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14 A SPIRIT OF COMMUNITY

Doug Hertz built his family's Atlanta-based beverage distribution business into one of the nation's largest, but it is his commitment to his community that has given him the greatest satisfaction.

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Eli Petel (MBA '00) would settle for nothing less than a dream job in the ultra-competitive field of consulting, and he took full advantage of every resource the Career Development Center offers to reach that goal. In the process, he became an expert on the CDC and also its biggest fan.

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Freeman welcomes letters from alumni and other readers. Mail to: Freeman, Office of External Relations, A. B. Freeman School of Business, Tulane University, New Orleans, LA, 70118-5669; fax to: (504) 862-8717; e-mail to: rhonda.earles@tulane.edu. Please include your name, address, telephone number and year of graduation.

FROM THE DEAN



I'm happy to report that we "survived" a very successful and well-attended Mardi Gras, and we are busy planning for the May 5 alumni reunion at Jazz Fest. Space is limited; if you have not reserved your tickets for the Jazz Fest reunion, please contact Stephanie Haydel Kleehammer (MBA '96) at sklee12@home.com or (504) 897-1685.

Plans also are underway for our May 19 commencement ceremony. As you may recall, graduation has outgrown McAlister Auditorium, necessitating a change in venue. This year we are at the Morial Convention Center. For the third year, the school's ceremony will be preceded by the unified university

ceremony at the Superdome. (We recognized the third class of Chile EMBA's and the eighth class of Asia EMBA's at ceremonies held in November and February, respectively.)

The Freeman School is having an excellent year. We admitted very strong classes in the fall—the MBAs have an average GMAT score of 657, and the BSMs have an average SAT score of 1230. We hosted a record number of alumni, students and recruiters at Freeman Days in New York and held other events in Houston and Atlanta. A team of MBA students garnered second place at the Rice University Marketing Case Competition, placing them ahead of Columbia, Emory, Michigan, Rice, Thunderbird, Vanderbilt and Yale. Our partnerships in Latin America resulted in the school being ranked sixth in *American Economist* for our executive program in Chile and 12th and 14th for our programs with IESA and Universidad de Los Andes, respectively. We have also signed a second faculty development doctoral program agreement with ITESM in Mexico.

This issue of *Freeman* honors Doug Hertz, an active member of the Business School Council and the Tulane Board of Administrators. As the Freeman School's convocation speaker in 1996, he discussed several principles for success, among them loving what one does, developing people skills and remembering one's responsibilities to the community. Doug embodies what he recommends. His business acumen is considerable, but it is his dedication to the

community and his alma mater that I admire most. Despite his self-description as a "mediocre student," Doug has taken advantage of each opportunity as it presented itself, and as a highly successful business leader, he is a true role model for our students and his fellow alumni.

The activities of the career development center are the foundation for the other primary article. As many of you know, the career center has been a separate office for several years and continues to undergo frequent changes as it strives to meet the demands of the marketplace and the needs of the students and, now, the alumni. To put a face on what a student must do to optimize his or her impact on the job market, we have profiled Eli Petel (MBA/JD '00). Eli utilized every career resource available, followed each suggestion to its conclusion, and logged untold hours networking and conducting research and follow-up. The end result: Eli has the job of his dreams, gained through his initiative, tenacity and pure energy.

As I close, I ask that you stay in contact with us. We welcome alumni news and updates and would like to include you in the periodic messages sent to the alumni listserv. If you have news for inclusion in *Freeman* or if you want to join the listserv, please contact Rhonda Earles at (504) 862-8470 or rhonda.earles@tulane.edu.

Thank you for your continued trust, interest and support.

James M. Ireland

FREEMAN NEWS

BUSINESS SCHOOL COUNCIL WELCOMES NEW MEMBERS

The Business School Council, the Freeman School's advisory board, has added seven new members. The new members are Mike Ballases, president and CEO of Bank One, Louisiana; Darryl G. Byrd, president and CEO of IBERIABANK; David Ducote, president of Tchoupitoulas Partners; Jerry E. Finger, managing partner of Finger Interests Ltd. and vice chairman of NationsBank; Arvind Sanger, managing director of Deutsche Bank; Allen Silverman, chairman of the Andalex Group; and C. John Wilder, executive vice president and CFO of Entergy Corp.



David Ducote



Jerry E. Finger



Arvind Sanger



C. John Wilder



Allen Silverman



Mike Ballases



Darryl G. Byrd

TULANE EARNS PRIZE AT CASE COMPETITION

In the first annual Rice University Marketing Case Competition, Tulane's MBA team earned second place and was awarded \$3,000. The first and third place awards of \$5,000 and \$1,000 went to Northwestern (Kellogg) and Yale, respectively. Other schools involved in the two-day contest were Columbia, Emory, Michigan, Rice, Thunderbird and Vanderbilt.

Coached by professors William Mindak and Daniel Padgett, the team—Kristen Egan, Joe Ewell, John Magee, and Marcin Prusaczyk—received the case on Oct. 14 and made their presentation on Oct. 15. The case involved a strategic positioning and budgeting issue with DLJdirect and was judged by marketing directors from the competition's sponsors: BMC Software, Compaq, Continental Airlines, Enron, Minute Maid and other Houston-based companies.



From left, Marcin Prusaczyk, Kristen Egan, John Magee and Joe Ewell.

HOME DEPOT CHIEF HIGHLIGHTS FORUM

According to Home Depot chairman Bernard Marcus, the secret of his company's success is not the latest technological wizardry but old-fashioned customer service—quality “face time” between his employees and customers.

“When you lose touch with the customers and the people in the stores, you are dead in the water,”



Bernard Marcus, chairman of Home Depot, told the Tulane Business Forum audience that good old-fashioned customer service was at the heart of the company's success.

said Marcus, who delivered the keynote address at this year's Tulane Business Forum, which took place on Nov. 2, 2000, at the New Orleans Hilton.

With an emphasis on personal service, Marcus, who co-founded the company in 1978, built Home Depot from two warehouse-style hardware stores in Atlanta into the world's largest home-improvement retailer, an international chain of 1,070 stores with annual revenues of \$40 billion. Marcus said the



Advent Networks CEO Geoff Tudor

company hopes to double its number of stores and increase its workforce from 250,000 to 450,000 employees in the next 2 1/2 years. Part of that growth will be through the opening of Expo Design Centers, a new home decorating concept the company is developing.

Marcus' low-tech message contrasted with the prevailing theme of this year's forum, one that emphasized technology and addressed the impact of the Internet and e-commerce on fields ranging from oil and gas to healthcare.

Featured speakers included Richard Ferrans, president of Avreo, and Geoff Tudor, CEO of Advent Networks, who discussed building the infrastructure of successful technology companies; Dave Clementz, president of Chevron Information Technology Co. and Chevron eBusiness Development Co., who outlined his role in Chevron's business-to-business Internet commerce work; Elaine Wetmore, general manager of Net Perceptions, who discussed corporate integration in the wake of merger and acquisition; and Amal Johnson, general partner with venture capital firm Weiss, Peck & Greer, and Gary Steele, CEO of

Portera Systems, who commented on the relationship of start-up company to venture capitalist.

According to Forum Chairman Paul LaRosa, this year's event attracted more than 800 registrants and was the most successful in the forum's 22-year history.

FREEMAN HOSTS FOURTH SUPPLY CHAIN MANAGEMENT CONFERENCE

The Tulane Consortium for Supply Chain Management (TCSCM) hosted its fourth annual conference on Dec. 2, 2000, at the Freeman School. This year's conference featured the theme “Internet and Supply Chains,” focusing on the impact of the Internet on supply chain management.

This year's keynote speaker was James M. Neikirk, vice president of corporate business services at Entergy, who delivered a talk on “The Hype, The Hope, and The Heartache of eCommerce.” Other presenters included Richard Dawe of the Fritz Institute of Logistics in San Francisco; Clifford F. Lynch of C.F. Lynch & Associates in Memphis; Richard Hamilton of DSC Logistics in Des Plaines, Ill.; Werner Graf of IBM Business Innovation Services in Chicago; and Maria Madlberger of the Vienna University of Economics and Business in Austria.

The conference, which was sponsored by Entergy, began with an overview of the Internet and supply chains by Yasemin Aksoy, associate professor of operations management and the founding director of TCSCM.

FREEMAN NEWS

GMAT PUTS FREEMAN IN CLASS OF ITS OWN

The 2000 incoming classes represented the highest quality classes in Freeman School history, said Dean James McFarland.

With an average GMAT score of 657, the class ranks among the top 15 percent of all individuals to take the GMAT in 2000. Equally important, says assistant dean of admissions John Silbernagel, is the class's average work experience, an increasingly valued commodity both in the classroom and to potential employers.

MBA Class Profile	2000	1999
Number of students	79	73
Men	77%	76%
Women	23%	24%
Minorities	25%	10%
International	39%	40%
Average GMAT	657	644
Average age	27	27
Average work experience	5 years	5 years
BSM Class Profile		
Number of students	250	274
Men	54%	52%
Women	46%	48%
Minorities	16%	17%
Average SAT score	1230	1233
Average cumulative GPA	2.97	2.95
PMBA Class Profile		
No. of students	33	35
Men	64%	80%
Women	36%	20%
Minorities	12%	24%
Average GMAT score	592	577
MACCT Class Profile		
Number of students	21	10
Men	67%	30%
Women	33%	70%
Average GMAT score	597	622

BSM PROGRAM CLIMBS IN U.S. NEWS RANKING

The Freeman School climbed two spots to 38th in the latest *U.S. News & World Report* ranking of the nation's top undergraduate business programs. In the magazine's annual report on America's best colleges, which hit newsstands Sept. 4, Freeman's BSM program tied with undergraduate business programs at Virginia Tech and Brigham Young universities. The report was based on a survey of officials at the 338 undergraduate business programs accredited by the International Association for Management Education.

The Freeman School was not alone in the magazine's praises. Tulane once again placed in the nation's Top 50 national universities, ranking at 45th, and the School of Engineering ranked 76th in the magazine's list of programs that offer PhDs in the field.



FREEMAN NEWS

INTRODUCING THE E-CARD

It's about the size of a business card yet holds enough information about the Freeman School to fill a dozen brochures. What is it? It's an e-card, the latest in CD-ROM technology and the Freeman School's newest marketing tool.

This fall, the Freeman School became one of only three business schools across the country to pro-



duce the mini-CD-ROM, which offers prospective students a quick, convenient introduction to the Freeman School in a dynamic, interactive format. The Freeman e-card highlights virtually every area of the school and each of its programs, including video commentary from alumni, faculty and recruiters. Each section is in turn linked to the Freeman School Website, where users can find more in-depth information on particular programs or areas.

The e-card format combines the speed, graphic quality and ease

of use of CD-ROM technology with the breadth of Web-based content to create a single package that markets and promotes the school as a whole.

"A lot of people have heard about our specialized programs—such as entrepreneurship or finance—but they're unaware of the breadth of strength at the Freeman School and the reputation the school brings with it," says director of admissions Bill Sandefer. "This is a great way to expand their knowledge."

And it's small enough to fit in a shirt pocket.

LIBRARY MOVES TOWARD DIGITAL

The Turchin Library is getting smaller. In recent weeks, maintenance workers have been removing bookshelves from the Turchin Library, freeing space for study areas, but looks can be deceiving. The resources available to students are actually growing and difficult-to-locate material is becoming increasingly easy to find. The answer to this paradox is the Internet and electronic resources. In the last year, electronic data has jumped from 48 percent to 62 percent of the library's materials budget.

Among the Web databases Freeman students now have access are Dow-Jones Interactive, ABI/Inform, RDS Business Reference Suite, Lexis-Nexis Academic Universe, Piranha Web, Euromonitor's Global Market Information Database, Moody's FIS Online, Standard and Poor's Net Advantage, Investext Plus, Info USA,

Compario, EdgarScan, 10-K Wizard Financials, EBSCO Online and Sports Business Research Network. The library also features the Bloomberg and Dialog online databases.

"The biggest change is the move toward electronic databases," says Bill Strickland, director of the Turchin Library since 1995. "You no longer really have to *come to* the library. You've got 24-hour access seven days a week to the library from your office or dorm room. Wherever you have access to the Internet, you're able to get into the library's databases."

Some of the move toward Internet and Web-based resources has been prompted by the Freeman School's growing number of international programs. Databases available via the World Wide Web enable students in faculty development PhD programs in Chile, Colombia, Mexico and Venezuela to take advantage of Freeman School resources from their home computers.

Along with the transformation of the library has come a transformation of the role of the librarian. Strickland and his staff have taken on the roles of guides, helping students wade through the daunting volume of sources before them to zero in on the databases and electronic journals most appropriate to their research.

"It's kind of a contradiction in that there's more and more information available to them in their rooms at their fingertips and yet, at the same time, there's so much information they have to be led through it all," Strickland says.

FREEMAN NEWS

THE GOLDEN AGE OF WIRELESS

As the sun finally sets on a mild afternoon, a student appears on the veranda of Goldring/Woldenberg Hall. Removing a notebook computer from his backpack, he takes a seat and begins to surf the Net, with nary a cable or Internet connection in sight.

"I've always dreamed of looking out my window and seeing a student sitting at one of those tables down there surfing the Net," says Freeman School director of information technology Tom Gerace. "And I've finally seen that, so I'm happy now."

This fall, the A. B. Freeman School of Business welcomed students back with a technological innovation: wireless network access. Students can now access the Freeman School network and surf the Net without Ethernet cables from anywhere in Goldring/Woldenberg Hall. Students are free to move around the building, sit on the veranda and even wander as far as the benches in Keller Plaza without losing their connection.

The Freeman School first considered wireless access three years ago, but at the time, a lack of technical standards and cost made undertaking it infeasible. "The technology was available, but it was real expensive—\$6,000 for an access point and the cards that went into the machines were about \$500," Gerace explains. "It was prohibitively expensive."

In the last two years, however, the 802.11B standard for wireless Internet access was established and the cost of access point hardware dropped to \$750.

Those factors made installing the "access points"—the radio receivers and transmitters that make wireless access possible—much more desirable.

In order to take advantage of wireless Web access, students must purchase a \$157 card to install in their computers. By comparison, the cost of an adapter to access the school's connection via Ethernet cable is \$148. "When the [wireless] device was \$385, you couldn't afford to do it," Gerace says. "Now that there's just a \$9 difference, a lot of our students are saying, 'Heck, I'm going to go with the cool technology.'"

The Freeman School installed more than 20 Lucent Technology access points in student areas of the building—more than the number necessary to cover the building but, Gerace says, just enough to comfortably accommodate all students. "We planned for capacity, spreading users out over a number of access points so that they would get higher speeds and throughput rather than just simply coverage," Gerace says.

Students using wireless access can expect speeds of approximately 11.4 megabytes per second, Gerace says. Standard wired Ethernet connections achieve speeds of about 10 megabytes per second, he notes.

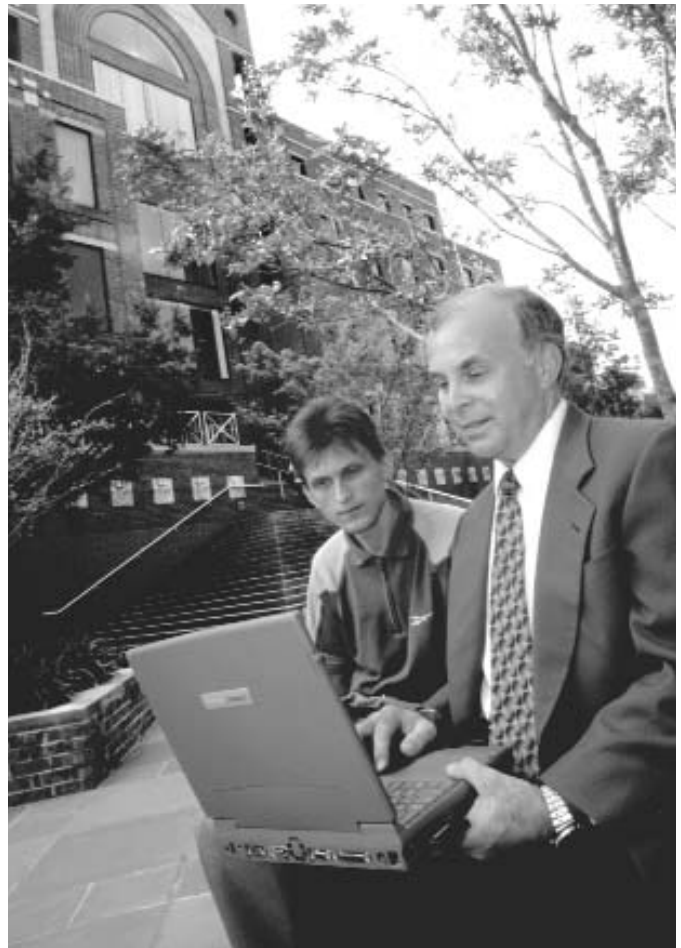
Gerace hastens to add that Goldring/Woldenberg Hall already boasted extensive network and Internet access before it embarked on its wireless initiative. Last year, the school introduced a notebook computer requirement for all full-time MBAs and executive MBAs. In preparation for that, Gerace's staff wired virtually every room in

the school and installed 76 connections throughout the building's atrium to make it convenient for students to access the network and the Internet from their laptops.

Students have the option of either purchasing wireless cards or keeping their current Ethernet cable connection cards. To date, Gerace estimates that 10 percent of Freeman students have opted to purchase the wireless card, a figure he expects to rise as students learn more about the technology. "The students have been really excited about this, especially our MBA students," Gerace says. "Some of them

have seen wireless technology in the corporate world, and a lot of them have been reading about this."

Goldring/Woldenberg Hall is not the first building to install wireless access. Newcomb 115 was the first classroom on campus to feature wireless Net access but Goldring/Woldenberg Hall is the only building on campus to be completely wireless. Gerace says he knows of only a handful of universities across the country that are experimenting with wireless networks and says he knows of no other business schools that have instituted such initiatives.



Tom Gerace, director of information technology, shows first-year MBA Radchenko Kostyantyn the wonders of wireless Web surfing.

FACULTY NOTES

IN BRIEF

- **Yasemin Aksoy**, associate professor of operations management, edited a special issue of *Interfaces* in July-August 2000 and contributed "Introduction: Observations on Supply Chain Management" as the lead article in the special issue.
- **Arthur P. Brief**, Lawrence Martin Chair of Business, is currently serving as associate editor of the *Academy of Management Review*. In that role he manages manuscripts in the organizational behavior, human resources and ethics areas. In addition, Brief contributed "Still Servants of Power" to *Journal of Management Inquiry*, December 2000, and, with co-authors E. H. James, J. Dietz, and R. R. Cohen, "Prejudice Matters: Understanding the Reactions of Whites to Affirmative Action Programs Targeted to Benefit Blacks" to *Administrative Science Quarterly*, September 1998 (in press).
- **Shannon Burchett**, adjunct professor of management, co-authored *The New World Power* (Macmillan) with Bengt Jarlso (MBA '95). The book assessed the opportunities and complexities of electric power markets in the deregulating global markets including related business strategy implications. With Kai Ning, he contributed a segment to *The Guide to Energy Privatization and Restructuring, 2001 Edition*. Burchett contributed "A Continent United?" to *Public Utilities Fortnightly*, January 2000. And he contributed two articles co-authored by Stephan Meier to *Energy & Power Risk Management*, "Building Tomorrow" (June '99) and "A Blueprint for Change" (May '99). Burchett was also profiled in the magazine in November 2000.



Amiya Chakravarty

- **Amiya Chakravarty**, professor of operations management, recently published *Market Driven Enterprises: Products, Supply Chains and Manufacturing* (John Wiley).
- **Chitru Fernando**, assistant professor of finance, and Paul Spindt, Keehn Berry Chair of Banking and Finance, contributed the paper "Is Share Price Related to Marketability? Evidence from Open-End Mutual Fund Share Splits" to the fall 1999 issue of *Financial Management*. The article was co-authored with Srin Krishnamurthy.
- **Robert C. Folger**, professor of organizational behavior, received the 1999-2000 President's Certificate for Research from Tulane President Scott Cowen. The award recognizes and rewards full-time faculty who have a sustained and compelling record of excellence in research and learning. Recent publications include, with



Robert C. Folger

- E. Kass, "Social Comparison and Fairness: A Counterfactual Simulations Perspective" in *Handbook of Social Comparison: Theory and Research* (Kluwer Academic/Plenum) and, with D. P. Skarlicki, "Fairness as a Dependent Variable: Why Tough Times Can Lead to Bad Management" in *Justice in the Workplace: Vol. 2. From Theory to Practice* (Lawrence Erlbaum Associates).
- **Frank Jaster** and **James Marvel**, adjunct professors of management communications, conducted a seminar in Maracaibo, Venezuela, for American oil company executives assigned there. In addition, Jaster taught in the Center for Leadership in Bethesda, Md., a program designed for high-potential junior executives.
- **Charles Reith** contributed "Application of Environmental Management Models to the Agricultural Sector" to the winter 2001 edition of *Corporate Environmental Strategy*.
- **F. Kelleher Riess**, adjunct professor of tax law, was recently selected by his peers for inclusion in The

Best Lawyers in America in the specialty of tax law. In addition, Riess was invited to teach international comparison of taxation of business enterprises at INSEAD in France this summer.

- **Peter Ricchiuti**, assistant dean and research director of Burkenroad Reports, was named a Role Model by the New Orleans Young Leadership Council at its annual gala in September 2000.

- **Venkat Subramaniam**, associate professor of finance, contributed "The Impact of Capital Structure on Efficient Sourcing and Strategic Behavior" to *The Financial Review*, November 2000. The article was co-authored with Sudha Krishnaswami.



Sheri Tice

- **Sheri Tice**, assistant professor of finance, contributed "Strategic Responses of Incumbents to New Entry: The Effect of Ownership Structure, Capital Structure and Focus" to the *Review of Financial Studies*, Fall 2000. The article was co-written with Naveen Khanna.

FACULTY NOTES

SUBRAMANIAM MAKES THE GRADE

He had already won every teaching award the Freeman School bestows. Now, his teaching has been recognized as the best at Tulane.

In May, Venkat Subramaniam, associate professor of finance, was named the inaugural recipient of the President's Awards for Excellence in Undergraduate Teaching. The Senate Committee on Teaching Quality selected Subramaniam from a list of nominations submitted by each school and college. The award carries with it a medal designed by emeritus professor Franklin Adams and a \$5,000 cash prize. In addition to Subramaniam, the committee named Norman Kreisman, professor of physiology, to receive the President's Award for Excellence in Teaching at the graduate and professional level.

"I would have imagined there were far superior cases out there to be acknowledged," laughs Subramaniam, "so I was pleasantly surprised."

He shouldn't have been. One of the most popular faculty members in the Freeman School, Subramaniam has a long record of teaching excellence. He received the Freeman School's highest teaching honor, the James T. Murphy Teaching Excellence Award, in 1998 and 1999, and has earned Howard W. Wissner Awards, selected by students to honor the best teachers in the BSM and MBA programs, in 1995, 1996, 1999 and 2000.

Subramaniam joined Tulane in 1994 after graduating from the University of Texas with a PhD in finance. His research has dealt with issues of corporate finance, specifically what financing choices—such as equity issues or debt capital—make the most sense for given companies. He also has studied whether the financing choice affects how companies operate in the product market, and his research has been published in top-tier journals including *Journal of Financial Economics*, *Management Science*, *Financial Review*, and *The Journal of Law, Economics and Organization*.

While new approaches to pedagogy come and go, Subramaniam remains committed to the lecture method as the most efficient way to teach large groups of students, but he emphasizes the importance of organization to make it work. "I'm very organized in the way I present my material and I'm very structured," he says. "At the beginning of every class, I summarize what I did in the previous class and I tell them what we are going to do today. It takes maybe three minutes of my lecture, but it lets people who may have been asleep in the last class wake up."

Subramaniam says he tries to remain focused by reflecting on what he believes to be the two primary objectives of a teacher. "One is course content, to teach what I have to teach in a very intuitive and interesting fashion," he explains. The second objective, he says, "is to instill in the students an element of critical thinking, so they're able to see the interlinkages across the



Venkat Subramaniam was honored as Tulane's top undergraduate teacher at the 2000 commencement ceremony.

concepts that I've just taught them."

A strong believer that a friendly, approachable style yields tremendous benefits in the classroom, Subramaniam has an open door policy that many students take advantage of. "I think being available generates an element of good will," he says. "They feel that, 'Here is something I think I understand but I have a minor doubt. Let me get it clarified.' And if the prof is not available, their understanding is diminished to that degree."

"None of what I'm doing is unique," Subramaniam adds in closing. "You just have to do it consistently."

LEVY-ROSENBLUM INSTITUTE

LEVY-ROSENBLUM LAUNCHES CITYWIDE IDA COLLABORATIVE

Larry Hurst was initially skeptical. A program that would match every dollar he saved—2-for-1—toward the purchase of a new home? He wasn't buying.

"It didn't sound too real," says Hurst, who had lived in New Orleans public housing for 25 years. "It sounded like a rip-off."

Hurst isn't a skeptic anymore. In April 2000, he closed on the purchase of a house for his family in the lower Ninth Ward, an acquisition made possible through the C.J. Peete housing development's Individual Development Account program.

Hurst's success is just the kind of story Lina Alfieri Stern hopes to hear more of. Stern serves as managing director of the Greater New Orleans Individual Development Account Collaborative, an initiative launched in October to make IDAs available to low-income residents throughout the city.

"Social service policies have traditionally stressed consumption," says Stern, assistant director of the Freeman School's Levy-Rosenblum Institute for Entrepreneurship, which established the pilot program at C.J. Peete in 1998 as part of the Tulane Xavier Campus Affiliates Program. "Now we're starting to teach people how to gain assets as a way to wealth and we're providing them with a vehicle to do that."

Individual Development

Accounts are matched savings accounts designed to help low-income individuals and families achieve specific savings goals, such as home ownership, job training, or business start-up. Funded through a combination of public and private sources, IDA programs match account holders' savings by varying multiples. The Greater New Orleans IDA Collaborative plans to match money saved for educational expenses, business start-ups or car purchases on a 2-to-1 basis. Money saved for homebuying is matched on a 4-to-1 basis.

IDA funds can be accessed only when a participant achieves his or her savings goal and only for the account's designated purpose. The theory is that asset building and holding offer better opportunities for breaking the cycle of poverty and achieving self-sufficiency than traditional models of savings and consumption. Since the concept was developed in the early 1990s, more than 200 IDA programs have sprung up across the country.

Inspired by the success of the C.J. Peete program and encouraged by the allocation of federal funds to start IDA programs, Stern began to build a coalition of local businesses and service organizations to pool their efforts to obtain funding.

"I wanted to figure out a way for any group that wanted to start an IDA program to do so, like a small church for example," Stern explains.

The collaborative that has emerged comprises diverse partners



Lina Alfieri Stern, left, managing director of the Greater New Orleans IDA Collaborative, and Donna Darensbourg, database manager, hope to use the IDA concept to encourage economically disadvantaged residents to break the cycle of poverty.

with diverse roles. The Levy-Rosenblum Institute and the National Center for the Urban Community of Tulane and Xavier are coordinating the program. Partners including Entergy, BellSouth and the Booth Bricker Fund are providing financial support. Hibernia National Bank and United Bank & Trust are providing free savings accounts for participants as well as financial support.

At the heart of the collaborative, however, are the social service organizations that represent the outreach component of the program. Organizations such as Neighborhood Housing Services of New Orleans, Total Community Action, New Orleans Council on Aging, Covenant House and others will be responsible for promoting IDAs as a vehicle to build assets, guiding clients through the application process and monitoring their progress.

The Levy-Rosenblum Institute also will direct the financial education components of the collaborative as well as houses its database, which is linked to the financial institutions and enables the institute to monitor the progress of the program.

At its current funding level of just more than \$500,000, the collaborative can accommodate approximately 180 individuals or families for IDAs, and Stern is hopeful that growing interest in the program, and more success stories like Hurst's, will lead to additional funding.

"The IDA concept is a good one," she says. "The program is structured, it builds good habits in terms of savings, it teaches people about budgeting and investment issues. We're really adding to their knowledge base. We're teaching a person to fish."

INSTITUTES

BURKENROAD INSTITUTE

SYMPOSIUM LOOKS AT COMBATING URBAN POVERTY

A recent *New York Times* article dramatically underscored the issue of poverty in America. Between 1986 and 1997, *The Times* reported, the earnings of the top 1 percent increased 86 percent; the income of the remaining 99 percent increased 1.6 percent.

"In one generation, the gap between rich and poor has more than doubled," says Arthur P. Brief, Francis Martin Chair of Business and director of the William B. and Evelyn Burkenroad Institute for the Study of Ethics and Leadership in Management.

The role of business in narrowing the chasm between the haves and the have-nots took center stage at this year's Burkenroad Symposium on Business and Society, "Reducing Urban Poverty: What Can Business Really Do?" Joining moderator Brief were two of the nation's most respected figures in the debate on inner-city poverty and urban economic development, Michael Porter and William Julius Wilson, who discussed theories on generating inner city wealth and the respective roles of business and government in that effort.

Porter, the C. Roland Christensen Professor of Business Administration at Harvard Business School, is the author of 16 books, including *Competitive Strategy: Techniques for Analyzing Industries*



Michael Porter

and *Competitors*, and is one of the nation's leading corporate strategists. In 1994, he founded the Initiative for a Competitive Inner City to apply his corporate strategy theories to stimulate inner city business development and job creation. A cornerstone of Porter's approach is clustering, or concentrating businesses within an industry in specific economically distressed neighborhoods.



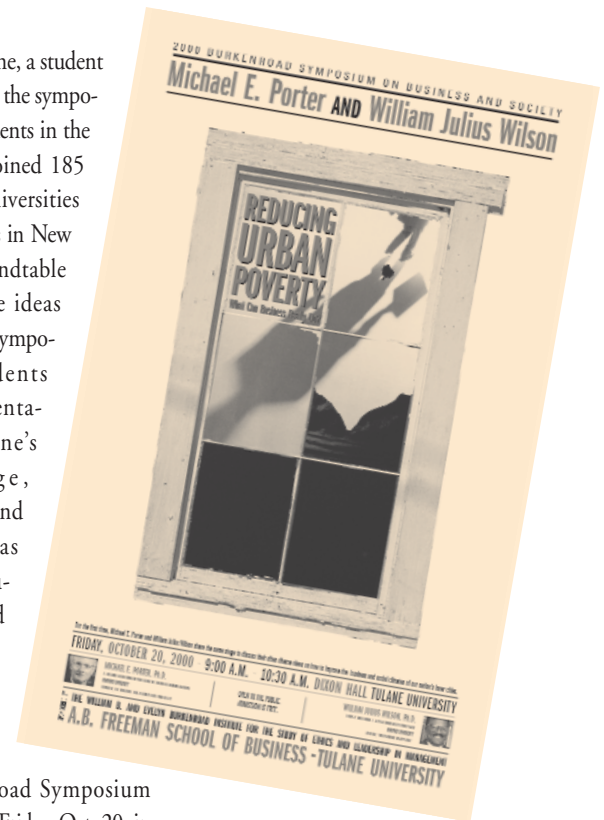
William Julius Wilson

Wilson is the Lewis P. and Linda L. Geyser University Professor at

Harvard University's John F. Kennedy School of Government. Author of the acclaimed books *The Truly Disadvantaged* (1987) and *When Work Disappears: The World of the New Urban Poor* (1996). In the latter, Wilson argues that it is a lack of jobs that generates and perpetuates social dysfunction, rather than social dysfunction that leads to a lack of jobs.

For the first time, a student program following the symposium engaged students in the debate. Wilson joined 185 students from universities and public schools in New Orleans in a roundtable discussion of the ideas presented in the symposium. The students included representatives from Tulane's Urban Village, Dillard, Loyola and Xavier, as well as public school students hand picked by Col. Alphonse Davis, CEO of New Orleans Public Schools.

The Burkenroad Symposium took place on Friday, Oct. 20, in Dixon Hall on the Tulane campus.



GOLDRING INSTITUTE



Gerardo Lujan, right, dean of the business area at Instituto Tecnológico y de Estudios Superiores de Monterrey, signs the agreement continuing the Freeman School's faculty development program for the institution as Dean McFarland looks on.

FREEMAN AND ITESM CONTINUE PARTNERSHIP

In a signing ceremony on November 20, Tulane University's A. B. Freeman School of Business and Instituto Tecnológico y de Estudios Superiores de Monterrey (ITESM) agreed to continue a cooperative faculty development program between the two institutions.

"This program is a great opportunity for Tulane faculty to develop a deeper understanding of the Mexican culture and academic system and to establish an important network for ongoing and future relations in Mexico," says John M. Trapani, senior associate dean and director of the Goldring Institute of International Business at Tulane's Freeman School. "The continuation of the PhD program is the direct result of the close working relationship between the

faculty and administration of Tulane and ITESM and should provide long-term benefits to both institutions." ITESM is the largest and most prominent private university in Mexico, with 26 campuses throughout the country.

A unique international joint venture containing 48 credits of coursework, a comprehensive exam and a dissertation, the PhD curricula are modeled after those currently offered through the doctoral program in business at Tulane with variations in electives to emphasize Latin American business studies and are comprised of graduate courses approved by Tulane's graduate school.

LATIN AMERICAN RESEARCH COUNCIL MEETS

The sixth annual meeting of the Latin American Research Consortium (LARC) took place in

New Orleans on March 25-26, 2000, at the same time as the annual meetings of the InterAmerican Development Bank. The program included the presentation of competitive research papers in finance and organizational behavior and featured a keynote address by Eduardo Schwartz, UCLA, who made a presentation about "Real Options Approach to Valuation." The conference also included a panel on Caribbean capital markets with analysts and government officers of the Caribbean countries.

The A.B. Freeman School of Business has sponsored a consortium of academic institutions called the Latin American Research Consortium (LARC), which was formed on July 8, 1995. Its purpose is to promote research on Latin American financial markets and business enterprises. The current members are Universidad de los Andes, Bogotá, Colombia; Universidad de Belgrano, Buenos Aires, Argentina; Universidad de Chile, Santiago, Chile; IESA, Caracas, Venezuela; INCAE, Alajuela, Costa Rica; Fundacao Getulio Vargas, Sao Paulo, Brazil; ITESM, Monterrey, Mexico; ESPOL, Guayaquil, Ecuador; Universidad del Valle, Cali, Colombia; Universidad Católica Boliviana, La Paz, Bolivia; and Tulane University.

The goals of the Consortium are to promote the development of efficient markets and business institutions through research; to promote the development of management education through creative program development; and to be the academic research forum for the top business schools in Latin America.

STEWART CENTER

BUSINESS UNITES OLD ENEMIES

Three years ago, when the Freeman School first brought managers from the People's Republic of China into its Taiwan Executive MBA program, the two groups eyed each other with a tempered mixture of curiosity and suspicion. What a difference three years makes.

"I think in the future, many tradi-



Jackson Hsieh

tional and high-tech companies will be moving to China from Taiwan," says Jackson Hsieh, president of textiles exporter Amin International Corp. in Taipei, Taiwan, and a member of the Asia Executive MBA program, "so this is a good chance for us to get together."

Hsieh's statement, typical of comments by both Taiwanese and Chinese in the program, reflects the changing relationship between Taiwan and mainland China as both prepare for China's entry into the World Trade Organization this year. Chinese and Taiwanese executives and managers were on campus in February for a two-week residency at the Freeman School, part of the 19-month program.

"Three years ago, it was almost like two enemy camps," says Freeman Senior Research Professor in Accounting Jevons Lee, who first conceived bringing the government officials from Shanghai, China together with Taiwanese execu-

tives in a classroom setting. "Now, they're looking forward to meeting each other so much it's incredible."

Separated by the Strait of Taiwan, Chinese government officials and their Taiwanese counterparts have remained geographically close yet a world apart for 50 years. Historically, China has long considered Taiwan to be the country's 23rd province, while Taiwan views itself as an independent republic.

The ideological gap, though, appears to be narrowing, and the agent of that unification is trade. With China's impending admission to the World Trade Organization this year, executives in both Taiwan and China are positioning themselves to take advantage of new markets, and it's in the classrooms of the Freeman School that the foundation of trade relationships are being built.

"This is the only program in the world to bring leaders in China to study together with Taiwanese leaders," says Lee. "This relationship will be extremely valuable a few years from now. There's really no other competition."

In February, 61 Taiwanese managers and 23 Chinese managers and government officials attended classes together at the Freeman School.

"If I can exchange experience with my classmates, my professors and also extend my networking, this program can really benefit me," says Catherine Tseng, senior vice president for personal investment banking with Credit Suisse Group in Taiwan.

Wei Zhou, director of urban development for the Shanghai Municipal Government's Municipal Research Office, says the interaction between the two groups is an important aspect of the



Wei Zhou

program. "I think my favorite experience has been to communicate with the other guys, especially people from Taiwan, who can talk about the same topics but with different perspectives."

Tracey Yeh, vice president of marketing with ABN-AMRO Bank in Taipei, echoes Zhou's comment. "It's really helpful when the Chinese share their points of view, so we understand where they're coming from," she says. "If I have to



Tracey Yeh

move to Shanghai to set up a branch office, I can understand how they would look at matters and let them understand our approach so that we can meet each other half way.

"Before, China and Taiwan didn't talk to each other and looked down upon each other," she adds. "But now, here in class, we have been really friendly and learned so much from each other."



S P R I T O F C O M M U N I T Y



Doug Hertz built his family's Atlanta-based beverage distribution company into one of the nation's largest, but it is his commitment to his community that has given him the most satisfaction.

By Mark Miester

Doug Hertz (BA '74, MBA '76) still recalls the conversation in 1978. The 26-year-old accountant with Peat Marwick in New Orleans had just learned that his father, president of the family's distribution business in Atlanta, would need to undergo heart bypass surgery, leaving his future with the company uncertain. Doug's grandfather, who had founded the business in 1945, pressed Doug for an answer: Would he be there to run the company?

Hertz went to see Gordon Reich, managing partner of the Peat Marwick office and a tennis buddy of Doug's. "All of us here hope to have their own business one day, and you've got that opportunity," Reich told him. "You should give it a shot, and give it your best shot, because not too many of us have that opportunity. If you don't like it, fine. We've got a Peat Marwick office in Atlanta..."

"That was probably the best business advice I've ever gotten in my life," Hertz says today. "Take advantage of every opportunity."

Doug Hertz took advantage of that opportunity and never looked back. Since joining United

Distributors Inc. in 1978, Hertz has guided the growth of United from a modest distributor of spirits and wines in Atlanta into one of the 15 largest beverage alcohol distributing companies in the nation, with 750 employees spread across nine states and revenues approaching \$500 million.

The company is Georgia's largest distributor of both spirits and wine, handling such prestigious liquor brands as Absolut, Bacardi and Jack Daniels and wine labels including Beringer, Kendall-Jackson, Lindeman, Robert Mondavi, Sterling and Sutter Home. United distributes almost one out of every two bottles of wine sold in the state.

United also operates joint ventures in eight other states, spreading across the South to Alabama, Mississippi, North Carolina and West Virginia and, surprisingly enough, the Rocky Mountain states of Idaho, Montana, Utah and Wyoming.

In 1999 the company moved to a new 350,000-square-foot complex in Smyrna, Ga., about 15 miles northwest of Atlanta. "We've got all our functions under one roof," Hertz says. "It's a lot better for team building and communication to

have your administration and sales as well as your distributing functions in the same location."

It's not a bad record of accomplishment considering Hertz never intended to join the family business, much to the relief of his father, Jennings Hertz Jr. "He wanted me to be a doctor or a lawyer or an accountant," Hertz says. "A professional. He did not want to be in the beverage alcohol business, didn't like it, didn't respect it as a profession and would have been happy to sell out to our partners."

In the end, Doug did join the business, and his mediation of his grandfather's love of business with his father's attention to character and motivation proved key to building the company into what it is today.

Jennings Hertz Sr., the man who founded United Distributors, operated a dry goods store in Pensacola, Fla., during the Depression, but when Congress repealed Prohibition, Hertz took a sales job with a liquor company servicing New Orleans and Memphis, two of the first cities to go wet. In 1940, Jennings Hertz Sr. got a call from a cousin in Atlanta. His relative had started



Three generations of the Hertz family. Jennings Hertz Jr., far left; Jennings Hertz Sr., second from right; and Doug Hertz, far right, posed for a photo with representatives from Captain Morgan rum.

a liquor distributorship and had been drafted and wanted Hertz to run the company while he served. Hertz accepted the offer and ran the company for the next six years, expanding it to Jacksonville, Fla. When his cousin returned from the service in 1945, the pair, together with a third cousin who operated the Jacksonville distributorship, founded Standard Distributing Co., the precursor to United Distributors.

As business minded as his father was, Jennings Hertz Jr. was just the opposite. The younger Hertz did attend the Wharton School, graduating at the age of 20, but his real love was not business but the theatre. After his graduation, he moved to New York to pursue an acting career. He also wrote plays and, to make ends meet, commercial jingles on the side. He lived and worked in New York for five years, and it was there that he met his future bride, Jill.

The couple was married in 1951, and that same year Jennings Hertz Jr. joined the family business. "I think he did it out of a sense of responsibility," Hertz says. "He didn't love it, but he wanted to have a family and didn't see a future in New York."

Jennings Hertz Jr. fed his love for the theatre by devoting himself to the Atlanta arts community. He acted locally and had several of his plays produced. He helped to found Atlanta's first important repertory theatre, and the Alliance Studio Theatre in Atlanta was recently dedicated the Hertz Stage in his honor.

Just as his grandfather's sound business sense influenced the young Doug Hertz, so too did his father's background in the arts. "I think writing gives you great insight into the human psyche, which is invaluable in business," Hertz says. "As a matter of fact, he's still the best resource I have on personnel issues or on a question of how best

to deal with a supplier or customers. In order to be a successful writer or artist, you have to study the nature of someone. It's been a benefit for me to have been exposed to that creative side as well as to the quantitative side."

In high school, Hertz captained both the basketball team and the tennis team. He picked Tulane over Vanderbilt because he hoped to have the chance to do both as one of the Green Wave. He ended up doing neither, but sports has remained a lifelong passion.

Doug's first taste of the family business came the summer after his freshman year at Tulane. It was not an auspicious beginning to his career with the company. "I was in a delivery truck and I didn't know how to drive a stick," Hertz says. "After I burned out two clutches, my father told me that this was going to be the most expensive delivery route of all time. I think they had to rent me an automatic truck."

When Doug Hertz joined United full time as a salesman in 1978, the company had 30 full-time employees and \$11 million in revenues. "I remember looking at that sales force and going, 'Oh my goodness,'" Hertz recalls. "There were two young guys and everybody else was over 60. They had been my grandfather's hires."

Hertz knew that the first order of business at United was rebuilding its staff. He began to hire new employees. Strategically, he began to focus on new areas of the company's operation, such as its wine business and its restaurant business.

Slowly, the company began to add new markets around Georgia to its Atlanta base through acquisitions. United moved into Augusta in 1982, to Macon in 1983, to Savannah in 1986 and to Albany and Columbus in 1988. In 1995, United greatly expanded its beer business, becoming one of the few companies to distribute both wine and spirits as well as beer.

While the growth was impressive, Hertz says much of it had to do with being in the right place at the right time. "People say the growth we've had has been phenomenal, but I don't know it's been any more phenomenal than the growth of the city," Hertz says. "Fortunately, we sort of grew up as Atlanta grew up around us."

Hertz may be reluctant to take credit for the company's growth, but he acknowledges that strategy played a part. "If it was strategy, it was more so the strategy of who I wanted to have long-term partnerships with," he explains. "The companies I

wanted to have partnerships with were those that were family controlled. You could count on building relationships and having an understanding of each other's cultures."

Hertz sees strategization as his most important role as a CEO. "I'm not a short-term execution guy," Hertz says. "I understand how important it is to execute the detail for a strategy to work, but I find that we're a lot more efficient and a lot more productive when I delegate that. The people side of the business and the strategy side of the business—where you're forming your alliances—I think those are probably my strengths."

Hertz is active in many charitable and civic organizations in the Atlanta area, including Children's Healthcare of Atlanta, Woodruff Arts Center, and Northside Youth Organizational, but one project stands out among his philanthropic interests. Camp Twin Lakes is a \$10 million, 250-acre camp which each summer hosts 2,400 children with special needs. Hertz founded Camp Twin Lakes in 1990 to serve as a summer camp for children suffering from illnesses such as cancer, cystic fibrosis, asthma, sickle cell and diabetes, physical and mental disabilities, and abuse or neglect. The camp provides administrative staff, a complete medical facility, a full recreation program and complete food service facilities and staff.

"I just wanted to do some things for kids and saw a need," he says. "When I see a need and I think I can end up doing it better than how it's being done, it tends to motivate me."

In the late 1980s, Hertz served on the board of Camp Sunshine, a camp organized each summer for children with cancer. Finding a site for Camp Sunshine proved to be a challenge. Few traditional campsites were equipped to accommodate children with special needs and those that could were often already reserved for children with other special needs, such as cystic fibrosis or diabetes.

Hertz saw a conflict, but he also saw an opportunity. Meeting with directors of camps for special-needs children across the state, he sold them on the idea of building a single facility large enough and sophisticated enough to accommodate all their needs. Next, he went to work in the business community to generate support for the project. When no one else stepped forward, Hertz became chairman of the campaign. Camp Twin Lakes became a personal crusade.

He has tended to focus his energies on health care and children's issues, but to Hertz, the object of one's philanthropy isn't as important as the act of philanthropy. "There are more worthy causes than there are people and dollars to go around, but whatever it happens to be, you need some leadership, and I think it's up to people in the business community to provide that leadership."

And there's another thing Hertz believes equally strong. "Philanthropy is good for business," he says. "I wouldn't let my kids go to Burger King because McDonald's was a huge contributor to Camp Twin Lakes. We wouldn't have Gatorade in our refrigerator. We had Powerade because it was a Coca-Cola product and Coca-Cola supported Camp Twin Lakes. And I can't tell you how many times I have had companies that were having a major party call me and ask what kind of beer or wine or spirits I sold because they wanted to use them at their events. Tell me it's not good for business."

One of Hertz' latest projects is in education. In 2000, he joined the Tulane board of administrators. "I think I grew up at Tulane," says Hertz, whose daughter Amy is currently enrolled in Newcomb College. "The overall university experience I had, the exposure to diversity, to a myriad of academic opportunities and to very talented professors who fueled interests in specific areas. I loved my Tulane experience, and I really think that was the time in my life when I started to mature and realize what life's all about."

Sports has played a major role in Hertz' life and continues to occupy much of his leisure time. He plays golf and tennis and enjoys attending virtually any contest. "If I had a perfect day, it would be golf in the morning, some business meetings with suppliers and customers in the afternoon, and a dinner and ball game at night with my family."

In fact, if Hertz weren't heading United, he knows exactly where he'd like to be. "I'd like to be the general manager of a pro sports franchise," he says without a pause. "It would take passion for winning and combine it with long-term strategic planning as well as business acumen."

"If I retire or sell my business," Hertz adds, "I've also considered being an athletic director at a university, because it combines the same kinds of things that being a general manager would," Hertz adds. "But don't tell Rick Dickson that...."

"There are more worthy causes than there are people and dollars to go around, but whatever it happens to be, you need some leadership, and I think it's up to people in the business community to provide that leadership."



NETWORKING OVERTIME

Eli Petel knew he wanted a job in the ultra-competitive field of consulting. Figuring out how to land that elusive job made him the Career Development Center's most frequent visitor and most vocal proponent.

By Mark Miester

The last thing in the world Eli Petel (GA '00, MBA/JD '00) needs is a grande caffè latte.

Looking back on his job search in an Uptown coffee shop, the soon-to-be e-strategist with KPMG Consulting exudes enough enthusiasm and intensity to make Roberto Benigni seem like a somnambulist, and that's before he's even taken a sip. The prospect of a caffeinated Petel is difficult to fathom.

"If I do something, I want to do it right," he says, the words tripping off his tongue like machine gun fire. "Business school is not a sacrifice, but it is an investment. And it's paying off."

Paying off indeed. In February, Petel began

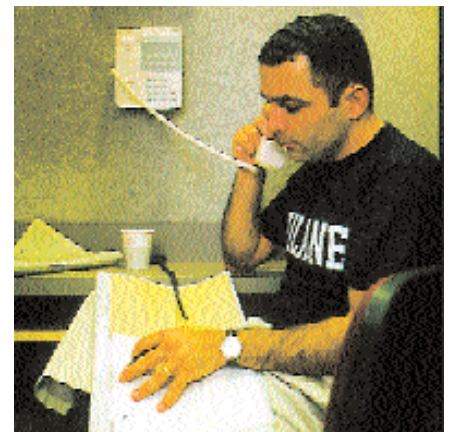
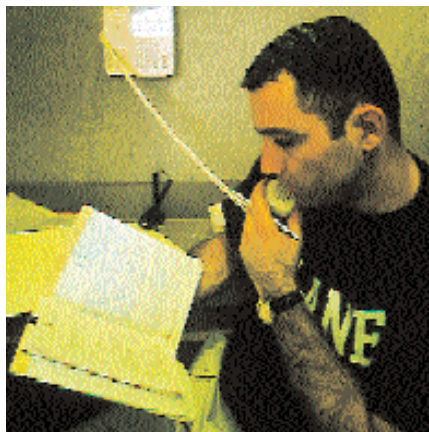
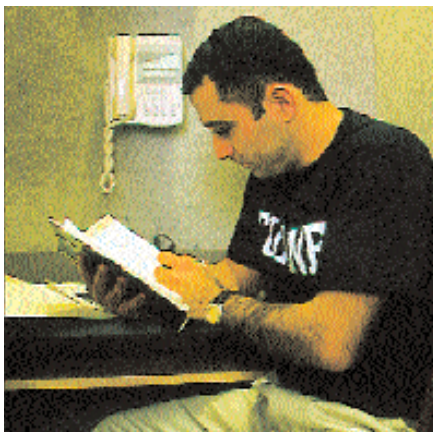
work with KPMG Consulting's communication and content practice. As a senior e-strategist for named accounts, he'll work with major corporate clients to implement e-commerce solutions. With bonuses and options, his compensation package tops six figures, placing him near the top of his graduating class, but more importantly, he is doing precisely the kind of work he dreamed of. He couldn't have landed a better position if he'd created it himself.

"Sometimes it's pure luck," Petel says of his offer, "but I don't believe in luck completely. It was part of a bigger strategy. I read all the books, I did all the workshops, I went to the career fairs,

I built a huge database of contacts. I mean it *had* to pay off."

The story of how Eli Petel found his job is typical of the drama that plays itself out each year for thousands of MBAs across the country. While networking has always been the name of the game when it comes to landing a job, in recent years it has become even more crucial. In 1998, the number of MBAs awarded in the United States topped 100,000 for the first time. That's an increase of more than 30 percent from a decade earlier, making it that much more difficult for candidates to stand out in the crowd.

Difficult but not impossible. In the end,



If Eli Petel wasn't asleep or in class, chances are he was working the phone at the Career Development Center. For candidates at smaller programs, alumni contacts are often the key to landing the most sought after jobs.

what separated Petel from the pack was not necessarily his skills, which are largely taken for granted after you survive the initial cut, but his unyielding determination to utilize every resource at his disposal to land his dream job.

"It's amazing how much time and energy some students invest in school and how little they dedicate to finding a position," Petel marvels. "Finding a position is a full-time job. If you sit in a class for two and a half hours, there's no reason you shouldn't sit in the Career Development Center for two and a half hours making phone calls and following up on e-mails."

That's just what Eli did. But that was just the beginning.

THE CAREER DEVELOPMENT CENTER

The Freeman School's Career Development Center is perhaps the most important office in Goldring/Woldenberg Hall. For many students, it represents the key to translating two arduous years of study into a lucrative, rewarding career. To assist in that effort, the center's staff of nine, including three full-time counselors, offers a full complement of career services, from advising entering students on career options to helping departing students negotiate compensation packages.

"We see ourselves as a liaison between the student and the corporate world," says Rhendy Rowe, director of the CDC since 1997. "There's an obligation on our part to give the students as much information as possible so they can make a wise decision about their careers. We're not here to place them; we're here to help them put it all together."

Putting it all together was made incalculably more efficient in 1998 with the introduction of 1stPlace95, an online database that automated many of the day-to-day activities of the center. Students logging into the system via the Internet can update their electronic resumes, browse job listings, drop resumes for jobs posted and schedule on-campus interviews. The CDC staff, meanwhile, can use information supplied and updated by students and employers to link students with particular interests and skills with jobs that match. The system currently includes information on and contacts at more than 4,500 companies around the world.

In addition to 1stPlace95, students have access to a separate database comprising alumni who have volunteered to advise current students on their particular jobs, companies or industries.



Rhendy Rowe, left, director of the Career Development Center, praises Petel for using every resource available to him to find not just a job but the job of his dreams.



The Career Consultant Network was established more than a decade ago but has with each year become an increasingly more valuable resource. With Freeman students competing for positions against peers from the Whartons, Stanfords and Harvards, the insider's perspective an alum can provide is often the difference between getting an interview and disappearing beneath a mountain of resumes.

Rowe is crystal clear about one thing: The CCN is not about getting a job. It's about getting information. "It's a way for students to get the kind of advice that only someone working in the industry or position could give," she explains. "I cannot stress enough how important alumni are in giving students the kind of advice and information they need to find the job that's right for them."

The Career Consultant Network currently includes just over 1,000 members, but Rowe hopes to double it in size over the next five years. Alumni can now sign up to become members of the CCN by completing a form on the Career Development Center's Web site, <http://freeman.tulane.edu/cdc/>. The Web site also features a new "Find A Classmate" service which lets alumni search for contact information on former classmates. It's one of an increasing number of services offered through the CDC that are geared toward alumni. All alumni are eligible to join the Freeman Listserv, an e-mail digest of school news that includes occasional

executive-level job postings. Active members of TABA additionally have access to a wider range of CDC services, including career counseling, resume review and the Career Consultant Network. More and more, the Career Development Center is becoming a lifelong resource for alumni.

THE IMPORTANCE OF ALUMNI

Eli Petel first appeared at the Career Development Center in September 1998. Petel had earned a bachelor's degree in business and political science from Lee College in California and was beginning his first full year in business school after completing two years in Tulane Law School. He was working on the joint MBA/JD and was looking for a career in which he could use both his legal and business training. He wanted to go into consulting.

"My first impression of Eli was that he wasn't the typical MBA/JD," recalls Rowe. "He was very focused and knew exactly what he wanted. He was very aggressive. He wanted you to get to know him, and he wanted to know everybody and everything. He wanted information. He was like a sponge."

Petel wasted no time getting to know Rowe and the rest of the CDC staff. In fact, he practically moved into the CDC. If he wasn't in class or at the library, chances are he was updating his resume, browsing job listings, making phone calls or just chatting with Rowe or MBA coun-

selor Linda Guedry-Babst about companies and careers. "Everybody knew everything that was happening with his job search," Rowe recalls with a laugh. "Almost more than you wanted to know."

Petel's primary objective that first year was to find an internship, ideally with a large consulting firm, but he knew from the outset it wouldn't be easy. At 30, Petel was a few years older than most of his classmates. He had come to the United States for college after serving five years in the Defense Forces in his native Israel. He had no corporate experience to speak of.

"The biggest asset I had was the fact that I was a Tulane MBA/JD," Petel says. "So I started to look in the CCN database. And that was networking. This is key."

Petel searched for MBA/JDs, for JDs pursuing business careers, for alumni in consulting and for any combination thereof he thought might offer him an entrée. He worked up a list of names, whittled it down to his best prospects and, in October, sent out 50 e-mails. He got more than 35 replies. "Some people said 'I'm not in a position to help because I just started three months ago,'" Petel says, "but some people said 'I'd love to help. Call me.'"

One of those CCN members who invited Petel to call was Mel Paret (MBA '78), a senior manager with KPMG Consulting's state and local government practice in Washington. "I remember what impressed me most about Eli was his tenacity," Paret recalls. "He sent me his resume and over time he communicated with me plenty of times to where I felt like I got to know him."

With Paret's help, Petel's list of 35 contacts grew to 75. He dispatched more e-mails, followed them up with phone calls and diligently polished his resume, but nothing came of it. In biweekly phone calls, he expressed his frustration to Paret. "Mel was talking to me, giving me leads, looking at my resume and doing searches for me," Petel says. "He became like my wingman."

By May 1999, Petel was desperate. After eight months combing the CCN for contacts, after sending hundreds of e-mails and spending untold hours on the phone, after traveling to New York and Washington for interviews, he still didn't have an internship. "It frustrated me," Petel says, "because I know people in the Stern School at NYU. They're sitting there and the

firms are coming to *them*. And I know that I'm no different."

Petel was about to begin looking for an unpaid internship, his last resort, when a position finally opened up. It was in Mel Paret's practice.

"I'd been talking to this guy for six months," Petel says. "We felt like we knew each other even though we'd never met. So at the end of May when something came up, he said, 'I have the perfect person for it. I want you.'"

The next day, Petel brought a German chocolate cake to the CDC to celebrate.

Petel joined Paret in KPMG's state and local government consulting practice. Both Petel and Paret knew that the area was not what Petel was looking for, but the summer internship was in consulting. He had gotten his foot in the door.

"Once you find a partner or manager who is willing to talk to you, it's up to you to sell yourself," Petel says. "I don't think Freeman students are any different from Harvard students, and I know a few personally."

MARKETING THE FREEMAN SCHOOL

As the only ranked business school in the Deep South and the smallest of any program in the Top 50 in terms of enrollment, the Freeman School faces two formidable challenges in attracting recruiters to campus. "Most companies have a set number of schools that they visit and their yield is high at those schools," says Rowe. "Recruiting is very costly. It's hard to get to New Orleans and quite honestly with our small number of students, we do not have a mass like a lot of schools do. They have a difficult time justifying coming here.

"But," she adds, "every company is interested in looking at a top candidate if he or she fits with their company profile."

The CDC has in the last several years embarked on an all-out effort to get the Freeman School's story out, and one of the most effective means of accomplishing that goal is with the help of alumni. Longstanding programs like Freeman Days in New York, the TABA-sponsored program that brings students to New York for three days of job interviews and networking with alumni, have been expanded and enhanced. This year, the CDC sponsored the first Freeman Days in Houston to offer students a chance to network with alumni in that city, which boasts more than 300 Freeman alumni. In addition to

New York and Houston, the CDC is also targeting recruiters in Atlanta and Washington. "Those are cities that have a large number of Freeman alumni and cities that our current students are interested in learning more about," Rowe says. "So there are a number of reasons why focusing attention on those cities makes a lot of sense."

Programs like those are on top of continuing efforts to attract new companies to campus. Associate dean Peggy Babin spends much of her time on the road, meeting with recruiters and alumni to bring them up-to-date on the school's dramatic improvements and high-quality students.

One of Babin's first initiatives as associate dean was to establish strategic partnerships with corporations that have a longstanding record of hiring Freeman graduates. Companies such as Chase Bank, Entergy and Citigroup are among the most active recruiters of Freeman graduates as well as companies boasting robust executive development programs. By forging corporate alliances with partners, the Freeman School is opening its myriad resources to those companies, offering them a portfolio of services that range from one-day seminars led by Freeman School faculty to noncredit employee development programs to the Freeman School's professional and executive MBA programs. The partnership also incorporates the companies' needs into the classroom, giving the company access to teams of top-notch MBA students for work on research projects. Of course the students benefit just as much, adding real-world experience to their resumes.

The benefits the Freeman School receives in return are obvious. Closer contact with the business world enables the school to focus its curriculum on the issues most crucial to the needs of companies. Corporate partners can provide executives to speak on campus about industry trends and issues, and those partners can also be more thorough and focused in their on-campus recruiting.

FINDING A FULL TIME JOB

When Petel returned to New Orleans for the fall 1999 semester, he shifted into overdrive in an effort to find a full-time job. He sent out another round of e-mails, this time with relevant consulting experience to show. One of the people he contacted in this round was Tim Kemmer (MBA

'96), a manager with KPMG's communications practice.

"He called me and we were unable to do anything at the time, but I told him to keep in touch," Kemmer recalls. "We were in the process of planning for building up certain areas of KPMG. He seemed like he definitely knew what he wanted to do, which is very key, so that made it a little easier to work with him. His initiative was definitely what caught my attention."

Petel had nothing if not initiative. He continued to search and got interviews with some of the top consulting firms recruiting—American Management Systems, PricewaterhouseCoopers, Deloitte & Touche Solutions, Towers Perrin and Jackson & Rhodes.

By this point, Petel had spent so much time in the CDC that he accepted an offer to join the center as a counselor, helping students polish their resumes and conducting mock job interviews. "It was a way to give something back to the CDC," Petel says. "But the most important reason was because I remembered how I looked when I interviewed, or at least how I used to look."

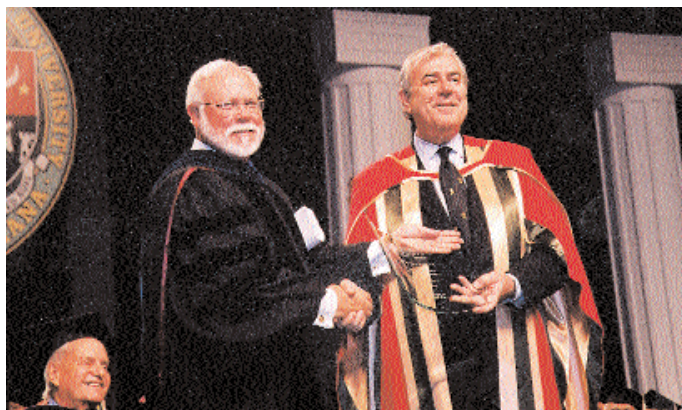
Petel was prepared to accept an offer from Jennings, Ryan & Kolb, a boutique firm that specialized in health-care consulting. Health care wasn't a major interest for Petel, but after two years of hard work, it was a good offer and one he was happy with. And then the call came. "It was May 7," Petel recalls. "Literally two weeks before graduation. The day after my last final, I get a call from Tim asking if I was interested. I said what are you talking about? He said, 'With your experience, we're talking about a senior position with e-strategy.' I'm like, 'Are you kidding? I'll take it!'"

The next day Petel appeared at the CDC with a bottle of champagne. "This is a senior position implementing e-commerce solutions for one of the biggest consulting firms in the world," Petel says enthusiastically. "This is wonderful. Now I'm submitting my name to the CCN so people can send me their resumes so I can give them advice. It's come full circle."

"Eli networked to the max," Rowe concludes. "In the end it was the Freeman name that opened the door and the Freeman connection that got him his job. Alumni are the key for us."

Finishing his coffee, Petel takes a second to ponder the question of where he hopes to be in 10 years. "I know," he finally says, decisively. "On the cover of *Freeman* magazine."

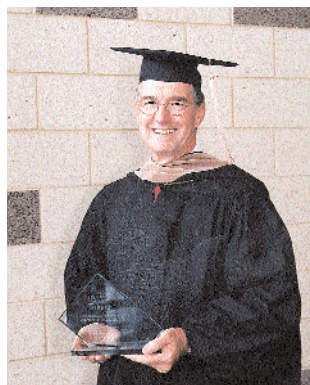
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Richard Butler, right, diplomat-in-residence at the Council on Foreign Relations, urged graduates not to shy away from international issues and the problems that face the world at the dawn of the 21st century.

COMMENCEMENT 2000

The Freeman School's first commencement exercise of the 21st century was held in the New Orleans Arena, adjacent to the Superdome, on Saturday morning, May 20. The Freeman School awarded 288 Bachelor of Science in Management degrees, 13 Master of Accounting degrees, 190 Master of Business Administration degrees and 57 Master of Management degrees. The number of MBAs awarded includes members of the



George Rizzo (MBA '65), former president of Exxon Chemical Co. Americas, received the Freeman School's Outstanding Alumnus Award at the 2000 commencement ceremony.

Nations. Butler, an expert on arms control, international security issues, the United Nations and the Middle East, urged graduates not to retreat into the isolationism of corporate life but to use their education to address the problems and conflicts that exist on a global scale.

George Rizzo (MBA '65), the former president of Exxon Chemical Co. Americas, received the Outstanding Alumnus Award at the ceremony. Rizzo, who retired last year after more than 35 years of service with the company, was responsible for the operations of Exxon Chemical Co. in the United States, Canada and Latin America as well as the company's lubes and fuel additives business. Prior to taking on that role in 1997, Rizzo served as a senior vice president of Exxon Chemical Co., where he oversaw the worldwide polyolefins, Paramins, tire industry and adhesion/Vistalon business units and polymers technology. He was also worldwide president of the company's Polymers Business Group.



Chile and Asia Executive MBA classes. The ceremony followed Tulane University's unified commencement ceremony, which took place earlier on the main floor of the Superdome. Delivering the charge to graduates was Ambassador Richard Butler, diplomat-in-residence at the Council on Foreign Relations and the former executive chairman of the United Nations Special Commission. From 1992-1997, Butler was the Australian ambassador and permanent representative to the United



Mortimer L. Curran (A&S '51) joined his son, Mortimer F. Curran (MBA '00), on stage for this year's diploma ceremony. Curran, a former member of the Tulane Board of Administrators and President's Council, died in November 2000.

WILL AMAZON RUN DRY?



Ravi Suria

The emperor has no clothes. Ravi Suria (MBA '95) did not invoke that particular metaphor in his credit analysis report on Amazon.com, but he might as well have.

On June 22, Suria, head of convertible bond research at Lehman Brothers, issued a blistering report on Amazon that not only questioned the online retailer's business model but argued the company would run out of cash by the first quarter of 2001.

"The company's inability to make hard cash per unit sold," Suria wrote in the report, "is clearly manifested in the weak balance sheet, poor working

capital management, and massive negative operating cash flow—the financial characteristics that have driven innumerable retailers to disaster throughout history."

Suria's report sent shock waves through Wall Street as shares of the online retailer dropped 19 percent. More shares traded hands that day than on any in the company's history.

What attracted so much attention to the report—including a *Business Week* cover story on Amazon's future—was Suria's radical conceit. He treated Amazon like any other retailer and evaluated the company according to the standards applied to traditional retailers, such as operating cash flow. What he found was a company "under extremely high risk."

"It's sort of a no-brainer when you look at it from a cash viewpoint," Suria says of his analysis. "The business model of the company is a retail model. They buy something, they add their markup, and they sell it. So while the equity market was caught up in all the future fluff, from a credit perspective it has all the dynamics of a retailer."

Suria, an alumnus of the Burkenroad Reports program at the Freeman School, knew his controversial report would get a reaction on Wall Street, but the level of the response took him a little by surprise. "I knew there would be an impact obviously because no one else had made a call before," Suria says, "but then the media blew the report way out of proportion."

Media hype or not, within a month Amazon CEO Jeffrey Bezos was telling analysts that the company planned to curb its growth-at-any-cost model and begin focusing on old economy fundamentals such as reduc-

ing costs, better managing inventory and negotiating better deals with suppliers. For the first time, the company began to speak in terms of profitability. Still, Bezos' apparent capitulation didn't stop a half dozen equity analysts from following Suria's lead and reducing their ratings on Amazon.com's stock a month after the report.

"I was glad to find that over the past two quarters Amazon started focusing on the cash issue," Suria says. "It's gratifying to know that the company is doing the right things, but whether it's good enough is another matter."

While Amazon's recent actions may stem a cash crisis in the first quarter of 2001, Suria says that the company still has a long way to go. "When you're running a business that size, it doesn't matter whether you're down to zero cash or \$200 million," Suria says. "Both are enough to kill you. If not the next quarter, some time in the early part of next year they're going to have cash problems. They'll need money."

BUILDING A BETTER FREEMAN

The Freeman School wants to know what you think. Under the direction of marketing professor

Victor Cook, a team of Freeman School MBA students — Sangwook Choi, Joseph D. Richburg and Yoshiaki Takahashi — will produce a survey of Freeman MBA alumni. According to Cook, the objectives of the study are to measure MBA alumni awareness, involvement and perceptions of the Freeman School and their alumni association.

"Alumni involvement is necessary for the Freeman School to achieve our mission to prepare current and future business leaders to compete in global business," says Associate Dean Peggy Babin, who commissioned the report. "It's absolutely critical for us as an institution to have an accurate understanding of what our graduates think of the school and in what ways the Freeman School can better serve them."

Babin adds that this survey represents a first step toward revising current programs and developing new programs to better serve the changing needs of MBA alumni. The research team plans to complete a mail survey of a representative sample of MBA graduates this spring. Only with the involvement of alumni can the Freeman School fulfill its pledge to become one of the nation's premier institutions of management education.

FREEMAN AT THE FEST!

Planning a trip to Jazz Fest this year? TABA is hosting an alumni social on Saturday, May 5, at the Fair Grounds. Come and meet up with friends, renew acquaintances and—perhaps best of all—enjoy air conditioning and a clean, no-waiting-in-line bathroom. For more information, contact Stephanie Haydel Kleehammer (MBA '96) at sklee12@home.com.



Yoshiaki Takahashi, Joseph D. Richburg and Sangwook Choi are conducting the first comprehensive alumni survey for the Freeman School in over a decade.

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CLASS NOTES

1930s

William Hogg (BBA '39) received a Louisiana/Mississippi Entrepreneur of the Year Award for 2000. He is chairman of the Valley Innovative Services and Trendline Corp. in Jackson, Miss.

1950s

Simon Shlenker III (BBA '50) was named Rotarian of the Year by the Rotary Club of New Orleans.

1960s

Burt Keenan (BBA '61, MBA '62) received a Louisiana/Mississippi Entrepreneur of the Year Award for 2000. He is chairman and CEO of Independent Energy Holdings PLC in New Orleans.

Jesse Clear (BBA '65) recently opened the East Coast office for Chalmette-based Southern Instrument Service Inc. The firm specializes in marine instrumentation.

J. Kent Friedman (BBA '66) has been nominated to serve as general director of the board of directors of MAXXAM Inc.

1970s

James Maurin (MBA '72) has received a Louisiana/Mississippi Entrepreneur of the Year Award for 2000. He is chairman and CEO of Stirling Properties Inc. in Covington, La.

John Barter (MBA '73) has been named chief financial officer of Kestrel Solutions, an innovator in optical networking for the metropolitan market in Mountain View, Calif.

Robert Stanton Jr. (MBA '74) is vice president of First Union Securities in Durham, N.C.

Omer Davis (MBA '75) has been elected to the Tulane Alumni Association board of directors.

Glenn Harder (MBA '75) has been named the executive vice president and CFO of Microcosm Technologies Inc. in Cary, N.C.

Robert Tabb (MBA '75) has been named vice president of information technology at Nike Inc. He will oversee Nike's growing global information needs in addition to the further development of corporate IT systems and networks.

Douglas Hertz (MBA '76) has joined the Tulane University Board of Administrators. He is president and CEO of United Distributors, a major beverage distribution company based in Atlanta.

David McNiell (MBA '77) has been named senior vice president of operations by Probex Corp., an energy technology company.

Bruce Spizer (MBA '77) has recently published a book, *The Beatles' Story on Capitol Records Vol. II*. It is his third book on the Beatles.

Rick Gunst (BSA '78) has been named vice president of planning, analysis and controls for the Quaker Oats Co.'s finance organization.



James Hardy

James Hardy (BSM '79) has been named director of technology development at the Louisiana State University Health Sciences Center in New Orleans. He will identify and evaluate intellectual property discovered or invented on LSU Health Sciences Center campuses for commercial development.

Ricardo Salinas (BSM '79) is president and CEO of TV Azteca, Mexico's No. 2 television broadcaster.

1980s

John Babcock (BSM '80) was recently named executive vice president of Summit Bank in Princeton, N.J. He is deputy head of private banking in charge of all sales and relationship functions in the areas of lending, trust, investments, measurement, brokerage and insurance.

Tim Burns (MBA '80) recently published *entrepreneurship.com*, a book about planning a successful online business.

Michael L. McAllister (MBA '80) has joined Tejas Securities as executive vice president and managing

director of the corporate finance department. He will be the firm's senior investment banker with responsibility for establishing and managing a corporate finance and equity capital markets business for the company.

Thomas Turner (MBA '80) has been promoted to president of Turner Industries Ltd. in Baton Rouge, La. He also serves as president of Integrated Technical Services, Turner Industrial Technical Co., Turner Professional Services and Turner Services Ltd.

Henry Hartveldt III (BSA '81) is a senior analyst of online travel for Forrester Research in Cambridge, Mass.

Matthew Ungarino (BSM '81) is an attorney with Ungarino & Eckert. The firm recently opened offices in Baton Rouge and Shreveport in addition to its New Orleans office. He has three children, ages 1, 3 and 5.

Bryant Cohen (BSM '82, MBA '84) has recently been named executive director of a new buyout fund, Japan Equity Capital, sponsored by GE Equity and Sumitomo Bank/Daiwa SBCM.

Richard Pollock (MBA '82) is senior vice president for The Right Start, a specialty retailer of educational and care products for infants and children.

Steve Dvoskin (MBA '81) is area vice president for Comcast, the nation's third-largest cable television

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company. He manages the company's West and Central Florida systems from his base in Sarasota.

Nanci Easterling (MBA '84) has been named a board member of the Delgado Community College Foundation. Easterling is president of Food Art Inc., New Orleans' largest independent catering company. She also received the distinction of being named one of *New Orleans CityBusiness*' "Women of the Year" for 1999.

J.U. Gajan (MBA '84) has been named the 2000 Yambilee King by Louisiana Yambilee Inc.

Ti Martin (MBA '84) was named one of the "Women of the Year" by *New Orleans CityBusiness*. Martin is the co-proprietor and partner of Commander's Palace and Foodies Kitchen in New Orleans.

Alvin Hysong (BSM '85) and Monica Obando were married in June 2000. Alvin is a senior marketing manager at the Tribune Co. in Chicago.

Michael Barton (MBA '85) has been named partner at KPMG LLP. He works in tax services at the firm's New York City office.

Walter Lomax (MBA '85) has been named vice president and commercial loan officer in business banking for Firststar Bank in northern Arkansas. He will be in charge of servicing and growing the bank's commercial lending accounts in the region.

David Ronn (MBA '85) and his wife are proud to announce the birth of their second daughter, Netanya Sara, in February 2000. She joins big sister Gabrielle Lyla at their home in Houston. David has recently joined the law firm of

Mayer, Brown & Platt as a partner in their Houston office.

Alyssa Gusman Kader (BSM '86) and Lee Kader were married in March 1998 in Rye, N.Y. They are the proud parents of Even, born Feb. 7, 2000. Alyssa works at Valerie Wilson Travel.

Hillard Quint (BSM '86) was promoted to vice president of real estate investment trusts for Tek-Rail Inc. in Fayetteville, Ga. He married Lisa Chapo on May 2, 2000.

Peter Callais ('87) received the Louisiana/Mississippi Entrepreneur of the Year Award for 2000. He is the president of Solid Waste Disposal LLC in Larose, La.

Charles Jalenak (BSM '87) and his wife Monique announce the birth of their son, Lucas, on July 4, 2000, in Memphis.

Scott Brook (MBA '87) and his wife Brenda are proud to announce the birth of their fifth child, Samantha, on Oct. 9, 2000. Brook recently opened a law and mediation practice in Coral Springs, Fla.

Rick Cabigas (MBA '87) is a research strategist for the Travel Channel for Discovery Communications Inc. in Bethesda, Md. Discovery owns the Travel Channel, the Discovery Channel, TLC, Animal Planet and several Discovery-titled specialty channels.

Arvind Sanger (MBA '87) is a managing director with Deutsche Bank in New York.

Alfred Smith (MBA '87) is the director of voice and data communications for United Airlines in Elk Grove, Ill.

Peter Rothman (BSM '88) is director of corporate MIS at Volt Information Sciences Inc. in Westbury, N.Y.

Tim Williamson (BSM '89) has been named a regional general manager at Cox Interactive Media. He will be in charge of the studios in New Orleans, Austin, San Antonio, Oklahoma City, Tulsa and Omaha.

Daniel L. Crumb (MBA '89) and his wife Janet are proud to announce the birth of their second child, Allison Janet, on Jan. 18, 2000. Allison joins her brother Patrick Daniel at their Kenner, La., home.

Eugene Green Jr. (MBA '89) was named president of the New Orleans Business & Industrial Park, an industrial complex in eastern New Orleans. He was formerly Mayor Marc Morial's executive assistant for economic development. He was also recently appointed to an interim seat on the New Orleans School Board.

1990

Jill Goldstein (BSM '90) is enrolled in University of Texas at Austin's MBA program.

Michael Rubenstein (BSM '90) is a lawyer and shareholder at the law firm of Liskow & Lewis in New Orleans.

Britta Slinger (BSM '90) was recently promoted to executive director of research at UPN in Los Angeles, Calif.

Nobuaki Masuda (MBA '90) is a manager of the flat-rolled products department of Sumitomo Metal Industries Ltd. in Tokyo.

1991

Ed Cufflin (BSM '91) is a divisional director for the Leicester, England, office of Quilter & Co., stockbrokers. He and his wife Mary have a daughter, Hannah, born Jan. 4, 2000.

L. Zachary Landry (BSM '91) and Stephanie Smith were married Sept. 16, 2000, in New Orleans. Landry is a founding principal at Agile Information Systems, a technology company.

Frank Armstrong (MBA '91) is executive vice president of Logistics Services for Transplace.com. He is in charge of all logistics management services.

Lillian Grose (MBA '91) is the controller for Lexus of New Orleans.

Pierce Keefe (BSM '91) is an accountant with Keefe McCullough & Co. LLP CPAs in Ft. Lauderdale, Fla.

1992

Thomas Arrington (BSM '92) graduated with an Executive MBA from Vanderbilt's Owen School in May 2000. He and his wife have a son, Dylan Thomas, born June 28, 1999. He was recently appointed senior strategic analyst at Iomega Corp. in Utah.

David Brookstone (BSA '92) and Abigail Cooper were married on March 25, 2000, in New York. David received a JD from New York University and has a private practice in Brooklyn.

Carey Gertler (BSM '92) and his wife are proud to announce the

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birth of their son, Michael Jacob, on May 31, 2000.

Charmaine Ripoll Nettles (BSM '92, MBA '98) and her husband Michael are proud to announce the birth of their son, Brandon Michael, on Aug. 15, 2000.

Todd Richardson (BSM '92) is a product manager for Gelco Information Network in Reston, Va.

William Waltman (BSM '92) and Patricia Perniciaro were married February 5, 2000, at Our Lady of Perpetual Help Church in Kenner, La. William is a certified public accountant manager in the state tax consulting group for PricewaterhouseCoopers LLP in Houston.



William Alt

William Alt (MBA '92) has been named a vice president by Hibernia Bank in New Orleans.

Rene Fernandez (MBA '92) is CEO and co-founder of NetLogistik, a firm serving logistic and transportation needs of Latin American businesses.

Adrienne Joseph (MBA '92) is the director of clinical operations for the department of neurology at Baylor College of Medicine in Houston.

Stephen Newman, MD (MBA '92) has been named senior vice president of operations for Tenet Healthcare Corp.'s Gulf States region.

Mario Paredes (MBA '92) is assistant vice president for Citibank, NA, in Miami.

1993

Kim Hochman (BSM '93) and her husband are proud to announce the birth of a son, Cameron Wolf, on November 11, 2000, at Ohio State University Hospital.

Pranav Badhwar (MBA '93) is a manager at Accenture, formerly Andersen Consulting, in Washington, D.C.

Jack Benjamin (MBA '93) and Jennifer Hanley were married in September 2000. The couple resides in Metairie, La.

Bonnie Brady (MBA '93) and her husband Lonny Babin are proud to announce the birth of their first son, Luke Joseph, on March 1, 2000.

Cathy Simoneaux (MBA '93) has recently been named director of financial aid and scholarships at Loyola University in New Orleans.

Kevin Williams (MBA '93) and Tamara Williams were married on November 27, 1999. Kevin produced his first feature film, *Who Goes There*, in winter/spring 2000.

1994

Jacob Amato III (BSM '94) and Jennifer Dwyer were married September 2, 2000, at Our Lady of Rosary Church in New Orleans. The couple resides in Manhattan, where Jacob is a tax associate with the law

firm of Brown and Wood LLP.

Troy Falterman (BSM '94) and **Karen Womack Falterman** (BSM '94) are proud to announce the birth of their daughter Kelsey Bliss in December 1998. Troy is an audit manager with Deloitte and Touche LLP in New Orleans.

Jairo Perez (BSM '94, MBA '00) is in the internal audit department at Schlumberger Ltd. in Sugar Land, Texas.

Dawn Washington (BSM '94) is a financial manager for casualties and reserves for Burlington Northern Santa Fe Railway in Ft. Worth, Texas. She received her MBA from Texas Wesleyan University in June 2000. She also received her CPA certification and a CIA certification as certified internal auditor.

G. Robert Baker Jr. (MBA '94) was named president of Whitney Bank's southern Alabama region.

Kash Rangan (MBA '94) has been hired as an equity research analyst by Dain Rauscher Wessels, a division of Dain Rauscher Inc., in San Francisco. He will focus on business-to-business, eMarketplace and software applications companies.

1995

Amy Saulsberry (BSM '95) and John Kinard were married May 20, 2000. The couple resides in Camden, S.C.

Larry Clarkston (MBA '95) has been named division manager for key accounts for Coca-Cola Enterprises. He will manage the customer support team for the Mid-South division, which covers

portions of Tennessee, Kentucky, Mississippi and Arkansas.

Manuel Cournot (MBA '95) and his wife are proud to announce the birth of a son, Melvin Sebastien, in May 2000. Melvin joins his 2-year-old sister, Sarah.

John Gleason (MBA '95) is a treasury analyst for Dell Computer Corp. in Round Rock, Texas.

Jeff Lyon (MBA '95) is a manager of planning and analysis for Laitram Corp. in New Orleans.

Jake Welsh (MBA '95) and his wife Patty (SW '96) are proud to announce the birth of their daughter, Margaret Caroline, on Feb. 4, 2000, in Chicago.

1996

Dervin Cabassa (BSM '96, MACCT '97) is a senior tax associate with Deloitte & Touche LLP in Guaynabo, Puerto Rico.

Ananda Ellington (BSA '96) has joined RE/MAX Property Associates in Cary, N.C.

Josh Lefkowitz (BSM '96) is director of northeast sales at IPO.com, an Internet-based firm that provides services to investors interested in initial public offerings. Lefkowitz is responsible for sales of advertising on the company's Website.

Craig Most (BSM '96) and Janis Hachaya were married on July 21, 2000, in Laguna Beach, Calif. Craig is a sales representative with PTC in Waltham, Mass.

Andy Silverman (BSM '96) is participating in the University of Maryland's MBA program.

Paige Dumas (MBA '96) and Andre LeCesne were married in

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October 2000 in New Orleans. Dumas is a senior financial analyst at Ochsner Hospital.

Lisa Schluckbier Hostler (MBA '96) and her husband are moving to England. They are relocating in the Windsor area for her husband's promotion.

Fernando Cardoze (MBA '96) is a financial advisor for Wall Street Securities, a Paine Webber Correspondent, in Panama City, Republic of Panama. He and his wife are proud to announce the birth of a son, Fernando Alberto.

Isabelle McDonnell (MBA '96) is a brand manager for Beck's North America in Greenwich, Conn.

1997

Faith Kendrick (BSA '97) and David Hindman were married in February 2000 in St. Francisville. Kendrick is a consultant with McKinsey & Co. The couple resides in Houston.

Rafael Bermudo (MBA '97) has been promoted to sales manager for Puerto Rico, Jamaica and Trinidad & Tobago for Johnson & Johnson Medical Caribbean.

David Berry (MBA '97) is a real estate advisor in the San Francisco area.

Gary Cao (MBA '97) is vice president of database marketing for MBNA America Bank in Wilmington, Del.

Melissa Cary (MBA '97) is director of information technologies for Rubio's Restaurants in Carlsbad, Calif.

Edmund DeJarnette III (MBA '97) has been hired as vice president and special assistant to the president of

Transoceanic Shipping Co.

Jeffery Hyler (MBA '97) and his wife Barbara are proud to announce the birth of their son, Jackson Bradford, on April 22, 2000.

Kelli Chiang (MBA '97) and **Paul Kolling** (MBA '97) are proud to announce the birth of their son, Nathan Alexander, August 7, 2000.

Will Greene (MBA '97) has accepted a position as an associate with private equity placements at Deutsche Banc Alex Brown in San Francisco.

Jacek Krawczak (MBA '97) is working for Deloitte & Touche in Warsaw, Poland.

Bruce McKie (MBA '97) and his wife Jennifer, who were married in 1999, announce the birth of their son, Jackson, in May 2000. The family lives in Los Altos Hills, Calif. Bruce is the finance director for 3MTS, a semiconductor test start-up in San Jose.

Cynthia Miller (MBA '97) is media director at Orb Digital Direct, a high-tech start-up company based in New York.

Jason Nelson (MBA '97) has been accepted into the PhD program at the graduate school of business at Stanford University. He was also recently elected as the tribal chairman of the Titskanwaitich Tribe of Texas.

Jan Olvin (MBA '99) has been promoted to drilling superintendent for BP-Amoco platforms in the southern North Sea.

Robert Stickney (MBA '97) was recently promoted to manager in KPMG Consulting's higher education practice in New Orleans.

Min Zheng (MBA '97) and **Hao Wang** (MBA '98) were married

Dec. 23, 1998. The couple resides in Pasadena, Calif.

1998

Ajay Arora (BSM '98) is a manager of structuring and pricing at Ameren Energy in Missouri.

Amanda Eads (BSM '98) is president and chief financial officer for Eads International, a multi-national conglomerate of investors and researchers in New York.

Sindhu Pandit (BSM '98) is a financial associate for Glow Networks Inc., a high-tech start-up in Richardson, Texas.

Michael Scheinrock (BSM '98) is a financial analyst for BenefitMall.com in Dallas.

Tricia Wallace (BSM '98) is an associate in the Global Oil and Gas Group at Chase Securities Inc. in New York.

Robb Sundmaker (MACCT '98) is a tax accountant for BDO Seidman LLP in Atlanta.

Rachel Antalek (MBA '98) is the manager in charge of beverage marketing for Olive Garden Restaurants in Orlando, Fla.

Sean Aron (MBA '98) works at eCommerce Digital Marketing in Los Angeles.

Stephan Avena (MBA '98) and his wife Beth are proud to announce the birth of a son, Nico.

Gilbert Baligad (MBA '98) is a financial management specialist with Accenture, formerly Andersen Consulting, in El Segundo, Calif.

Michael O. Cooper (MBA '98) is a senior business analyst for Cambridge Technology Partners in San Francisco.

Gregory Davis (MBA '98) is a real estate manager with Cogent Communications in New York.

Laura Deegan-McAdams (MBA '98) is a partner with Mercury Venture Partners LLC in Houston.

Lallande deGravelle (MBA '98) is a consultant with A.T. Kearney in New York.

Marshall Farrer (MBA '98) is the area manager for Northern California for Brown-Forman Beverages Worldwide.

Paula Hartley (MBA '98) is manager of large structures at Lockheed Martin Michoud Space Systems. She is responsible for identifying and bringing new high-tech business to the company.

Stuart Haselden (MBA '98) is a manager and financial analyst for SAKS Inc. in Birmingham, Ala.

Elizabeth Kontomerkos (MBA '98) is a management associate with Citibank in Stamford, Conn.

James Laborde (MBA '98) is vice president of Marsh USA Inc. in New Orleans.

Mason Lampton (MBA '98) is the Georgia division manager for Standard Concrete Products in Columbus, Ga.

Mary Levering (MBA '98) is a reserve engineer in the Europe/Far East Group at ExxonMobil Development Co. in Houston.

Jason Levine (MBA '98) is a senior associate brand manager for Nabisco Corp. in New Jersey.

Shannon McAdams (MBA '98) and **Laura McAdams** (MBA '98) purchased the McKenzie's bakery chain in New Orleans and helped reorganize and reopen the

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company's stores in July 2000 before selling their stake in the company to partners.

James Parm (MBA '98) has been named chief operating officer by Stratos Global Corp. He will oversee all Stratos operations including sales, marketing and human resources.

Alvaro Patron (MBA '98) is a financial management associate for Citibank in New York.

Chad Richeson (MBA '98) is a financial analyst for Microsoft in Redmond, Wash.

Edward Ross (MBA '98) has been promoted to district sales manager for Astra Zerteca in Wilmington, Delaware. He and his wife are proud to announce the birth of their daughter, Aleccia, in March 2000.

Bill Schneider (MBA '98) is the purchasing manager for cosmetics at Procter & Gamble in Maryland.

Arun Sharma (MBA '98) is a senior technology strategy and planning analyst with Shell International E&P B.V. in Rijswijk, The Netherlands.

Michael Sison (MBA '98) is an associate research analyst for McDonald Investments Inc. in Cleveland.

Elizabeth Hatten Sullivan (MBA '98) and Paul Kappelman were married in May 2000 in New Orleans.

1999

JaJuan Dawson (BSM '99) is a wide receiver for the NFL's Cleveland Browns.

Maggie Giddens (BSM '99) joined Peter A. Mayer Advertising Inc. in New Orleans as a junior account executive.

Shaun King (BSM '99) is the starting quarterback for the Tampa Bay Buccaneers.

Eric Stoerr (BSM '99) is an associate with El Paso Merchant Energy in Texas.

Amanda Gibson (MACCT '99) and Johnathan Foster were married in May 2000 in New Orleans. Gibson works for Arthur Andersen LLP in New Orleans.

Julia McKenna Bigley (MBA '99) is a marketing supervisor for Anheuser-Busch Inc. in Houston.

Tracie Boutte (MBA '99) has been promoted to vice president of gas & commercial and industrial account services group by Entergy. She is responsible for developing and implementing a growth strategy for Entergy's natural gas distribution companies and will provide executive direction to the company's commercial and industrial account function.

Katherine Elizabeth Dodson (MBA '99) and **Wendell LaGardeur** were married in April 2000 in New Orleans.

Mark Droste (MBA '99) is a business analyst for DuPont in Wilmington, Del.

Chang Loui (MBA '99) is an associate with Southern Company Energy Marketing in Atlanta.

Marla Pleyte (MBA '99) is a consultant with Accenture, formerly Andersen Consulting in Houston.

Jim Reineke (MBA '99) is CEO of Wireless Enabled LLC, which provides mobile access to the Internet, e-mail and customized databases in the New Orleans area.

Betsy Strachen (MBA '99) is a senior business analyst for Texaco Inc. in Houston.

2000

Emelie Kantrow (MBA '00) and **Joseph Alton IV** were married October 28, 2000.

In Memoriam

Marvin S. Mingleorff (BBA '27)

Charles Stich (BBA '27)

Gerald L. Andrus (BBA '28)

Benjamin R. Franklin Jr.
(BBA '28)

James W. Wilson Sr. ('28)

Warren W. Doyle Jr.

(A&S '30, BBA '32)

C. Rodney Mills (BBA '33)

John Bruno Jr. (BBA '34)

Alexander L. Postlethwaite ('34)

Henry Herman Barnett
(BBA '35)

Charles Kerr III (BBA '35)

Jesse S. Rosenfeld Jr. (BBA '35)

Harry E. Miester (BBA '36)

Elmore Robert Verlander Sr.
(BBA '36)

John S. Arthur (BBA '38)

Raymond Baguley (BBA '39)

Edward M. Heath Jr. (BBA '40)

Henry Newton Smith (BBA '40)

Julian L. McPhillips (BBA '41)

Carlos H. Rubio (BBA '42)

Lester T. Ozio Jr. (BBA '43)

Alma F. Leckert

(BA '41, MBA '43)

Samuel B. Katz ('44)

Callender F. Haden Jr.

(BBA '44, JD '46)

Miles R. Greer (BBA '47)

Joseph R. Oelkers Jr. (BBA '47)

Jack Rich (BBA '47)

Louis K. Good Jr. (BBA '48)

T. James McMahon Jr. (BBA '48)

James J. Plauche Jr. (BBA '48)

Saul Steinman (BBA '48)

James D. Cart (BBA '49)

Joseph T. Miceli (BBA '49)

Donald J. D'Antoni (BBA '50)

Paul G. Lacroix Jr. (BBA '50)

Robert L. Simpson Jr. (BBA '50)

George J. West Jr. (BBA '50)

Jefferson F. Chouest (BBA '51)

John M. deBen Jr. (BBA '51)

Lester J. Doussan Jr. (BBA '51)

Donald P. Mehrtens ('51)

Joseph Sworin (BBA '51)

John H. Evans (BBA '52)

Lester M. Stone Jr. (MBA '52)

James B. Kemp Jr. (BBA '53)

William Worden Jr. (BBA '53)

William G. Baker Jr. (BBA '55)

Francis A. Garitty (MBA '55)

James K. Primos (BBA '55)

Carlos J. Kelly (BBA '56)

William Rudy Smith III (BBA '56)

Robert B. Farris (BBA '57)

John T. Mulvehill (BBA '57)

Richard Julian Hiller (BBA '58)

Lloyd W. Huber (BBA '61)

Arthur H. Mullet (BBA '61)

Hugh F. O'Connor Sr. ('61)

Philip T. Rawlins Jr. (MBA '65)

James W. Boginis (MBA '67)

Gustave A. Von Bodungen

(MBA '67)

Guy C. Harris Sr. (MBA '68)

Patrick A. Callaham (MBA '78)

Anne Ritter Smith (BSM '85)

James L. Theriot (MBA/JD '91)

Rodney St. Pierre (MBA '99)

James Swenson

(Freeman School friend)

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The continued success of the A. B. Freeman School of Business relies on the support of our alumni and friends. We are asking you to cross the road and give to the other side. By giving to the 2000-2001 Annual Fund, you are demonstrating your appreciation for the level of education offered by our school while investing in the higher education of future graduates.

There are a number of ways to make gifts to the A. B. Freeman School of Business; pledges, outright gifts, gifts of securities, matching gifts, planned gifts and gifts-in-kind are just a few.

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- RECOGNITION on our Aldrich Society plaque, which is prominently displayed in the business school atrium
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Account # _____ Amount Charged _____ Exp. date _____

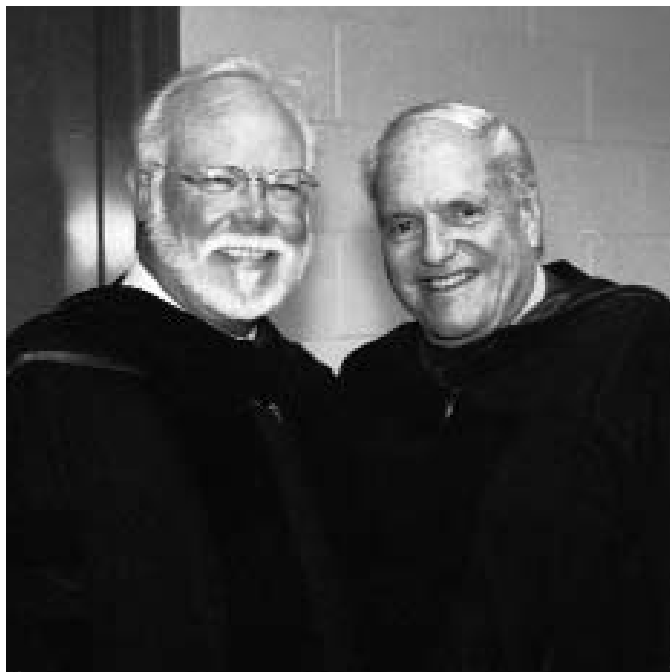
FREEMAN FACES



Sports performance expert Mackie Shilstone (MBA '84), president of Mackie Shilstone Inc., was speaker at the summer 2000 commencement ceremony. Shilstone is executive director of the Mackie Shilstone Center for Performance Enhancement and Lifestyle Management at Elmwood Fitness Center in New Orleans and one of the world's leading consultants to professional athletes.



Jim Carter (MBA '74) took time out of his busy schedule as U.S. regional director of ExxonMobil Fuels Marketing Co. to attend October's Parents Weekend with his daughter, Stephanie (N '01).



Dean McFarland, left, and Allen Silverman, president of Andalex Group in New Orleans and a recent addition to the Business School Council. Silverman was a special guest on stage at this year's diploma ceremony, where he watched his son, Alex Silverman (BSM '00), receive his diploma.



Paul W. Stephenson (MBA '78), managing director of fixed income sales at W. R. Hambrecht + Company, delivered the charge to graduates at the December 2000 convocation ceremony.

FREEMAN FACES



Aaron Selber (BBA '50), left, and Edgar F. Poree at the November 2000 Business School Council dinner. Selber is a private investor and manager of Selber Properties in Shreveport. Poree is regional director of corporate and external affairs with BellSouth in New Orleans.



C. John Wilder, left, and Jerome Broussard (MBA '71) at November's Business School Council dinner. Wilder is executive vice president and CFO of Entergy Corp. Broussard is the former president of Columbia Falls Aluminum Co.



From left, Darryl Byrd, Debbie Rees, David Ducote (BSM '90) and Rick Rees (A&S '74, MBA '75) at the November 2000 Business School Council dinner. Byrd is the president and CEO of IberiaBank; Ducote is the president of Tchoupitoulas Partners, a real estate development firm; and Rick Rees is principal of City Capital Corp.



From left, Richard W. Freeman Jr. (BBA '60), Dean McFarland and Jimmy Reiss at November's Business School Council dinner. Freeman is a private investor and Reiss is manager of Reiss Companies LLC.

FREEMAN FACES

DEAN'S HOLIDAY CELEBRATION

The Dean's annual Holiday Celebration took place this year at the Red Room in New Orleans on Dec. 7. To the sounds of Bobby Cure and the Summertime Blues, more than 100 alumni and friends of the Freeman School renewed old acquaintances and celebrated the season with Freeman. The event also featured a presentation honoring Jimmy Reiss as the Tulane Association of Business Alumni's Alumnus of the Year.



Gerald Pelias ('44) and his wife, Mickey, take a spin on the dance floor.



Winslow J. Chadwick Sr. (MBA '53), left, and Norman Kerth.



Jimmy Reiss (BBA '60), right, received the TABA Alumnus of the Year Award at the holiday celebration. Presenting the award was TABA's outgoing president Louis M. Freeman Jr. (BSM '86). Reiss is manager of Reiss Companies LLC.



Marilyn and Sidney W. Lassen (BBA '55).