

# DREXEL LEBOW

MAGAZINE

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comes to the office

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PHOTO BY WILLIAM MCKEOWN '21

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# This Magazine Has Changed



**Y**ou may not have initially recognized this publication from its cover—Drexel LeBow Magazine is a newly branded version of Market Street, our alumni magazine. The name was changed because of a desire to feature our identity as a college more prominently. I'm confident the new name in bold type will make an impression and lead readers to explore the stories of our alumni, student and faculty communities that make up the living core of our Drexel LeBow brand.

Beyond a fresh name, this issue also contains stories of substantive change at Drexel LeBow. Dean Frank Linnehan retired in June after a five-year tenure that included the opening of Gerri C. LeBow Hall, redesign of the MBA curriculum and creation of the Executive DBA program among many more milestones. Paul Jensen has been named interim dean; you can read more about him on page 4.

Interim Dean Jensen's vision for Drexel LeBow includes a focus on a business solutions approach to education that seeks to integrate evidence-based solutions to industry challenges into the curriculum. The approach has found early success in the business analytics program and is now being expanded to other areas in new and exciting ways.

A project conducted as a partnership between LeBow faculty and SEI Investments Co. (page 26-27) is an example of the type of productive collaboration possible with a business solutions approach.

Of course, this approach isn't a departure for LeBow. Our students have always been problem solvers, and real-world application runs deep in the DNA of Drexel. Under our magazine's new name, we'll continue to highlight what sets Drexel LeBow students apart as they seek solutions in the classroom, on co-op and in their careers.



Jonathan Hartley  
Editor

## DREXEL LEBOW MAGAZINE

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## DREXEL LEBOW WELCOMES NEW INTERIM DEAN

**P**aul Jensen, PhD, was named interim dean of LeBow College of Business, effective July 1. Most recently, Jensen has served as associate dean of undergraduate and graduate programs at LeBow and interim director of Drexel's Center of Hospitality and Sport Management. (That Center was recently separated into two new, separate centers: the Center for Hospitality, and the Center for Sport Management. The latter is now aligned with LeBow College.)

Jensen says experiential learning in partnership with industry is the future of business education, and he plans to integrate solutions projects that enable interdisciplinary teams of faculty and students to work with companies to solve business problems into more of LeBow's classrooms.

"Our faculty's research expertise combined with a curricular focus on rigorous business problem-solving techniques enables our students to address complex problems that industry is facing today," Jensen says. "This approach to education is even more important in today's environment, where innovations are transforming business and society at an unprecedented pace."

Jensen joined Drexel LeBow in 1997 as an assistant professor of economics with primary areas of research and teaching in international trade, microeconomics and managerial economics.

His appointment follows the retirement of former Dean Frank Linnehan on June 30.



PHOTO BY COLLEEN STEPANIAN

## UNDERGRADUATE RESEARCH FELLOW PRESENTS WORK IN QATAR

**E**mma Zdziebloski never thought she would travel to the Middle East, but presenting research in Qatar gave her the opportunity to explore the region in a unique way. The pre-junior business analytics and management information systems major was selected to present her research on information security at the inaugural World Congress of International Research in Doha, Qatar. She joined 160 students from all over the world at Qatar University to present the research she began as part of the STAR Scholars program after her freshman year, which looked at college students' knowledge and implementation of best practices in electronic information security. She found that college students know quite a bit about how to protect their personal information online, but do not actively implement those practices.

The highlight of the trip was the opportunity to learn about Qatar and the Middle East by meeting other students and visiting cultural sites throughout Doha. For Zdziebloski, experiencing Qatar first hand was a unique cultural experience, one she could have never dreamed of.

"I never wanted to go to the Middle East. I never studied it. It was something I did on a whim," she said. "I met so many women who are going into STEM fields in Qatar, Egypt and the surrounding countries. It was very different than what people think about what women can do in the Middle East."

The World Congress was organized by the Council on Undergraduate Research to "bring together the best undergraduate research in the world to focus our collective minds on some of the most significant challenges facing the global community today." Research topics ranged from biomedical engineering to sociology.

Following her STAR Research experience, Zdziebloski became a LeBow Undergraduate Research Fellow where she works with assistant professor of marketing Chen Wang, PhD, to support ongoing research projects.





MS business analytics students Arjun Arora, Hong Li and Ran Zhang at INFORMS Analytics conference in Las Vegas

## MS BUSINESS ANALYTICS STUDENTS PLACE AT INTERNATIONAL COMPETITION

**A** team of three graduate students in LeBow's MS in Business Analytics program received fifth-place recognition in an operations research and analytics competition out of more than 200 competing student teams from around the world.

Arjun Arora, Hong Li and Ran Zhang accepted the honor during the Institute for Operations Research and the Management Sciences (INFORMS) Analytics conference in Las Vegas.

Eight teams from around the world—including Turkey, Singapore, the U.K. and Belgium—were selected as finalists in the inaugural INFORMS Operations Research and Analytics Student Team Competition. Drexel was one of three U.S. institutions to be recognized in the final round of competition.

“

**This competition was a good opportunity to use those skills and learn more about developing solutions using historical data.**

”

Teams were given a real business problem and data sets from Syngenta, a global seed biotechnology company, and were tasked with using an operations research and analytics approach to discover why strains of soybean varieties bred for commercialization were under-performing.

Finalists were selected based on a written submission of their analytics process and were invited to Las Vegas to present their solutions to a judging panel of industry and academic professionals. Their recommendations earned them fifth place and a \$1,000 prize. The students worked for several months with guidance from Chuanren Liu, PhD, assistant professor of decision sciences and MIS.

“Our courses prepared us with critical thinking experience, storytelling knowledge and the ability to build regression models, so this competition was a good opportunity to use those skills and learn more about developing solutions using historical data,” said Arora.

## DREXEL LEBOW LAUNCHES NEW MBA CURRICULUM



**D**rexel LeBow's new MBA curriculum provides greater focus on problem-solving that can be applied across a wide range of industries, as well as more opportunities for customization.

Built to respond to market demand for flexibility, the new curriculum leverages Drexel's comprehensive resources. MBA students will be able to tailor their program of study to focus on traditional business disciplines, as well as other related disciplines across the University. Some examples include: computer science, creativity and innovation, education, healthcare management, lean manufacturing, entrepreneurship and innovation, healthcare informatics, and many more.

The addition of leadership assessments and enhanced co-curricular programming, in combination with career coaching and mentor opportunities, will ensure students graduate with the skills necessary for success in the business environment.

“The enhancements provided by this new curriculum will help new Drexel LeBow MBA graduates distinguish themselves throughout their careers,” says Interim Dean Paul Jensen.

## LeBow Staff Member Named to AI Dia's Women at the Top List



Raquel Arredondo was named among AI Dia's 2017 Women at the Top, a campaign that aims to discover, honor and celebrate Latinas who demonstrate confidence, intelligence and leadership that will inspire others. Arredondo is one of only six recipients of this new award. She serves LeBow as assistant director of Graduate Career Services, where she combines her backgrounds in human resources and higher education to create strategic relationships across industry and disciplines developing targeted talent pipelines for corporate partners and connecting students with best-fit career opportunities.

EMBA INTERNATIONAL  
RESIDENCY IN

# Cuba

The 2017 Executive MBA cohort finished their program with a unique international experience in Havana and Cienfuegos, Cuba. They were joined on the trip by LeBow alumni and staff, including Dean Emeritus Frank Linnehan and members of President Fry's Advisory Council. During their stay on the island, the group visited cultural sites, local universities, American Airlines' Cuba headquarters and the newly reopened U.S. Embassy.



## KONSTANTINOS SERFES AWARDED GREEK DIASPORA FELLOWSHIP

School of Economics Professor Konstantinos Serfes has been awarded a fellowship by the Greek Diaspora Fellowship Program to travel to Greece to conduct research. He will collaborate with Chrysovalantou Milliou at the Athens University of Economics and Business on research and graduate student mentoring. The goal of the research collaboration is to study mergers between multinational and multiproduct firms.

**“Greece’s future depends on a strong education system.”**

For Serfes, the work holds meaning beyond simple research results. “Greece’s future depends on a strong education system. I am honored to participate in the Greek Diaspora Fellowship in my home country,” he says. “Moreover, the host institution, the Athens University of Economics and Business (AUEB), is arguably the best school for economics in the country and very well-recognized in Europe. It has top scholars, knowledge on European policies and access to EU data. Therefore, my collaboration with AUEB will allow me to tap into a new pool of knowledge and produce high-quality research.”

Serfes is one of 30 Greek- and Cypriot-born scholars from North American universities chosen to travel to Greece and conduct academic projects with peers at Greek universities as part of the program.



## LeBow Joins Elite List of Host Institutions for U.S.-Africa Program

LeBow's Institute for Strategic Leadership (ISL), in partnership with the Drexel's Office of International Programs, was awarded a grant from the U.S. Department of State to be a host for the 2017 Mandela Fellowship for Young African Leaders. Drexel LeBow hosted 25 fellows for a six-week residential civic leadership development program last summer.

The Mandela Washington Fellowship is the flagship program of the Young African Leaders Initiative, which empowers young people through academic coursework, leadership training and networking. The leaders selected to be Mandela Fellows are between the ages of 25 and 35 and have established records of accomplishment in promoting innovation and positive change in their organizations,

institutions, communities and countries.

While at LeBow, the fellows' experience included classroom instruction by Drexel faculty and subject matter experts, panel discussions, speaker events, team-building experiences, cultural immersion trips, community service, leadership development, peer mentoring, and a Washington, D.C., summit featuring networking and panel discussions with U.S. leaders from the public, private and nonprofit sectors. The curriculum developed by the ISL focused on a civic leadership track.

"Being selected for this highly competitive grant is a significant achievement for the ISL, LeBow and the entire Drexel community," says Alison Young, executive director of the ISL. "Civic engagement is part of our DNA at Drexel, and developing young civic leaders from African nations gives us a role in building a more peaceful and prosperous world."



### INAUGURAL CLASS BEGINS EXECUTIVE DBA PROGRAM

Seventeen students from across the nation enrolled in LeBow's new Executive Doctorate in Business Administration (DBA) program, which began in September.

This part-time doctoral program was designed to equip executives and senior managers with methods to address complex industry and organizational challenges. The program features a blended format

that combines the flexibility of on-campus residencies and online virtual modules, which allows students to retain full-time employment while completing their coursework.

Designed for completion in as little as two-and-a-half years, LeBow's Executive DBA culminates in a mentored dissertation project. Learn more at [lebow.drexel.edu/dba](http://lebow.drexel.edu/dba)

### LEBOW HOSTS INAUGURAL DIVERSITY AND INCLUSION CASE COMPETITION

Undergraduate students from five local schools tackled the real-world challenge of embracing diversity in business by creating an inclusive workplace as part of a LeBow case competition. The event was sponsored by TD Bank.

Student teams served as management consultants assisting TD Bank in developing strategies to encourage employees to embrace their diversity by self-identifying. TD Bank executives, Drexel faculty and professional staff served as judges. Fifteen teams competed in the inaugural case competition, including teams from Drexel, Arcadia University, Rowan University and University of Delaware.

The final three teams included a team of seniors from Delaware and two from Drexel, one of seniors and one entirely of first-year students. The judges had a hard time selecting the final, but ultimately Delaware took home the top prize of \$2,000 with ideas that could be implemented right away in the company to make a difference. The second-place team took home \$1,000 for their future-focused initiatives. Third place received \$500.

"Inclusion is not just a feel-good proposition, it is good business," said Brian Ellis, LeBow's associate dean for academic programs administration. "At LeBow, we recognize this paradigm, which is why we decided to create this competition."

Drexel LeBow hopes to host the competition annually for the Philadelphia collegiate community.

“Inclusion is not just a feel-good proposition, it is good business.”

## LeBow Alumna Named to Ad Age 40 Under 40

Finance and marketing graduate Shilpa Gadhok '07 was named among Ad Age's 2017 national list of 40 Under 40. She is senior associate brand manager at the Hershey Co.

During her time at Drexel, Gadhok completed a marketing analytics co-op at Fannie Mae and an internship at the Department of Homeland Security, both in Washington, D.C. She has also completed Lockheed Martin's Financial Leadership Development Program, and has earned an MBA at the University of Chicago's Booth School of Business.

Gadhok joined the Hershey Co. in 2016, where she is responsible for helping build the brand's fundamental structure, launch its first major media campaign and lead product innovation strategy.

## New Faculty Wall of Fame Inductees



RUSSELL MCLAUGHLIN

RONALD ANDERSON

JOSEPH FORD

During the spring term, LeBow recognized three faculty members for their commitment to their students by selecting them for the Teaching Wall of Fame. Ronald Anderson, Joseph Ford and Russell McLaughlin were honored for the lasting impact they have made on their students.

Images courtesy of Drexel University Archives.



# THE 21<sup>ST</sup> CENTURY WORKPLACE

A look at the collaborative,  
social world of coworking

BY JONATHAN HARTLEY

PHOTO BY SAMANTHA ABRAMS

Coworking is a movement. Defined narrowly, the term simply refers to workspaces, typically with an open format to maximize collaboration, which provide a desk and access to resources, amenities and a community in exchange for a membership fee. But to talk to members and operators is to get a picture of the social and professional shifts that are taking place in these spaces—the concept of the workplace is being redefined.

Local and national operators are opening spaces at a rapid rate in Philadelphia. In its annual report, Center City District (CCD) estimates that there is currently 370,589 square feet of coworking space in greater Center City, from approximately 20 different operators, and an additional 80,000 square feet in the pipeline.

LeBow students and alumni have been part of the movement since its early days, both locally and nationally as early-adopting members and entrepreneurial founders. Former LeBow student Alex Hillman founded Indy Hall, a space on Market Street, in 2006. Naturally, he's a proponent of the coworking model, but is quick to clear up one prominent misconception: "It has evolved to be synonymous with startups, but the bulk of people who

benefit most are freelancers, solo entrepreneurs and remote workers."

The CCD report adds that, "despite the perception that coworking spaces are filled with young entrepreneurs and startups, many large companies looking to test the market are leasing space."

The stories that follow attempt to highlight the movement on the scale of an individual space and also as a larger part of an emerging workplace culture.

What unifies the movement is a focus on the humans doing the work. "For the last 100 years, work became this thing that turned people into numbers and cogs," Hillman says. "Coworking tries to reverse that pattern. We focus on people as people, understanding how they build trust in work relationships, and do what we can to facilitate that for people at all stages of their career." 



Alumna's  
Digital Marketing Company  
THRIVES in  
SHARED  
SPACE

BY  
LISA LITZINGER-DRAYTON

PHOTOGRAPHY BY STUART GOLDENBERG

“  
We felt having these  
companies around us helped  
us, and it added more energy  
and excitement to what we did  
every day.  
”



Denizens of THRIVE Philly—both human and canine.



Shortly after LeBow alumna Jenny Du '98 and a former colleague, Brian Cosgrove, opened their own company, they realized they needed a designated space. But, they didn't want to give up the coworking culture they'd come to love.

In 2013, Du and Cosgrove decided to partner up and start their own agency specializing in web analytics, development, web design and optimization for eCommerce clients.

“What we do for clients is help them to better understand the very intricate details of what happens on individual web pages and in between web pages, and tie it back to a campaign that happened two months ago.”

“The reports we generate help them better understand what drives users to do things and how to get users to do more of those things, more quickly.”

Jenny and Brian met while working at Razorfish, where Jenny first gained experience working

on eCommerce accounts. “I was part of the global solutions team, which meant I worked with other Razorfish offices throughout the world,” Du says.

Du and Cosgrove later worked together at an agency called TPG, which specializes in both digital and traditional marketing for eCommerce clients.

In the kind of serendipity that only seems to exist in startup culture, when BrainDo came to life, TPG became its first client. Jenny and Brian worked out of TPG's space.

When they hired their first employee, they moved into a coworking space called Venturef0rth, where they remained for two years. “We really loved some of the larger teams working out of Venturef0rth,” Du says. “We got along with them really well. We didn't feel like competitors, even though we technically were. We offered some of the same services, but it wasn't a threat. We loved how similar we were, yet there were some distinct differences. We felt having these companies

around us helped us, and it added more energy and excitement to what we did every day.”

But as their team quickly grew, the co-founders decided they needed to have their own designated space. Du and Cosgrove set out to find a space that would work for those commuting via public transport, car, bike or foot.

They found what they were looking for on the fourth floor of the building at 444 N. Third St. “Getting a larger space gave us the ability to grow comfortably, take conference calls, do breakout brainstorming sessions,” Du says.

The space was also much larger than what they needed for BrainDo, which also gave them the ability to start their own coworking space so they didn’t have to give up the vibe they loved so much.

“We wanted to create a workspace that was very unique to what we thought would support a healthy, collaborative culture for our company,” Du says. “When we opened, our goal was to have more teams here, so we rented the space with the dual idea of grounding BrainDo and opening a new coworking space called THRIVE Philly (see thrivephilly.com).”

Since they already had a strong working rapport with their friends at TPG, they extended an invitation to join them in their new space. TPG accepted, and they were all back together in the same working space again.

BrainDo is seeking more like-minded companies to share space and ideas; a team of people working in the same industry that is established and can contribute to conversations around problem-solving and best practices in eCommerce digital marketing and analytics. The ideal team would be mutually inspired by the proximity to BrainDo and TPG.

“This setup gives us ability to grow and bounce ideas off one another. BrainDo started as two, and we are 20 today. And we have been able to maintain that culture.”



Photo courtesy of WeWork

# MORE THAN OFFICE SPACE AND NOISE

## An Insider’s Guide to Coworking

BY JONATHAN HARTLEY

Jesse Middleton is one of coworking’s early adopters. He has experienced the growth of coworking from a niche concept popular among tech startups to a workforce redefining movement. He was a student at Drexel LeBow when he was first drawn to the energy he experienced as an early member at Philadelphia’s Indy Hall coworking space. And after moving to New York to found his own startup, he took a fortuitous tour of a soon-to-open WeWork space in New York City’s SoHo neighborhood with the owners of the company. They bonded quickly and Middleton joined the team as a co-founder of WeWork Labs, the company’s in-house startup incubator.

From his vantage point as both an early adopter and investor at what would become one of the largest coworking space providers in the country, Middleton has a clear-eyed view of the business model and its unique benefits and challenges. He’s also seen members pass through on their way to stunning success, and others slip through without getting all they could from the



Jesse Middleton

arrangement. He took some time to answer questions and provide some insights into the industry and advice for those thinking about becoming members.

### Why coworking? Why now?

“Nearly eight years ago, when WeWork started, we were hitting this moment in time when a very large and growing percentage of the population were deciding to do things that they love doing and not just doing things that paid the bills.

“There was beginning to be this shift where people said: ‘I want to build things that I care about, I want to do it in an environment that I enjoy being in and I want to do it on my own schedule or on my own terms.’

“Some of that came from the crash in the economy in 2008 where people lost a lot of job security. So rather than work for ‘the man’ they would just leave and say, ‘Well, I might get fired anyway, I might as well go spend my days doing the thing I want to be doing. I may fail, but at least during that time I will enjoy myself.’”

### Is there value beyond the square footage?

Middleton and his colleagues recognized an issue with their model early on: As small companies or individual founders began to expand their businesses, they would outgrow their space and move on to more traditional real estate.

“It’s similar to the problem dating apps have: If you do your job right, then [your customers] quit the service,” he says.

To add value in WeWork spaces, members are encouraged to socialize beyond standard business hours with planned social events—and free beer. Middleton admits that installing taps didn’t make business sense on paper, but says there was value in creating “an environment that felt good, that people could stay in 12 or 14 hours out of their day and work significantly more on those projects that they cared about. We fundamentally believed that would make them more successful.”

But a vibrant social atmosphere alone isn’t enough to make a

successful space: “In order to keep people, a space has to provide real, technical value—not just friends, community, noise and people around so you’re not sitting alone. That’s important, but in a really great coworking space, and the ones that last, members actually work with other members. They build foundational relationships. If they’re drawing up their first contract, there’s a lawyer down the hall. If they need business cards, there’s a designer down the hall.”

### What’s a membership worth?

“The best way to get the most value is to actually participate in the community. Not everybody has to be a Type A, extroverted person, but most spaces have a lot of events, networking sessions and topical educational things. If you choose to take advantage of those things, the amount that you’ll get out of what is likely a \$400-a-month expense will be worth far more than \$400.

“The lessons learned, the connections you make, the deal you get on a service because you were paying attention and you met the founder who wants to give you a deal will be worth far more than what you paid.

“The mistake is that people move into a coworking space thinking it’s simply a cheaper path to space or real estate. Those people will really hate the idea that other people are around.”

### Considering coworking?

“Join sooner rather than later. Don’t wait until the moment of need. If you have the opportunity to move into a collaborative workspace where you can be around other smart people who have been down your path before, doing that sooner rather than later can only be beneficial.

“Beyond school, it’s one of the next steps. Coworking should be thought of as a growth platform. If people understood that, they’d spend time in those environments a little sooner because they would want to get the edge that gives them an advantage in their life and career.”

# Folding Is the Future:

Designing a Better Bike Helmet

BY JONATHAN HARTLEY



PHOTOGRAPHY BY ARIEL SKOVERA

Rachel Benyola often saw cyclists not wearing a helmet and started asking them why. She heard that they were inconvenient, bulky and difficult to store.



**R**achel Benyola barely slept for a week leading up to Drexel Startup Day. She spent hours honing her slidedeck, getting feedback and practicing her pitch to the judges. Her company, AnneeLondon, was scheduled to go first in the final round of the competition, a situation that she sarcastically notes created “no pressure!” Her hard work and frantic pace paid off when her strong presentation and confident delivery impressed the judges and earned AnneeLondon a second-place finish.

The 10-minute pitch included a description of her innovative folding bike helmet design, business plan, strategy and team. To arrive at her winning strategy, Benyola incorporated advice from business mentors and lessons learned while earning her MBA at Drexel LeBow. She also credits guidance she had received from judges in the earlier business planning phase of the startup competition with improving that aspect of her pitch package.

AnneeLondon is a cycling lifestyle brand with a flagship product—a collapsible and stowable bike helmet called the London. The origins of the product, which now exists as a patent-pending production-ready model, can be traced to Benyola’s lifelong enthusiasm for cycling. “I biked a lot as a kid,” she says. “It was my way to not only get around and hang out with my friends, but my way to de-stress—to really relax and take care of myself.”

Wearing a helmet was a strict requirement from Benyola’s mother. A family friend had experienced a cycling crash without a helmet that left her with a life-long sight impairment. For Benyola, that incident justified her mother’s firm rule. She cooperated, but not without some reluctance. “I’ve always hated wearing one. I don’t like the way I look or feel in it,” she says.

Biking around Center City, Benyola noticed that she wasn’t alone in her aversion to helmets. She often saw cyclists not wearing a helmet and started



The foldable London, center, next to traditional hard-shell helmets.



Rachel Benyola, founder of AnneeLondon, holds the flagship London helmet.

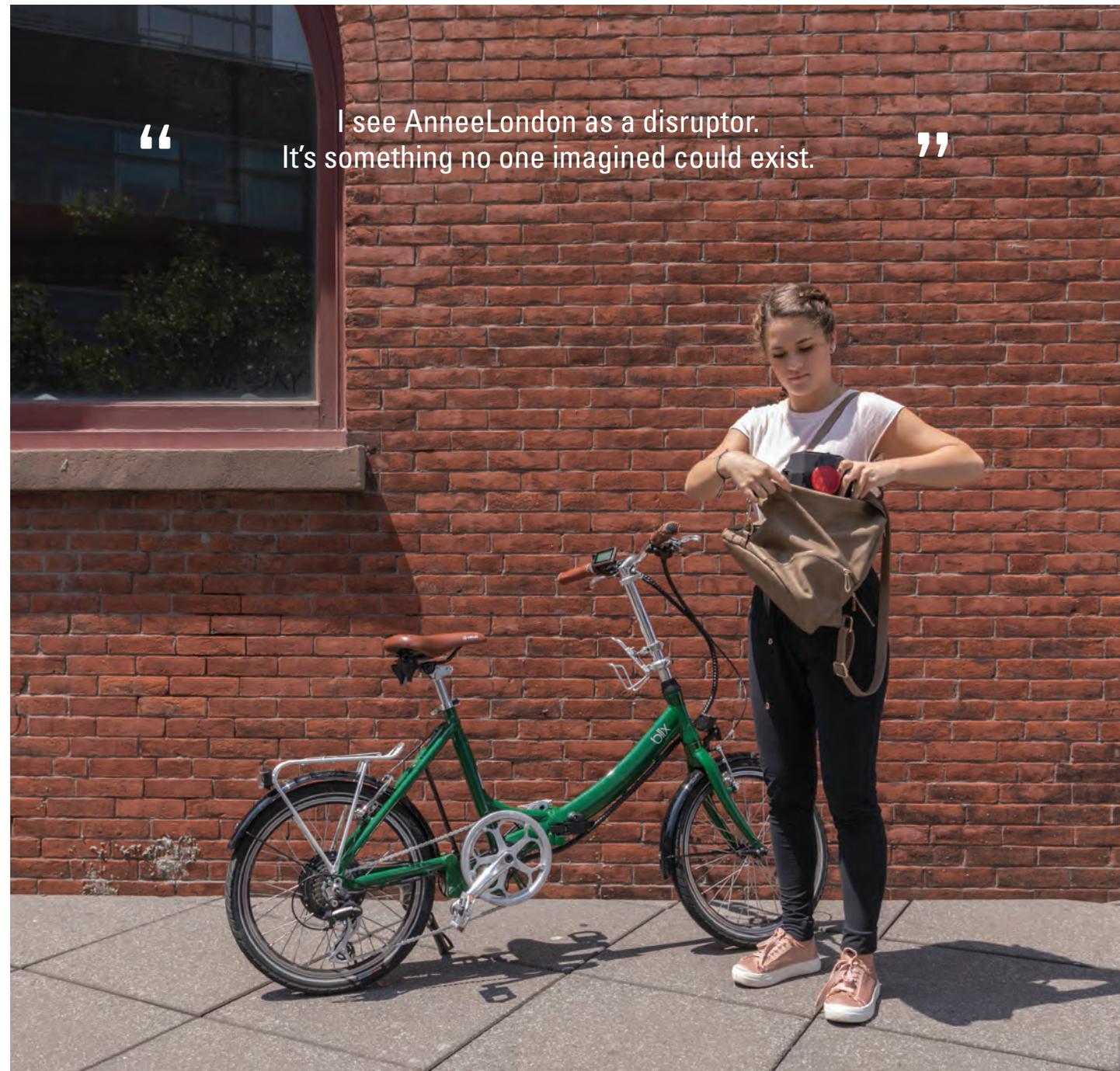
asking them why. She often heard that they were inconvenient, bulky and difficult to store. This realization, she says, sent her “down the rabbit hole of research.”

She began sketching ideas and took inspiration from origami as she tried to envision a more convenient helmet with help from product designers. Sketches gave way to paper models, which she brought to events and focus groups with cyclists.

Her early focus on potential consumers has proven to be an important part of her success at Startup Day and subsequent pitch competitions. “Rachel impressed everyone, including myself, by being a problem solver who puts the customer first,” says Charles Sacco, assistant dean of strategic initiatives at Drexel’s Close School of Entrepreneurship and a Startup Day judge. “Sometimes entrepreneurs get caught up in their ideas and lose sight of the customer pain points. Rachel has proven that good entrepreneurship is about listening to your customer, testing your ideas early and often, and being dedicated to the mission.”

The second-place finish at Startup Day included a year of free coworking space at Drexel’s Baiada Institute, accounting services and legal help. After moving into Baiada, Benyola took steps to solidify her business model and prepare for production of the London by adding new, experienced team members and searching for the right manufacturer.

The uniqueness of Benyola’s foldable bike helmet design precluded her from using established manufacturers for hard-shell helmets. This led to a frantic hunt for a fabricator with the know-how and willingness to work with an entrepreneur’s vision. After some rejection and disappointment, Benyola found manufacturers based in Denver and Philadelphia. This was a major selling point for Benyola as few helmets are made in U.S. factories, and she loved that making the helmet domestically would fulfill both the eco-conscious and buy-local portions AnneeLondon’s guiding ethos.



With a manufacturer secured, helmet samples were produced. The final version features a durable, waterproof shell and a military-grade safety-foam interior. Folded, it’s about the size of an iPad and includes a red, flashing LED light on the back for nighttime visibility. With the finished product in hand, Benyola’s dream was ready for one of the most important steps in the process—safety testing.

Before applying for government certification, the London was sent to a lab that replicates the official process by dropping weights on the helmet at various angles. The results, and ultimately the life-saving aspects of the helmet, are measured in g-force.

“The bare minimum to pass the government standard requires that a helmet scores under 300-g. Most helmets that you get in stores, no matter how much they cost, score between 200 and 300-g,” explains Benyola. “We came in at 90-g. That makes us twice as safe as traditional helmets, whether they fold up or not.”

The crash-safety results, coupled with Benyola’s recent recognition in Forbes’ 2018 class of 30 Under 30, have her feeling confident entering a final round of fundraising from friends, family and startup investors.

“I see AnneeLondon as a disruptor,” she says. “It’s something no one imagined could exist.”

SEI AND  
DREXEL LEBOW PARTNER  
**To Explore Investors' Visual  
Interaction With Their Wealth**

SEI and Drexel University partnered on an interactive usability study conducted to enhance the SEI Wealth Platform<sup>SM</sup> (the Platform) end-client experience. Executed in the Behavioral Science Lab at LeBow as a Corporate and Executive Education project, the study employed brain imaging to measure cognitive functions while test subjects used the Platform's consumer-facing wealth management portal. SEI established the core design tenets and principles, and worked with Drexel professors and research students to validate the design and ensure the experience was truly engaging for consumers.

"This strategic partnership with Drexel University supports SEI's commitment to continuously improving our solution through cutting-edge technology and direct user experience and engagement testing," said Joseph P. Ujobai, executive vice president of SEI and head of the company's private banking business. "We are proud to partner with a world-class university to support developmental and innovative learning opportunities that will shape the workforce of the future while also addressing our current market needs."

“  
**This approach  
to understanding  
consumers' behavior  
leads to rich diagnostic  
information and  
greater confidence in  
actions taken  
by businesses.**  
”

Unlike traditional usability testing methods, Drexel implemented a unique approach by combining ergonomics with neuroergonomics using functional near-infrared spectroscopy (fNIRS) to measure brain activity. Developed by Drexel and distributed worldwide by Biopac, the fNIR sensor device was placed around the forehead to monitor oxygenation levels in the prefrontal cortex while participants navigated the Platform. Greater activity in this brain area, which is responsible for complex behaviors like decision making, cognitive expression, and personality development, signals more cognitive effort on a current activity. As a skill is mastered, information-processing is redistributed and reinforced throughout the cerebral cortex to brain regions involved in task representations. Researchers also monitored task behaviors, tracked eye movement and conducted a traditional qualitative survey.

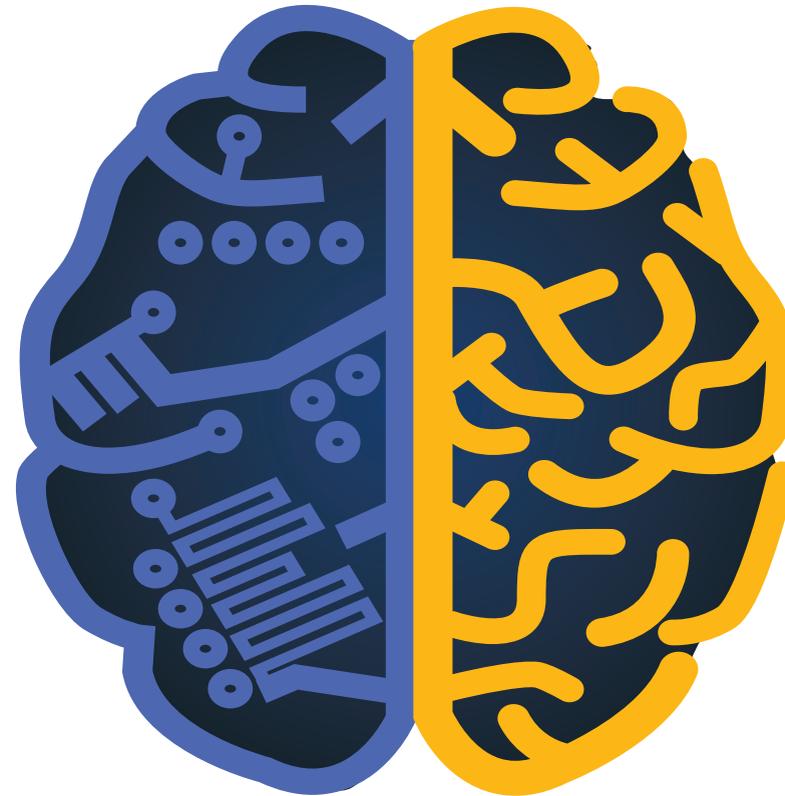
"The methodology used for this study is comprehensive and novel," said Rajneesh Suri, PhD, vice dean of research at LeBow. "It not only captures self reports but also integrates them with behavioral and neurophysiological measures. This method goes beyond the traditional usability studies and applies tenets of neuroscience to an ergonomics examination of a financial website.

Suri and a group of Drexel graduate students combined the findings with independent research to complete a case study that includes an overview and analysis of SEI's history, the financial services industry and the recent FinTech explosion. Drexel professors will continue to incorporate the case study into their curricula, enabling students to learn from SEI and Drexel's innovative

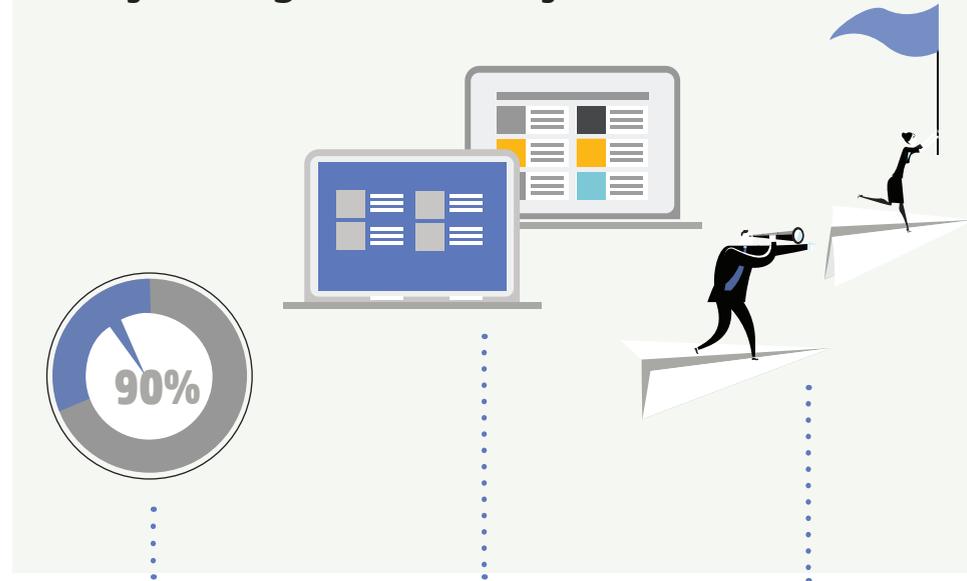
collaboration. The case will be used in business courses to discuss behavioral finance, as well as in digital media marketing and market research courses.

Specific Platform clients will implement the upgraded website. Pennsylvania Trust, which participated in the usability study, is one of the first clients to begin using the consumer interface. Based in the Philadelphia area, Pennsylvania Trust is a leading wealth management firm providing investment management and trust administration, and tax, estate and financial planning to individuals, families, foundations, endowments and institutions.

"We are thrilled to be a part of SEI and Drexel's partnership, meshing academic research with enterprise execution. As users of the SEI Wealth



**Key findings of the study**



90 percent of non-SEI employees would recommend the wealth management portal to others.

The new portal experience was almost twice as efficient for consumers versus the previous interface.

Showing clients their wealth goals was the most engaging, most efficient and highest-rated section in the user interface. Participants stated they would return to the site just to view their goals.

Platform, we appreciate the opportunity to inform the company's solution-development process by participating in this study," said Richardson T. Merriman, chairman and chief executive officer of Pennsylvania Trust. "The resulting enhanced end-client interface will help us differentiate our client offering by providing a more engaging online and mobile experience, while giving our clients an easy-to-navigate, holistic view of their wealth."

The Association to Advance Collegiate Schools of Business (AACSB) recognized the collaboration between Drexel University and SEI as a 2017 "Innovations That Inspire" winner. From a pool of 315 submissions that spanned 33 countries, the partnership earned the designation in the "Engagement Across Discipline" category. Each innovation selected exemplifies business schools taking a forward-looking approach to education.

# Reputation Matters in Global Trade

BY NATALIE SHAAK

For many, rankings of countries by reputation in publications like Forbes and U.S. News and World Report are nothing more than a headline or social media post. However, when three Drexel LeBow professors examined the impact of a country's reputation on trade, it told a different, surprising story.

Marketing professors Daniel Korschun and Boryana Dimitrova and economics professor Yoto Yotov found that something as intangible as “reputation” can, in fact, have very tangible economic consequences.

The researchers chose to use the 2008 Anholt-GfK Nation Brands Index to determine reputation and compared it to the corresponding trade data from the United Nations Statistical Division Commodity Trade Statistics Database for 2010. They specifically looked at the impact on exports between 861 pairs of countries. The researchers then applied the structural gravity model of international trade to determine how the relationship played out globally.

“  
**Our research makes one thing clear... Countries ignore their international reputations at their peril.**  
”

The results showed a 2 percent decrease in export volume for each spot a country dropped in the reputation rankings. This effect is similar to a country raising import tariffs by 3 percent. Conversely, the study found that an increase in reputation had an equally positive impact on exports.

What this means in a practical example is that if the U.S. were to drop by just one place in a world ranking among Canadians, the model would predict a drop of more than \$5 billion in U.S. exports to that country.

This research is perhaps especially relevant today as some publications and studies argue that the reputation of the U.S. has declined since the 2016 presidential election. For example, the Pew Research Center has found that global opinions of the U.S. are directly correlated to confidence in the president. The results of this Drexel LeBow study suggest that such a decline in reputation could create a headwind for U.S. companies seeking to sell goods abroad.

“Our research makes one thing clear: Countries ignore their international reputations at their peril,” said Korschun. “If President Trump is serious about increasing exports, a good place to start would be improving America’s—and his—standing in the world.”

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# 3 Paths to Analytics Leadership Roles

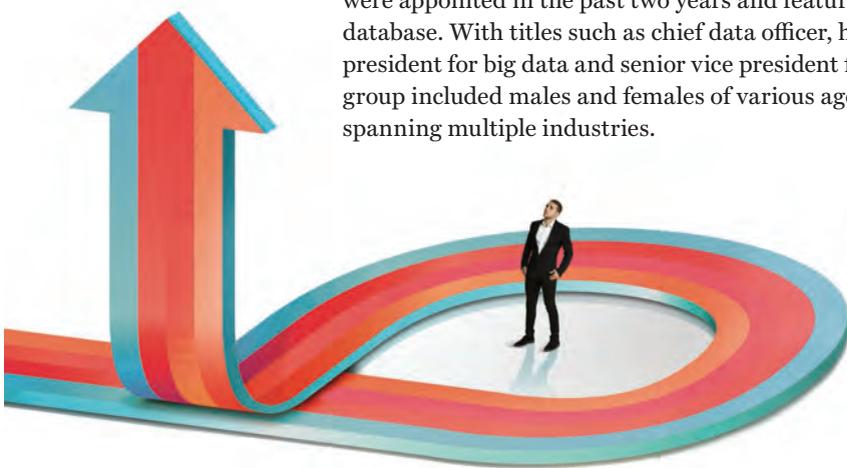
Companies are on the hunt for analytics executives, but where can they find talent in such a new field?

BY MURUGAN ANANDARAJAN AND DIANA JONES

Over the past couple of years, organizations in all kinds of industries have created hundreds of new executive roles in analytics. Employers are on the hunt for leaders who not only understand the massive amounts of data at their disposal, but are also able to identify the threats and opportunities that arise as the analytics landscape evolves.

According to research firm Gartner, the role of chief data officer (CDO) is new to most organizations—more than 80 percent added the role in the last two years, and 60 percent of current CDO positions were created in 2015. So who are the people who have taken charge of analytics initiatives, and how did their professional experiences lead them to their new roles?

To find out, we studied the career trajectories of 38 analytics executives who were appointed in the past two years and featured in the Boardroom Insiders database. With titles such as chief data officer, head of global analytics, vice president for big data and senior vice president for insights and analytics, the group included males and females of various age groups and experiences spanning multiple industries.



We mapped all of the executives' career movements by identifying the first management function each of them held and then tracking all of their job changes prior to their most recent appointments at the helm of analytics initiatives. Our research shows that these executives landed their current positions by following one of three career paths: linear, nonlinear or parachute.



## LINEAR

Ten of the 38 executives progressed by a linear path—an upward movement within the analytics function. They may have followed a natural progression from statistics or machine learning to analytics, for example. People in this category had typically remained in one organization throughout their careers.

Fifty percent of these executives held master of science degrees in fields such as computer science, statistics or analytics. Common strengths included expertise in customer insights, data warehousing and machine learning.



## NONLINEAR

Seventeen of the 38 leaders had moved into their analytics executive positions via nonlinear career pathways, meaning they had previously held jobs in other disciplines. They had typically moved within and between analytics and functional areas such as IT, marketing and accounting. In this group, 56 percent had earned the highest degrees available in their fields of study and 38 percent held MBAs.

Common strengths of those who had followed nonlinear paths included the ability to take cross-functional approaches to problems and expertise in enterprise architectures, IT strategy, digital marketing and demand generation.



## PARACHUTE

Eleven of the 38 executives we studied had “parachuted” into their analytics leadership positions—meaning they had no previous experience in analytics. The people in this category had previously held positions in engineering and IT.

Common strengths across parachute executives include knowledge of cloud computing, project management, mobile systems, telecommunications and security. Moreover, the parachute group is the one with the most doctoral degrees.

## COMMON TRAITS

What this research shows is that there's more than one way to move into an analytics leadership position. Regardless of the route, all of the executives in this study shared these three characteristics: management know-how, the ability to identify potential value and holistic views of their organizations.

*Murugan Anandarajan, PhD, is Department Head of Management, Decision Sciences & MIS at Drexel LeBow. He also serves as the Academic Director of the Dornsife Office for Experiential Learning. Diana Jones is Associate Director of Drexel LeBow's Dornsife Office for Experiential Learning.*

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# Learning Community Builds a BRIDGE to Graduation

BY NATALIE SHAAK

**T**wenty-three BRIDGE students, the learning community's first class of graduates, received their diplomas at Drexel Commencement. Their achievement speaks to their own hard work and the strength of the program.

BRIDGE (Building Relationships in Diverse Group Experiences) was created in 2012 by LeBow to support underrepresented students as they develop and progress through their Drexel education. In particular, the community was formed in response to graduation rates among minority students that were lower than the general population. Brian Ellis, associate dean for academic programs administration for LeBow, was charged with researching successful models at other schools and replicating their best features at LeBow. He found the I-Leap program at the University of Illinois at Urbana-Champaign's College of Applied Health Sciences and spent a week there studying the program and its success. Upon his return, he laid the groundwork for a program that would offer social support through mentoring, as well as extra academic support and a focus on community service, professional development and networking.

"I am ecstatic over the accomplishments and progress LeBow BRIDGE has made over the past five years. Designed as an academic enrichment program, it has exceeded all expectations," said Ellis.

"BRIDGE scholars have successfully connected with Drexel

and LeBow alums, developed professional networks within industry, given back to our communities and, most importantly, created an inclusive environment built on academic and social enrichment."

For BRIDGE co-chair Christina Custus, who graduated with a BS in Business Administration in legal studies and organizational management, BRIDGE has been more than just a learning community. It is a family.

"It has been awesome seeing my peers, especially my fellow graduating seniors, accomplish amazing things since the program's inception," she said. "We are incredibly proud of all the achievements of the BRIDGE scholars. It's been great to celebrate all of these accomplishments, as a family."

The program currently has 110 students and boasts a remarkable 90 percent five-year graduation rate with this inaugural class. The national six-year average was just 59 percent in 2015, and Drexel's five-year average was 66 percent for the graduating class of 2015.

**The program currently has 110 students and boasts a remarkable 90 percent five-year graduation rate.**



BRIDGE students (left to right) Angeline Petit-Frere, Kaseir Archie, Christina Custus and Sofia Bastida.



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# Drexel LeBow's Business Leader of the Year 2017

RICHARD GREEN, CEO OF FIRSTRUST BANK



Green standing in front of a painting of a man walking a tightrope, which hangs in his office.

PHOTO BY ALLISON CHANG

BY LISA LITZINGER-DRAYTON

**R**ichard J. Green's grandfather, Samuel A. Green, was a Hungarian immigrant who taught himself to read and write English at the Free Library of Philadelphia at night. To make a living, he sold shoes, insurance and real estate. He also became involved with local commercial banks and it revealed to him a need for residential home loans that was not being met. And, with the formation of the FDIC, people were warming up to the idea of putting their money in banks again.

So during the heart of the Great Depression, in what was his great grandmother's kitchen in South Philadelphia in 1934, he established the First Federal Savings and Loan Association of Philadelphia—later to become Firsttrust Bank. His son, Daniel, worked alongside his father for many years. Daniel succeeded his father as president and CEO in 1970, and in 1995 Daniel was succeeded

as CEO by his own son, Richard. For Richard Green, Drexel LeBow's 2017 Business Leader of the Year, this role may have been partially inherited, but it was certainly earned through years of hard work: He earned several degrees including an undergraduate degree from Tufts, an MBA from Wharton and a JD from Penn, and spent years learning the ropes of the family business before rising to the position of CEO.

In the case of Firsttrust, the largest locally, privately and family owned bank in the region and one of the largest in the U.S., Green is certainly disproving the old third-generation adage, "shirtsleeves to shirtsleeves in three generations," which goes something like this: The

AAA, but were filled with toxic mortgages. We try to do things that we understand. We said, 'Let's look inside and see what the loans are they're putting into these things.' When we evaluated those mortgages, it didn't make any sense to us."

"We made less during the Great Recession, but we never had to sell key assets or take on unwanted partners. In fact, we left the recession with more capital and greater reserves than before the Great Recession. We have never had a losing year in 83 years."

Green says that being a family-owned business put him in a position to make sound decisions like those, because "we are not subject to quarterly earnings pressures, and

Firsttrust through a community-service component. One example includes City Year. Firsttrust has sponsored a City Year team since the organization came to Philadelphia 20-plus years ago, he says, explaining that the family's roots in South and West Philadelphia played a part in choosing to partner with this organization.

Green's work is his life, and he seizes opportunities to make it enjoyable. His career is actually multi-faceted. He expanded his horizons beyond the family bank by applying his business acumen into his passions, or as he puts it, "turning my avocations into vocations."

He expanded his horizons beyond the family bank by applying his business acumen into his passions, or as he puts it, "turning my avocations into vocations."

first generation starts a business. The second generation grows it. And the third generation runs it into the ground.

In fact, Green was integral to transforming the bank from a savings and loan model, which he believed was not sustainable, and turning it into a full-service commercial bank owned by the Green family during the late 1980s.

A decade after becoming CEO, he then steered the bank through the Great Recession without major losses by avoiding some of the risky lending practices that other banks were seizing upon.

"You're defined by what you choose not to do as much as what you choose to do," he explains. "In the crisis, we had the opportunity to participate in a lot of things that didn't seem right to us. We chose not to buy those tempting mortgage-backed securities that were rated

thus we are able to make decisions that focus on the long term, instead of a constant focus on your current stock price."

At Firsttrust, Green says decision-making is local, knowledgeable, and tends to be more rapid because there are less layers of management. "Our customers benefit from our being privately and locally owned and managed, because it means you're very close to the decision-makers, who have considerable local knowledge of our communities."

Furthermore, he adds, "Being able to work here and know that you are not for sale every day translates into a more stable work environment, and that results in better service to our clients. He adds that his hand-picked management team and staff, the "Firsttrust Family," is "second-to-none."

Under his leadership, Green has also fostered a sense of community at

Several decades ago, he fell in love with Turks and Caicos. So, he figured, why not invest in it? He purchased a hotel there, the Grace Bay Club, which has been ranked a Top 5 Conde Nast resort in the Caribbean.

In 1994, he made the decision to become a minority partner in the Philadelphia Eagles, when Jeffrey Lurie, the primary owner, and former Drexel LeBow Business Leader of the Year, bought the team. By combining his passion for football with the business of the NFL, it was another opportunity to turn an avocation into a vocation.

Warren Buffet loves his work so much that he says he "tap dances" to work each day. Green wouldn't go quite that far, but says, "My professional life has been a source of great joy, pride and satisfaction to me. I hope to keep it going for as long as I am able."

## Top Leadership Researcher Joins Management Faculty

BY NATALIE SHAAK



and team performance in the MBA, Executive MBA and Executive Doctorate in Business Administration (DBA) programs, as well as some executive education courses. He will also serve as the academic leader of the Institute for Strategic Leadership (ISL).

In that role, he is tasked with growing the Institute, clearly defining its mission and brand, overseeing ISL Fellows and guiding the research component of the Institute.

He is excited to focus on teaching graduate and doctoral students at LeBow because he sees it as an opportunity for “direct knowledge transfer.” It allows him to work with students on solutions to real-life problems they have experienced in the workplace.

He says he chose Drexel LeBow for this opportunity to focus on post-bachelor’s level students but also because of the quality of life available in Philadelphia for him and his family, as well as the wonderful colleagues in the Management Department. He also believes these new opportunities at LeBow will push him out of his comfort zone.

His two daughters and wife Wendy van Ginkel joined him in his move. Van Ginkel will also join the Management Department as an associate professor in the winter 2018 term, bringing additional leadership expertise to the College.

One of the world’s top researchers on leadership joined the LeBow Management Department faculty this summer.

Daan van Knippenberg, PhD, comes to Drexel after 15 years as professor of organizational management in the Rotterdam School of Management at Erasmus University Rotterdam and will take on the role of Joseph F. Rocereto Professor of Management.

Van Knippenberg is one of the most highly cited researchers on the topic of leadership in business, having published over 200 scholarly articles, books and book chapters. His research focuses on team performance, leadership, creativity, innovation and diversity. He also serves as the co-editor of the *Academy of Management Annals*—the number one management journal focusing on evidence-based, integrative reviews—and was the founding editor of the *Organizational Psychology Review*.

At LeBow, van Knippenberg will teach courses focused on leadership

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## Co-op to Career at Cisco

BY JONATHAN HARTLEY

Achieving the dream co-op takes hard work, careful planning and well-honed interview skills. Or, in Cassandra Vidal's case, one could break the ice by nearly spilling coffee on the recruiter, apologize profusely and still walk away with a job offer.

Vidal approached her first interview for a marketing co-op with some trepidation; she was a first-term general business major who had recently made the switch from engineering. "I was a baby, I knew nothing," she says. "But I figured I'd shoot for the stars."

Despite the close call with spilled coffee, Vidal's interview with a recruiter from Cisco went well and she was offered the co-op—in North Carolina. Vidal hadn't planned on relocating, and while she was excited,

there were some nerves associated with moving several states away. She had never lived outside Philadelphia.

Vidal had to adapt quickly to life in Research Triangle Park, N.C., as her role was to act as an operations liaison between those managing interns and co-ops at Cisco's San Jose, Calif., location and the team in North Carolina. Her role included planning orientations, booking luncheon speakers, and organizing off-campus social and corporate networking for 20 interns and six co-ops. "It was absolutely terrifying the entire time," Vidal says. "It wasn't until July that I felt like I knew what I was doing."



To cap her experience, Vidal was recruited onto a project to rebrand Cisco's internship and co-op program with the goal of increasing their retention and reach beyond local colleges and universities. She helped design a new social media presence (@cmc\_eic) and marketing collateral to be distributed at recruiting events. The experience was so positive that Vidal switched her major from general business to marketing once she returned to campus. And in addition to the change in major, Vidal's time at Cisco served to enhance and focus her studies. "I absorbed everything I learned in class on the off chance I went back to Cisco and now I could use all this new information," says Vidal.

She gives her time at Cisco glowing reviews and the feeling was clearly mutual. Her former manager helped set up a second potential

dream co-op at the company's headquarters in Australia. That plan had to be put on hold when Vidal agreed to help provide childcare for her sister's new baby, but Cisco was quick to offer a work-from-home alternative.

Her final co-op included experiences in several different departments within the company, but ultimately ended back with the operations team. It felt like a homecoming to Vidal. "It clicked. It just worked."

One month after the co-op ended, Vidal was offered a position following graduation. "I bawled," she says. She felt both relief, as she couldn't imagine starting her career anywhere else, and some new trepidation based on relocating more permanently away from her family and native city. Vidal's mother Jacqueline Ortiz, who has been a Drexel staff member in Printing and Mailing for 14 years, and her family joked that she should be going somewhere cooler like Los Angeles or New York, but Vidal defends Research Triangle Park as a "booming area."

Cisco traditionally waits to assign new hires to a role and team until they've been through a week of orientation, but Vidal's co-op supervisor recommended her for an open position as a junior executive communications manager as a starting role. She had to interview again, as this was not a position typically given to new hires. The confidence she had built through two co-ops was enough to overcome her nervousness and the interview went smoothly—with no spilled coffee.

The new position forced Vidal to discard any assumptions that her responsibilities would be similar to her co-op experience, but she welcomed the new challenge. "The role was very different from anything I've ever done," she says. "There's a lot of responsibility that I didn't expect to have early on, but I absolutely love it."

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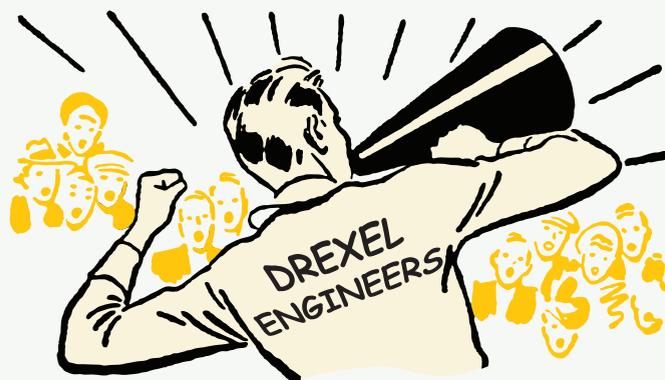
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## BEYOND 1928, HERE BE DREXEL DRAGONS

BY ALISSA FALCONE

“Drexel Dragons”—it’s alliterative, spirited and much more intimidating than “Drexel Engineers.”

Because, believe it or not, that’s what Drexel University’s athletics teams were called close to 90 years ago. Yes, really.

Did the Drexel Engineers strike fear in the hearts of college athletes across the country? Yes, but probably not because of the name. Drexel engineers don’t have claws and can’t breathe fire, after all. The Drexel Engineers name also wasn’t very representative of all of the student-athletes on the teams, which is why it was changed in 1928.

“Due to the fact that both the Engineering and Business Administration Schools are being represented on the various athletic teams of Drexel, it has been decided to call or nickname these teams, “The Dragons,” reported The Triangle, then a two-year-old independent student newspaper, in an April 16, 1928 article on the Drexel Institute of Art, Science and Industry’s football team.

That brief quote was the first mention of the Dragons in Drexel history. Before that, Drexel athletics teams went by “the Drexelites” and “the Blue and Gold,” which was also a recent change—a few years prior, Drexel’s Athletic Association adopted blue and gold for the institute’s team colors (before that, the official colors of Drexel were actually orange and silver). Both of those names continued to be used for decades afterward, with the Drexelites eventually being dropped.

But how did Drexel go from the Engineers to the Dragons? Who hatched the idea of choosing a mythical beast like a dragon, and why? That answer is clouded in smoke—and has been lost to Drexel history.

Whatever the reason for the name, Drexel leapt into promoting its teams and students as dragons—or dragonettes, in the women’s case (that term died out in the 1980s). The 1929 Lexerd yearbook features a picture of the men’s basketball team with dragons proudly flying on their uniforms. That year, the students created the first mascot, simply called the Dragon, that made its debut at a pep rally; it needed repairs after marching down Chestnut Street with the crowd and being used in the game, but the mascot was used the next year, and has been ever since.



Image courtesy of Drexel University Archives.



Drexel LeBow is pleased to honor 50 organizations that have used analytics to solve business challenges in innovative ways. An initiative of Drexel LeBow’s Business Analytics Solutions Center, the Analytics 50 intersects academia and industry and provides a platform to share best practices in the field.

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ARIZONA DIAMONDBACKS	MEYER NATURAL FOODS	STARBUCKS
ATLISSIAN	MICHIGAN STATE POLICE DEPARTMENT	STEELCASE, INC.
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CATERPILLAR	OWENS CORNING	THE IOWA CLINIC
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EQUALS 3	SAN FRANCISCO INTERNATIONAL AIRPORT	VIACOM
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The 2017 honorees were published in Information Management, an online publication covering business intelligence, analytics, and data management.

To nominate an organization for recognition in 2018, visit [lebow.drexel.edu/analytics50](http://lebow.drexel.edu/analytics50).



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