so I had to make sure the beer was good," he says with a smile. His friends were jealous.

It was a pivotal time in the brewing industry, he explains. "All these little breweries were being put out of business by the Millers and the Budweisers, and we were buying up these smaller labels like Reading Beer and Knickerbocker."

They were making big decisions around marketing and branding, which Pond had the opportunity to weigh in on. His co-op even turned into a part-time job there, which he kept until he graduated.



The owner at the time was William Pflaumer, better known as “Billy the Beer King.” Pond describes him as “magnamorous” because he would subsidize things for his workers. “He was a neighborhood guy who cared about his employees, and I took something away from that,” Pond says.

He isn’t much of a beer drinker anymore – nowadays he prefers Bordeaux.

Pond met his wife in first grade. Mimi lived in his neighborhood, a few streets away, and they started dating in high school. They have been together for more than 30 years and now make their home in Newtown Square. Sam calls Mimi “the wind beneath my wings.” They have one son, Dylan, who is currently a freshman at the University of Southern California.

Boxing is a family tradition of sorts among the Ponds. Sam Pond’s father was a boxer himself, though it was against his father’s wishes and at the urging of a high school football coach that the younger Pond began to box. And now, his son Dylan has picked up a taste for the sport, too. Sam Pond says that after his days as an amateur competitor were over, he continued to spar for fun in his 20s and then picked it up again around age 50, when he and Dylan started visiting Joe Hand Boxing at 3rd and Spring Garden streets to work out together.

“He was **a neighborhood guy who cared about his employees**, and I took something away from that.”

The Pond family also enjoys spending time at their house down the shore in Sea Isle City, where they kayak, surf, wakeboard and play tennis.

Sam Pond was raised by two particularly thoughtful parents who agreed on most things, except politics. “My mother would pray to the Virgin Mary. My father would pray to Roosevelt.” Pond describes his father as a union guy with a socialist mentality. He only saw him cry twice: “When my mother passed away, and when Nixon beat Humphrey in 1968.”

Pond’s mother, Marie, an Italian-American Republican from South Philadelphia, really loved American

capitalism and was a member of Republican organizations in South Philly.

Politically, Pond sides with his father, who is also named Sam, but says that at the end of the day, the most important thing his parents gave him was a belief system; not really religious in nature, he describes it as a "destiny belief system."

"There's doubt in anyone's mind. But there was not much doubt that we had the ability to make our dreams come true, that the impossible was possible, especially in this country."

"Everyone else was worried about the so-called paper chase the first year of law school. **I was looking at life-and-death things.**"

Pond's first year as a law student at Temple was difficult, but not because of his workload.

His mother, who had recently suffered an injury at the dry cleaning factory where she worked at 13th and Venango for $160 a week, was laid up with a broken hip. Shortly after that injury, she was diagnosed with cancer.

Perhaps ironically, the family never even filed a worker's compensation claim. They had other, more important things to worry about. She died a few months after her diagnosis.

In what may have turned out to be a formative experience, Pond's father attempted to change the designation on his union pension to his children. "He knew the pension laws pursuant to his collective bargaining agreement inside and out," Pond says.

But the claim was denied on a "crazy technicality." Only months after his mother's death, his father died of cancer, too. The claim was denied because his father wasn't alive on the first day of the month following the change in designation.

His father had worked as a machinist with the gas workers union, paying into his pension for 35 years. And the PGW commission that oversaw the pension fund tried to give his family nothing in return. Pond fought it and won.

Losing both of his parents at such a young age put things in perspective for him. "Everyone else was worried about the so-called paper chase the first year of law school. I was looking at life-and-death things."

Pond still receives those checks from his fathers' pension – but he doesn't keep them. He designated that money to create the Marie Pond Scholarship Fund, which provides selected members

POND (LEFT) AND HIS SON DYLAN (RIGHT) AT JOE HAND BOXING GYM WITH PRO TRAINER DANNY DAVIS.

of the Torresdale Boys Club some funds toward college.

After graduating law school, Pond spent two years representing insurance companies before jumping across the table. He spent a little over two decades with the firm Martin Banks Pond Lehocky & Wilson before he and Jerry Lehocky broke off to blaze a trail of their own. They formed Pond Lehocky Stern Giordano in 2010 with 22 employees.

To say it's grown quickly is an understatement; over the course of four years, it has grown into a full-service workers' comp and Social Security disability firm with more than 200 employees, complete with its own medical staff to help coordinate the proper care for clients.

Words of wisdom from his parents still come to mind today when he's making long-term decisions involving the firm's future. His father would remind him of an old proverb: "The best time to plant a tree was 20 years ago. The next best time is today."

"Those little things that were said to us really sunk in." For example, when an employee comes to him with an idea, he thinks of the long-term view of how it might help the firm succeed. When a task seems overwhelming, Pond's attitude is: "Put the days together; put the weeks together; put the years together, and you'll be surprised with what you can do."

Pond says he's had many cases where the stakes were high for the individuals he was representing, but the ones that stand out the most are cases where he fought to provide benefits to families after a death. "I think when you represent a widow, someone who's lost her husband and has young children, helping them get through that and get the benefits they need is rewarding. It's an honor and a blessing to represent someone who is really putting their trust and their life in your hands."

He cites an abundance of fraud-like behavior within the insurance industry for his firm's success. Injured workers are often perceived as committing fraud, he says. "And yet, I don't think I've had a fraud action brought against any of my clients in 25 years, whereas I think dishonesty is pretty rampant on the insurance company side as far as denying claims that have no basis for denial."

In one example, an insurance company refused to modify the home of a construction worker who became paralyzed at work. So Pond's firm went ahead and had the work done – confident that they would win. And they did, and the insurer had to pay the firm's legal fees and a significant penalty to the injured client.

Pond credits the business education he acquired at LeBow for giving him a big-picture view of how to form a law firm with a business mindset. "I clearly think having a finance degree and an interest in economics, the business world and entrepreneurship has really been an asset for me, whereas a lot of my colleagues were history, English or political science majors."

While other types of law practices had to downsize with the recession, workers' comp was largely unaffected, which gave him the opportunity to hire a lot of good talent. This fall, his firm will move from its current location in United Plaza on South 17th Street to newly renovated offices in One Commerce Square.

These days, Pond spends a lot of time on strategic planning and managing his large firm and tending to other professional duties. He's currently the president of Union Services Access USA, and he's a past-president of the Philadelphia Trial Lawyers Association. "My mother always told me I'd be president," he jokes.

But from time to time, he still finds himself sparring in the courtroom, and in the ring, utilizing those hyper-focus skills. "If I'm in a ring and I'm looking at my opponent, it has me focused on my confidence and staying in the moment. If I'm doing a cross-examination or a direct-examination, I'm not thinking about lunch."


phillypaws.org

THE LEGEND OF SPOR

JOSEPH MASTER

PHOTOGRAPHY BY BEN WELDON

Jason Browne had a vision. He was alone, on the tail end of a cross-country road trip, camping in Yellowstone National Park. The fluid landscape — with its geysers and fumaroles — is the kind of place you'd expect to see something numinous. And Jason Browne '14, all brooding eyes and *Dharma Bums* mien, is the kind of guy you'd expect to stare into a hot spring and see something transcendent.

But Browne didn't stare into the abyss in Yellowstone. He was just collecting his thoughts. Because the thing is, he had this big idea. The kind of idea that could, perhaps, start a revolution.

Browne's vision came when he drove to Boulder, Colo., stopped at a special kind of spa and submerged his body in a sensory deprivation chamber filled with warm water and Epsom salt. They call it "floating."

That's when it happened — the moment his brain stopped working.

Browne saw himself as a bright beam of light on a rotating planet Earth. All of the continents were dimly lit. With each rotation, he saw his beam of light traveling across the United States as he made his way back home. One day he lit up Indianapolis. Then Pittsburgh. Then, Philadelphia.

At each new city, his light merged with other lights. Some got brighter.

The experience changed him. He'd never been so calm. So energized. So ready to build something.

It was July 2013. His vision became Spor, the portable, solar-powered battery charger that built Spor Chargers — a company that thrives on the evolutionary power of light.

Browne returned to Philadelphia on a mission.

Spor Chargers officially began months earlier, when Browne sat down for what would prove to be a monumental lunch with David Virgil Hunt '14, who would become his co-founder and spiritual blood brother.

"I have this idea for a portable solar charger for mobile devices," Browne said. "I think it could be really disruptive."

Hunt, who speaks in pentameter and dresses each day as though he'll be photographed, saw potential. They ran in similar circles. Hunt saw through Browne's quiet nature and tree-hugging sensibility. In fact, he hugged the same tree — namely a desire to end nonrenewable energy. In Browne, Hunt saw a visionary mind and kindred spirit. He wanted in.

"People sleep on his depth of consciousness," Hunt says of his co-founder. "His persona isn't as outward. But he is so kindhearted. Everything he does is meant to contribute value."

> "We're **yin and yang.** We both have a piece of each other in ourselves."

In Hunt, Browne saw a potential voice for his idea and a clever financial strategist to keep his lofty ideas grounded.

"I think this could be really big," Browne said.

"I like it," Hunt said. "But what do you want from me?"

"I don't really know yet. But when I need you, I'll let you know."

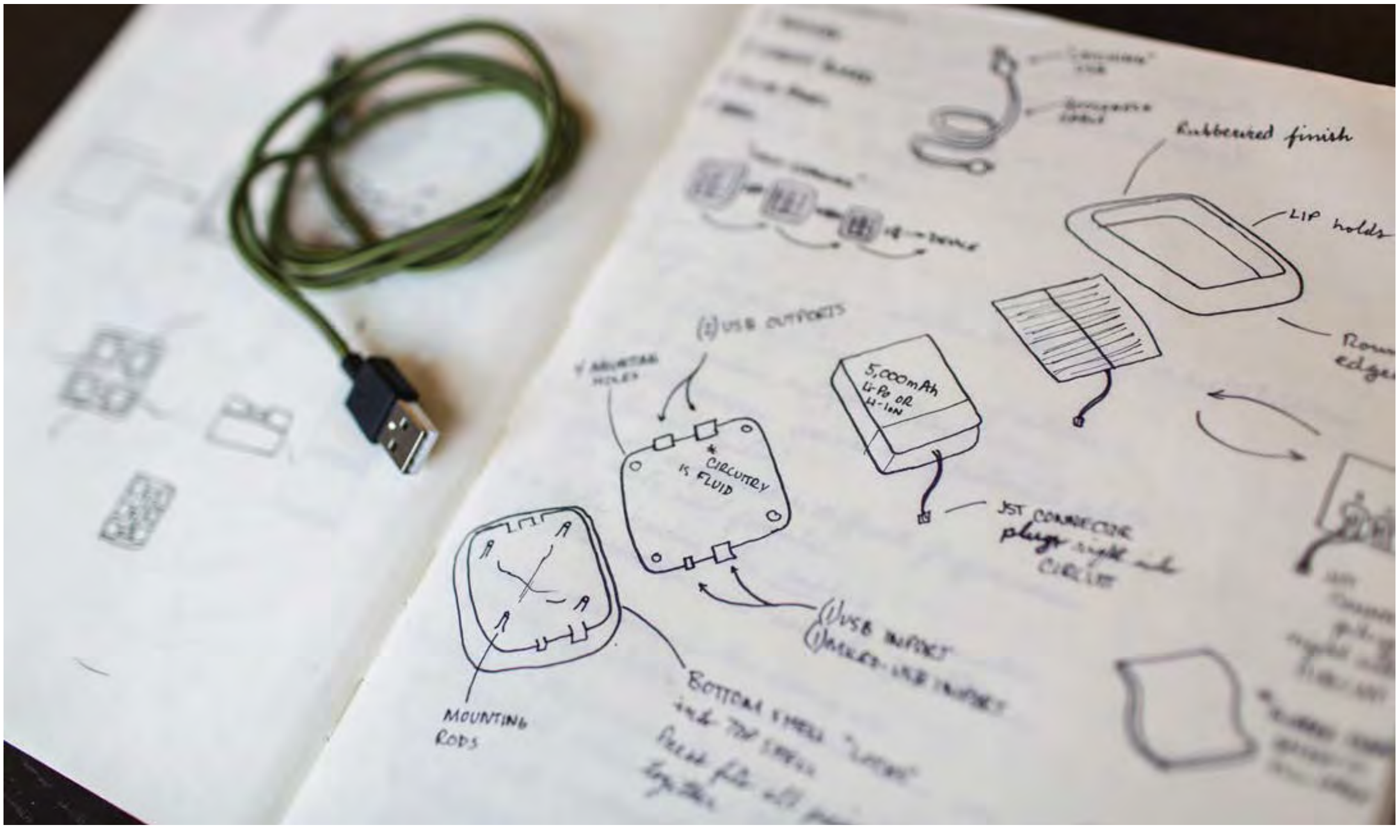
The idea was simple, but the execution would be complex. Back then, it was just a solar panel glued to a battery with a single USB port. Soon, the idea evolved to include gooseneck cables and larger solar panels with customized, 3-D printable shells that could be sourced from just about any material.

Hunt helped write the first business plan for Spor Chargers. Then, in October 2013, with Browne back from the abyss and ready to roll, the duo stood on stage at World Café Live and hit a home run pitching their company in the Baiada Institute's prestigious Incubator Competition. They say people invest in other people, not ideas — and the one-two punch of the quixotic Browne and lyrical Hunt was simply magnetic.

"Jay is white and I'm black," Hunt says with a laugh. "We're yin and yang. We both have a piece of each other in ourselves. The Spor is simple, but the pieces are complex. It's organic, but also technological. That's us."

"The common thread is truth," Browne says. "We believe that we can really make the world a better place. We are making the energy industry equivalent of the PC. "

Browne and Hunt won $10,000 in the competition and space to call home in the Baiada Incubator. In a matter of months, they also won Philadelphia's third annual Lean Startup Machine challenge. They tapped a group of engineers at Philadelphia's NextFab Studios to help



BROWNE'S SKETCH NOTEBOOK, WHERE SPOR CHARGERS WERE FIRST IMAGINED ON PAPER. THE FINANCE MAJOR GOT SOME ENGINEERING TEXTBOOKS AND TAUGHT HIMSELF THE TECHNOLOGICAL ASPECTS NECESSARY TO HIS INVENTION.

build a working prototype to turn Browne's vision into a viable, scalable, adaptable and simple product that would be easy to assemble by the layman.

Ever since, Spor has evolved from a single cell to an entire ecosystem. The current incarnation of the Spor can be charged via wall outlet, solar power, USB port and even with indoor light. The device has two USB ports that power two devices at the same time, as well as the ability to "daisy-chain" multiple units to increase energy capacity or transfer energy from one unit to another. With this innovation, multiple units can be connected to larger solar panels to increase the capacity of the system — the sum greater than any one part — creating a small-scale solar grid that can be assembled by anyone, anywhere.

FROM LEFT: BROWNE, LEBOW FINANCE STUDENT AND NEW SPOR EMPLOYEE MARK DONOHUE '15, AND HUNT.

And it's the anywhere that keeps the duo up at night. In sub-Saharan Africa, only 24 percent of the population has access to electricity. This is where Browne's prophecy and Hunt's poetry are headed: straight into the Third World.

By spring 2014, after a year of building prototypes at NextFab, it was time to take Spor to the masses.

On May 28, 2014, Spor Chargers launched an ambitious Kickstarter campaign to raise $100,000 in 30 days.

For startups like Spor, Kickstarter represents a viable way to raise capital and brand awareness as an alternative means to bootstrap a business. Kickstarter allows companies to retain autonomy while engaging in an open and honest conversation with their "backers," who donate rather than invest. It's the monetization of the social media era, and it allows companies like Spor to scale on their own terms while prototyping their product to an incentivized group of "prototype" shareholders.

For a pledge of $35, early backers received a Spor charger. For $50, they got a Spor with a 3-D printed shell. These pledge "gifts" not only encouraged support; They forced Browne and Hunt to keep it honest. While they weren't beholden to real shareholders, they were bound to make good on their promise — which meant that if the project reached its goal, they'd need to ship product.

First, they created a value proposition video (Kickstarter's bread and butter) with the help of a production company run by recent alums of Drexel's Westphal College of Media Arts & Design. In the video, which went viral in days, the dynamic duo stay true to character: Browne talks tech and Hunt adds color commentary.

“Inside each Spor is a 5,200mAh lithium ion battery,” Browne says, completely deadpan, sporting his customary V-neck.

“That’s huge!” Hunt, wearing his signature blazer, counters. “That’s like three-and-a-half full iPhone charges!”

“Now it’s like, ‘are you on the boat? Or are you just going to sit on the shore and watch us sail off to success?’ **Because, now we’re moving**.”

They raised $13,000 in 24 hours. The next day, they raised $8,000. Then $2,000. Then $1,100. Browne had his doubts. But Hunt kept him going.

“Every morning I was up and aligning my own energy with the fact that we were going to make it,” Hunt says. “When you put your intentions out there into the universe, it happens. The rest of the world just has to realize it.”

Thanks to the video, as well as press support from the likes of TechCrunch, Reign23, Techdirt and Technical.ly Philly, the campaign was an overwhelming success.

By June 30, they had exceeded their goal, receiving $112,408 in funding from 1,439 backers.

The campaign received 130 comments and over 500 private messages — which Browne responded to personally — from potential investors, backers and venture capitalists. Most importantly, the campaign gave Spor solid traction across the globe — a currency that cannot be undervalued when it comes to raising future funds.

“We have met with investors,” Browne says. “And a lot of times, they might say, ‘We want to see traction.’ And I’d say back, ‘Hey, we want to see traction, too. But we don’t have the money to validate this traction.’ Well, Kickstarter validates our traction.”

Or as Hunt puts it: “Now it’s like, ‘are you on the boat? Or are you just going to sit on the shore and watch us sail off to success?’ Because, now we’re moving.”

The pair recently returned from a trip to China, where they secured production for all Spor components. They are also working on a full-scale digital marketing campaign. Then there is sourcing, distribution, branding and outreach to consider. Not to mention investors.

These are all moving parts, and they evolve every day. The solar panels will get bigger. The USB cables will become more efficient. But regardless of hardware, the goal is for Spor Chargers to source the best components and put them together in the easiest possible way.

“The thing I love about a Spor is that it does change,” says Hunt. “It reproduces. Gives life to other things. Finally, at some culmination point, it becomes what it’s supposed to be.”

On a random day toward the tail end of Spor’s Kickstarter campaign, Browne dragged Hunt to a floating spa in Northern Liberties. He just had to share his experience, and after a year of such intense transformation, it was definitely time.

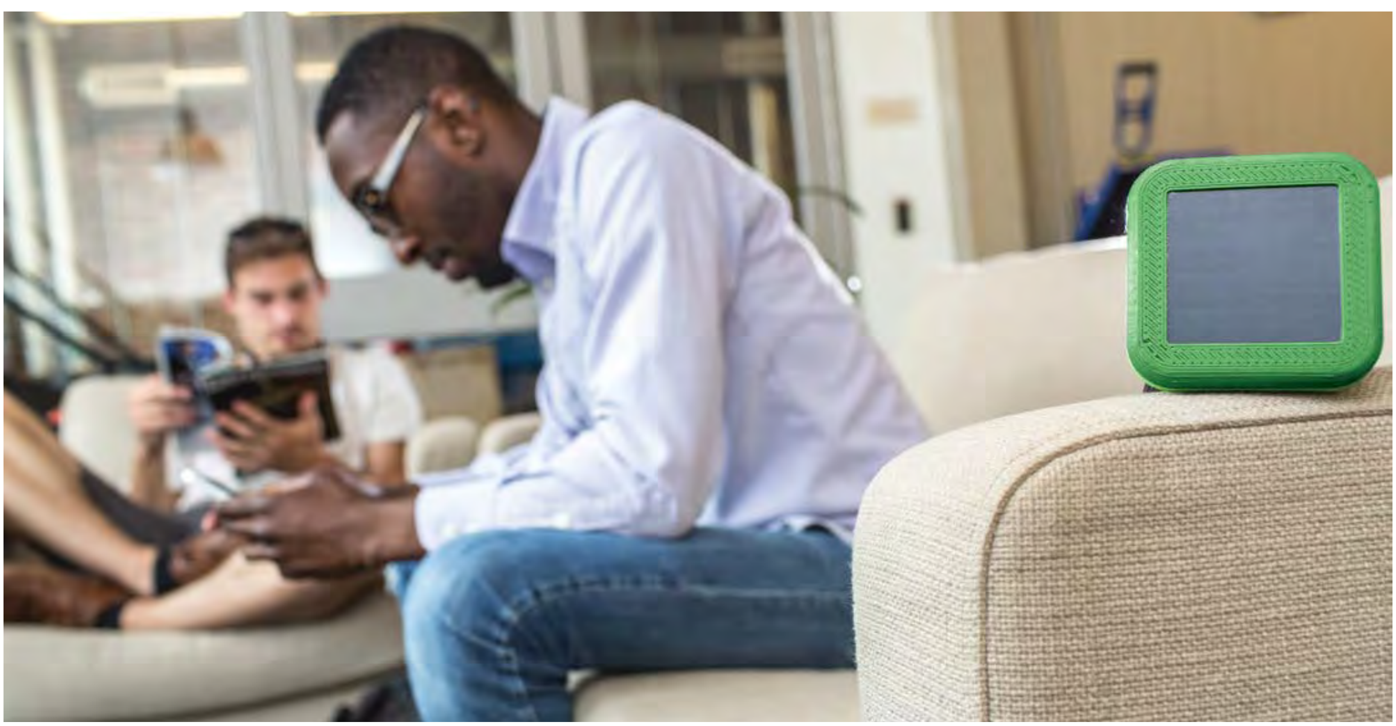
Once prepped, the two co-founders parted for their respective sensory deprivation pods, submerged their bodies in water, and spent 90 minutes in the void.

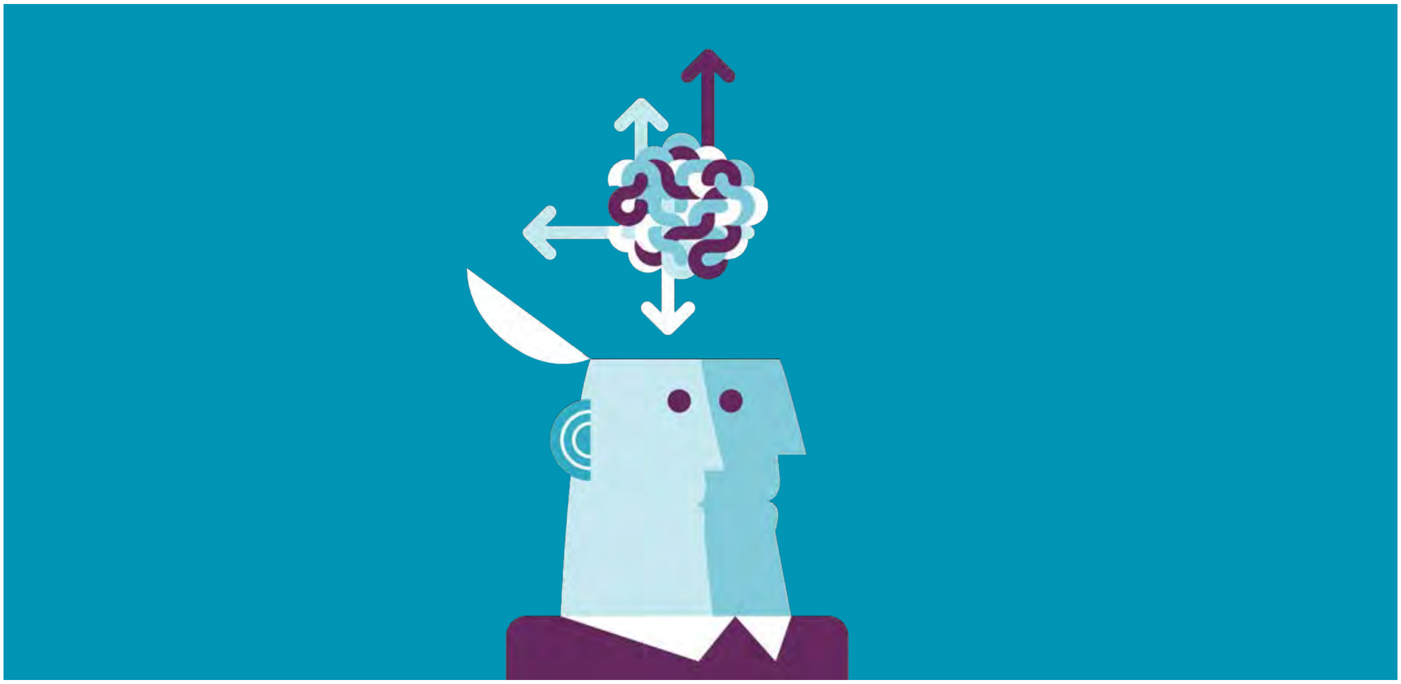
When Browne emerged, he found Hunt waiting at the front desk. He’d already booked himself three more sessions.

“How was it?” Browne asked.

“It was good,” Hunt said. “But I can see how it’s going to be great.” market

JOSEPH MASTER IS THE DIRECTOR OF COMMUNICATIONS FOR DREXEL’S CLOSE SCHOOL OF ENTREPRENEURSHIP.





Oh, Behave!

How Economists Are Using New Theories to Help People Make Better Decisions

MARK STEHR

Economists traditionally assume that people are well informed, rational and act in their own best interests. As a result, the theory says that absent any effects on third parties (e.g. second-hand smoke), the government shouldn't be telling people what to consume. Although many find this small-government message appealing, and most economists think these assumptions are mostly true most of the time, some economists can't help but notice situations where the theory doesn't ring true. Is a heroin addict acting in his own best interest if he loses his job and spends his time shooting up in a flophouse? Do problem gamblers make themselves better off with repeated trips to the casino? For a less extreme example, consider payday loans. Are people rationally using them to get through rough times when better sources of credit are unavailable? Or are some people consistently using them in a way that leaves them worse off?

A growing number of economists — calling themselves behavioral economists — are incorporating knowledge of human behavior from other fields, particularly psychology, to widen their understanding of economic behavior. The most common example is probably loss aversion, where the potential to lose a certain amount of money provides greater motivation than the potential to gain the same amount. In one application, researchers in Chicago found that paying teachers a bonus up front and threatening to take it away if their students didn't meet certain performance targets was more effective than simply paying teachers if and when their students met the targets.

Ideas from behavioral economics are also summoned to explain behavior when the traditional model has difficulty. For example, a group of researchers found that some gym members continued to pay a monthly membership fee even though it would have been cheaper if they had switched to a plan that allowed them to pay on a per visit basis. They found that traditional economic models emphasizing rationality were hard pressed to explain this behavior, but that it could be explained by persistent overconfidence in future gym attendance, an idea not allowed under traditional theory.

Others have begun testing interventions motivated by behavioral economics to improve behavior that appears suboptimal. Many smokers, for example, find themselves unable to quit, and many sedentary individuals find that they cannot establish a regular exercise routine. Behavioral economists attribute these failures in part to a lack of commitment and have found that offering commitment contracts, where individuals bet that they will engage in the desired behavior and forfeit their own funds if they fail, can help some people quit smoking or increase their exercise.

Others have drawn on ideas from behavioral economics to improve policy effectiveness. Work that leverages the concept of social norms found that informing taxpayers of the average rate of compliance with tax laws increased their rate of tax compliance. Other work finds that changing the default option in the choice of saving plan can have a large effect on the rate of saving, and that changing the default option to "yes" greatly increases the rate of organ donation.

This academic work has spilled over into the popular press with books like *Nudge* by Richard Thaler and Cass

Sunstein, *Thinking, Fast and Slow* by Daniel Kahneman, and *Predictably Irrational* by Dan Ariely. It's made its way into government with the creation of the "Nudge Unit" or Behavioral Insights Team in the United Kingdom in 2010 followed by a similar unit in the White House Office of Science and Technology Policy, and even into the private sector with the launch of BEWorks and the website Stickk.com.

Perhaps predictably, this movement has not been without its detractors with some decrying that it provides additional excuses for the "nanny state" to micromanage our lives, undercut our self-sufficiency, and ultimately make us worse off. But such overreach seems unlikely for two reasons.

First, many of the interventions are not coercive. Changing a default to "yes" for organ donation may increase donation rates, but it still leaves people the option to say no. One group of researchers tried to default the tax refunds of low-income taxpayers into savings but found that this group simply overrode the default and spent their refunds instead.

Second, as long as the policymaking is based on evidence, it should be making people better off rather than worse off, and if the government ignores the evidence, that's a problem with the government and shouldn't be unique to policies based on behavioral economics. Furthermore, as with other policies, if the government does overreach and adopt a policy that makes people worse off, at least in this country they can pressure lawmakers to change it or vote against those who support it.

So where is behavioral economics going? Its detractors say the phenomena that it seeks to explain with theories from outside economics will ultimately be explained by more careful application of traditional economic theory. Behavioral economists, however, see a different evolution. They think that because their explanations match the facts better than the traditional theory, behavioral economics will continue to add to and enrich it. They see a discipline that draws on a wider body of theory where the battle lines between traditional and behavioral economics have faded and both are part of a new version of economics that is much improved.

MARK STEHR, PHD, IS AN ASSOCIATE PROFESSOR IN DREXEL LEBOW'S SCHOOL OF ECONOMICS.

Thanks to the generosity of donors who pave the way for LeBow students.

DONOR

STUDENT

IDEAS

LEBOW DELIVERS

Craig and Joyce Keller,
The Craig P. Keller '82 '88 and C. Joyce Keller '82 '88 Operation Graduation Endowed Scholarship Fund

"As Drexel alums, we share President Fry's commitment to helping students complete their Drexel education through Operation Graduation. Establishing this scholarship was the ideal way for us to show our dedication to LeBow while also helping students in a very meaningful and direct way."

Patrick S. McGonigal '86,
The Patrick S. McGonigal '86 Endowed Scholarship Fund

"I'm honored to help other Philadelphia-area students get the kind of experiential, innovative education at LeBow that I received. The experience I gained through my classes and my co-ops was instrumental in my personal and professional growth and success."

For more information, please contact **Christopher Brittin** at **cbrittin@drexel.edu** or **215.895.6427** or visit **lebow.drexel.edu/alumni-and-friends/giving**

Drexel Steps In

MARK EYERLY

Stan Ridgley, assistant clinical professor of management, moved two years ago into a three-story apartment building at 41st and Spring Garden; his adult children occasionally live with him.

Daniel Dorn, associate professor of finance, moved 10 years ago into a row house at 45th and Baltimore, where he and his wife now raise four children. The oldest is 9 years old; the youngest has yet to turn 1.

Joan Weiner, professor of management, moved nearly three decades ago into a house on the 3300 block of Baring Street, where she continues to live by herself following the passing of her husband several years ago. She marvels that her block is home to six children under age 5, a high school student, a college student and a 51-year-old woman who moved into her current house as a child.

Together, these three Drexel LeBow professors embody the tradition, the challenges and the potential of the West Philadelphia neighborhoods that Drexel President John A. Fry is looking to transform. Can the area attract more families and professionals without concurrent gentrification that forces out residents of long-standing?

Fry's activist approach — he arrived here planning to make Drexel "the most civically engaged university in the nation" – has led to creation of university centers for civic engagement and neighborhood partnerships, Drexel's purchase of the 14-acre site that included University City High School and the Charles Drew Elementary School, forgivable loans for faculty and staff who purchase or renovate homes in designated areas near campus, and plans for an Innovation Neighborhood bordering 30th Street Station.

Extensive press coverage of Fry's efforts once led Dorn's wife to ask him: "Why does *Drexel* have to do all of this?" *Politico Magazine* answered that question with the subtitle of a 3,500-word July story on "West Philadelphia, Reborn and Razed," which asked, "Can a university step in where a city fell down?" In other words, if not Drexel, who?

Weiner is not only a LeBow professor and three-decade resident of the neighborhood near Drexel; she is chair of the Powelton Village Civic Association's campus/community committee, representing the neighborhood in bi-weekly meetings with Drexel administrators. "I was viewed with suspicion by both sides for a while," she says. "But my reputation as a straight-shooter and focusing on the win-win won over the skeptics."

And she sees a win-win in the current town-gown climate, which has evolved from acrimonious and contentious to one of respect and trust. "I care deeply about Drexel and about this community," Weiner says. "Drexel's vision is great and I have strong hopes for the long term."

One neighborhood leader, Michael Thorpe, told *Politico*: "Before, Drexel was considered to be the villain, that all they wanted was to gentrify the neighborhood and push poor people out. People are starting to realize they can be good partners. They came in and said, 'How can we help you?' That's a change. Now the community is actually being asked."

Dorn, a German native ("The World Cup win will give me four years of bliss!") who moved into West Philadelphia to be close to campus and reduce commuting time away from his family, says that improvements to the schools are the key to transforming West Philadelphia. His two oldest children attend the Penn Alexander School, which Fry was instrumental in creating when he was executive vice president at the University of Pennsylvania, and Dorn is keeping his eye on what Drexel can make happen with the properties it just purchased from the School District of Philadelphia.

How important are quality schools? "Two years ago when I went on sabbatical, people with children wouldn't rent our house for the year because Penn Alexander was at capacity and couldn't promise admission to any more kids," Dorn says.

Ridgley, who practices his Spanish by shopping at a local Dominican market, is skeptical of efforts to engage communities through what he calls "one shot" service projects. But he notices during his morning walks that vacant lots are being replaced by townhouses, and he thinks: "Drexel is tilling soil that can produce a safer, more livable community."

Drexel: Just Like Home(schooling)

BOBBIE MCKENNA

When many people hear the word "homeschooled," they picture a socially inept demi-genius who occasionally dresses in pioneer clothing and never leaves the house. While this stereotype may have an origin, I like to think I'm one of the homeschoolers who proves it wrong.

From ages 5 to 15, my education was atypical. Instead of eight-hour blocks in school with scheduled classes, I was taught through a mix of weekly classes with hired teachers (or a homeschooling parent) and facilitated textbook learning, or "experiential" learning. Within this varied schedule, I feel experiential learning is what changed who I am as a student and a person most.

Other than the basic skills like reading and math, my mom had a pretty loose schedule regarding what my sister and I should study. Instead of following a sequential pattern, she would let us choose which aspect of each subject we would learn. For example, while reading a book by the Dutch author Meindert Dejong, I became curious about the Netherlands. So we did a project on the country, complete with wooden clogs. (At least it wasn't pioneer clothing!) All interests were followed; all curiosities explored. It was less about what we were supposed to learn and more about what we wanted to learn.

My mom liked to say "the world is your classroom" and strove to teach (and learn) something in every situation. Every vacation was an education. On a cross-country roadtrip to the Grand Canyon at age 6 , I learned about the history of the Southwestern United States, the Hopi and Apache tribes and the geological history of the canyon. I was immersed in the lesson, and examples were all around. It never occurred to me that other kids my age weren't learning about Kachina dolls and erosional formations; it was just what we were learning, and it was cool!

My family executed a rather intense "experiential" learning program when I was 12 years old. My parents believed learning another language was important and the best way to do it would be total immersion. So, for four months my sister, mother and I lived and went to school in Lima, Peru. It seemed insane, random and over the top. But they were right — it worked! We learned the language and culture in record time.

Every hike, trip and museum visit reinforced this way of learning. I may not have rejoiced over every "teachable moment" at the time, but as I look back I realize that finding stories and information in everything made me fall in love with learning. I was trained to absorb everything around me. This approach makes even classroom learning more rich and exciting.

So, to me, it's clear why Drexel and I are a perfect fit: The focus on experiential learning through co-op and even many of its class offerings appealed to my homeschooled past.

BOBBIE MCKENNA IS A JUNIOR MARKETING AND INTERNATIONAL BUSINESS MAJOR WHO WAS BORN AND RAISED IN CALIFORNIA, CONNECTICUT AND WISCONSIN. SHE LOVES THE GREEN BAY PACKERS, THE OUTDOORS AND DRINKS WAY TOO MUCH COFFEE. HER FAVORITE THING ABOUT PHILADELPHIA IS ROWING ALONG THE SCHUYLKILL RIVER WITH DREXEL'S ROWING TEAM.

The Apple Of Our Eye

LISA LITZINGER-DRAYTON

PHOTO BY CHARLES CERRONE

By the time they reach college, most students have long since passed the 'princess phase.' That is, unless they are cast as one in a Drexel musical. LeBow sophomore Georgie Manera landed the lead role of Princess Barbara in the Co-op Theatre Company's recent production of "The Apple Tree."

The Cinnaminson, N.J., native, who attends Drexel on a theater scholarship and plans to earn a theater minor in addition to her marketing and business analytics co-majors, says her favorite scene during the production had her playing out a role reversal where she got to act like a tiger – albeit wearing a dress – and scare her onstage counterpart who was actually wearing the tiger costume. "Getting to be someone else for a little while is fun," Manera says. She raves about her director, theater professor Bill Fennelly, who has directed well-known musicals on Broadway including "Jersey Boys."

Her involvement in theater is just one item on a long list of academic and extracurricular activities here at Drexel. She's also a member of Drexel's a cappella group the Treblemakers and Pi Nu Epsilon, serves as a student ambassador and a peer leader, and just finished up her STAR research fellowship. In the perfect juxtaposition of her loves for theater and business, her STAR assignment was a market research project for Arden Theatre's upcoming production of "Herringbone."

PHOTOGRAPHY BY SHEA ROGGIO

Yokohama
Sushi + Hibachi Under One Roof

LISA LITZINGER-DRAYTON

When he began his college career at Drexel LeBow, Kenneth Sze '09 (left) wasn't really planning to join the family restaurant team. He chose finance and legal studies as his majors, thinking he might work in finance. His co-op at BlackRock turned into a part-time job while he finished school.

But upon graduation, his parents were in the midst of expanding their sushi restaurant, Yokohama, and needed Ken's help. He couldn't say no.

The project was a big one: doubling the restaurant's square footage and adding a full bar and hibachi entertainment – all while giving the restaurant a more modern look and improving the quality of food and service.

The Szes saw success: Since Ken joined their team full time, sales are up 500 percent. Ken says Yokohama's sushi bar brings a steady stream of customers all day, while hibachi tends to attract parties celebrating special occasions. Ken is especially passionate about the quality of his ingredients. For example, he sources his scallops locally – most come from day boats fishing off the coast of Cape May, never frozen, which he picks up at the fish market during his commute to Maple Shade, N.J., from his home in Northern Liberties.

"I can't make the chefs do better tricks, but I can order better steaks. Many hibachi restaurants serve cheap steaks. Ours are certified Black Angus."

YOKOHAMA

300 S LENOLA RD
MAPLE SHADE TOWNSHIP
NEW JERSEY 08052
856.608.8812

Old School Co-Eds

ROB SIECZKIEWICZ

The Drexel Institute enrolled both men and women from its inception. Early marketing materials described the Institute's objective as "the extension and improvement of industrial education as a means of opening better and wider avenues of employment for young men and women." A visitor walking through the Main Building in the first decades of the Institute, however, would find that the typical classroom or laboratory was occupied solely by men or women.

In 1914 the Institute consolidated its many departments into three schools: Domestic Arts and Science, Engineering, and Secretarial. The first trained women, the second trained men. Only the Secretarial School taught both sexes side by side, aiming to produce "men and women competent to take the initiative in office work."

This photograph of an accounting class in Main, taken about 100 years ago, demonstrates a level of co-education unseen elsewhere in the Institute at the time. Here men and women sit side by side, learning the "theory and practice of accounts" from Charles D. Clarkson, standing in the background. The bright sunshine streaming in through the windows tells us that this was a day class, but students could also attend the secretarial classes in the evening.

Students would also have taken courses in amanuensis (dictation), statistics and algebra; two years of Spanish language were required for the four-year degree. Classes in commercial and industrial history included visits to the Institute's Commercial Museum, which contained samples of raw materials and manufactured goods from around the world.

In 1922 the Secretarial School was renamed the School of Business Administration, reflecting a growing division in the commercial workplace between secretarial and administrative roles. While the secretarial studies and commercial teaching programs continued to enroll female students, male students gradually became the majority after the introduction of two five-year cooperative programs: business administration and commerce and engineering. Despite its brevity, the Secretarial School remains an interesting episode in Drexel's dynamic history.

ROB SIECZKIEWICZ IS AN ARCHIVIST AT DREXEL UNIVERSITY.


YOUR JOB IS
TO IMAGINE
ALL THE
POSSIBILITIES
Economists help shape plans and
policies in an ever changing world.
MS in Economics
Our program offers the flexibility to shape
the curriculum to match your career goals while
developing the specific skill requirements sought
after by a variety of professions.
• Learn advanced concepts in Economics
and Economic modeling
• Gain expertise in rigorous quantitative methods
• Conduct applied industrial and policy analysis
lebow.drexel.edu/econ
DREXEL UNIVERSITY
School of
Economics
LeBow College of Business

DREXEL UNIVERSITY
LeBow
College of Business
3220 Market Street
Philadelphia, PA 19104
LeBow.Drexel.edu