

marquette BIZ

THE MAGAZINE FOR MARQUETTE UNIVERSITY
COLLEGE OF BUSINESS ADMINISTRATION | 2021

building momentum

The College of Business Administration
breaks ground on a new building
designed to be an inviting hub for
students, faculty and businesses alike.



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dean's note

Tim Hanley
Acting James H. Keyes Dean
College of Business Administration

“This past year tested us all. ... As I reflect on these challenges, my thoughts return consistently to what truly makes Marquette Business unique — our people.”

Since becoming the first accredited Jesuit business school in 1928, Marquette Business has lived its mission to deliver an education rooted in *cura personalis*. Through teaching, research and outreach, we promote and develop integrated knowledge, intellectual curiosity and innovation, and a commitment among our students to make a meaningful impact on the world through professional excellence, servant leadership and personal enrichment.

This past year tested us all. Whether facing the realities of the COVID-19 pandemic or the loss of our dear friend, the late Keyes Dean Joe Daniels, the Marquette Business community was challenged. As I reflect on these challenges, my thoughts return consistently to what truly makes Marquette Business unique — our people.

The stories in this issue of *BIZ* magazine aptly reflect all in our community who — even when faced with adversity — time and again heed our great university’s call to Be The Difference. Whether through new programs, cutting-edge research, or innovative and bold ideas, our community charges forward, forever defining all that differentiates the Marquette Business experience.

I am particularly excited to feature our top 15 nationally ranked supply chain management program and some of its alumni leaders who were in the field tackling the challenges caused by the pandemic. I am also honored to provide a sneak peek at the new home for Marquette Business. This fully donor-funded project is the largest of its kind in Marquette University’s history and represents the commitment of our alumni and friends to provide a world-class facility for many more generations of Jesuit-educated business leaders.

I hope you enjoy this issue. As our world begins to reopen, please come back to visit us — you will quickly feel the growing energy on campus. We are building momentum for Marquette Business, and we hope you will join us in building something great.



IGNATIAN MOMENT

Loving God, the Scriptures tell how Your spirit inspires the wise to see visions and the young to dream dreams. Today, we take a decisive step to embrace a vision and realize a dream. To bring into being Joe Daniels’ hope to provide for our future generations of students, the quality of facility they will need, so that they can grow to full stature in their disciplines and truly Be The Difference in our world.

Excerpted from a blessing delivered by Rev. James Voiss, S.J., vice president for mission and ministry, at the new Marquette Business building groundbreaking on March 23, 2021.

We appreciate your feedback on *MARQUETTE BIZ* magazine. Please send all comments to the editor at sarah.koziol@marquette.edu.

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Building on What's Possible

Alumnus Rick Dillon steps up to help students get the academic support and opportunities they need to succeed.

BY TRACY STAEDTER

Photo by John Nienhuis



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For Rick Dillon, Bus Ad '93, the Black Lives Matter protests of 2020 sparked within him a desire to get more involved in his community. The chief financial officer and executive vice president of Enerpac Tool Group, a global manufacturing company based in Menomonee Falls, Wisconsin, says that although he was active in his church and occasionally mentored youth, he would often volunteer with his checkbook. "Sometimes your donations, although meaningful, can be silent," Dillon says.

He committed to two impactful roles in 2020: as a Marquette University Board of Trustees member and a board member for College Possible Milwaukee, a local chapter of a national organization managed by AmeriCorps that helps low-income and underrepresented students graduate from college. Drawing from his award-winning work in finance — the *Milwaukee Business Journal* named him CFO of the Year in 2019 — and from his experience as a

first-generation college student, Dillon aims to help the university and College Possible each succeed.

"I am thrilled to hear that Rick Dillon joined the Board of Trustees. His financial acumen and insights are proving invaluable to the board and university leadership," says Acting Keyes Dean of Business Tim Hanley, Bus Ad '78, who also notes Dillon is a member of the College Leadership Council.

STEPPING FORWARD

Dillon's decisions to serve Marquette and College Possible are tied to his personal journey. As a native Milwaukeean who grew up in the city's impoverished 53206 ZIP code, Dillon faced many potential pitfalls, he says. But thanks to the encouragement of his parents and his belief that God had a plan for him, he was able to grow into the opportunities that came his way.

The first emerged when he was a freshman at Rufus King High School. Dillon connected with the nonprofit Inroads, which places talented minority youth in business and industry and prepares them for corporate and community leadership. Support from Inroads, as well as motivation from his high school accounting teacher, buoyed Dillon. Through his participation with Inroads, he had an internship with PricewaterhouseCoopers after high school graduation.

College scholarships from several organizations, including the American Institute of Certified Public Accountants, as well as participation in Marquette's Educational Opportunity Program bolstered his undergraduate studies. After graduation, he landed a job at Arthur Andersen. He went on to get his MBA, and several high-profile executive-level jobs followed.

"I want to give young people what I had, the guidance and support, both

personally and professionally, that made me believe I could do this, that helped me continually build on what was possible," Dillon says.

FINANCIAL STEWARDSHIP

As a Marquette trustee, Dillon can help the university manage financial challenges. He was instrumental in the strategic transformation of Actuant Corp., an industrial tool and engineering company that, after more than 100 years in business, was experiencing growing pains. Dillon zeroed in on the company's financial strengths to identify areas for investment. The transformation culminated with the relaunch of the company in 2019, renaming it Enerpac, after its flagship brand.

As a College Possible Milwaukee board member, Dillon wants to increase the nonprofit's visibility. He recalls attending College Possible's annual Dream Big Dinner for the first time in 2018, when he heard scholars speak of their remarkable experiences. They were just a handful of hundreds of College Possible graduates in the last decade, yet the organization's name wasn't "popping in the community," he says.

He also hopes to strengthen the nonprofit's partnerships with universities. To date, 29 College Possible Milwaukee scholars have graduated from Marquette, and in 2020, 57 were enrolled. Dillon would like to see Marquette add a College Possible campus counselor who would support students to keep them on track.

"Community organizations are the ones that put their arms around our youth to help them grow and stay focused, making it possible for them to make it to and through college," he says.



BY HAL CONICK

THE EXTERNSHIP
PROGRAM PROVIDES
FACULTY REAL-
WORLD EXPERIENCE
WITHIN COMMUNITY
AND CORPORATE
ORGANIZATIONS.

Engaged Experts

Faculty foster community connections with a first-of-its-kind externship program.

For months, Dr. Marko Bastl has been working to understand Froedtert Hospital’s supply chain, particularly in light of the COVID-19 pandemic. He interviewed hospital officials and team members of its personal protective equipment supply chain to better understand their risk and resilience practices. He then completed a report that highlights some key opportunities for further development of supply chain risk management practices, hoping it will help the hospital improve its supply chain resilience in the future.

Bastl, associate professor of supply chain management, is one of two college professors accepted into a Faculty Externship Program started by Marquette’s Office of Economic Engagement.

The externship, which began in summer 2020, was created to give faculty an opportunity to study and get real-world experience in industries and organizations. The externship also offers community partners the expertise of faculty and access to Marquette’s student body.

Originally meant to last just a few weeks, Bastl says that his involvement with Froedtert Hospital through the externship has “snowballed.” He’s been connecting the hospital’s team with students and staff at Marquette. Students will get big value from what he’s learned, Bastl says, both from his teaching and their own work with the hospital.

“For a student to feel that they’ve perhaps contributed indirectly to saving a patient’s life is incredible,” Bastl says.

Wendy Butler, Grad ’16, an adjunct instructor and Marquette’s director of organizational development, was also awarded the externship. Butler has partnered with Next Door, an early childhood education organization, to create an Aspiring Leaders program for its staff.

The main reasons Butler joined the program were for the opportunity to impact both her students and the Milwaukee community and the potential for launching a similar program for Marquette employees. Her engagement with Next Door was supposed to last for two weeks, but she and her students have taken the relationship far beyond.

This spring, Butler’s students partnered with Next Door’s Aspiring Leaders program participants to create proposals to help solve issues that the program participants identified, using organizational development practices. At the end of the semester, the final results will be co-presented to Next Door leadership by the students and program participants for consideration, Butler says.

Both Bastl and Butler say that they’ve been energized by the program and want it to continue for years because the experience benefits more than faculty and students.

“People want opportunities to apply their learning to something other than writing a paper or doing a case study or doing a course project,” Butler says. “They want to have that opportunity to contribute to change in our community.”

United Through Fashion

A student entrepreneur’s business celebrates her Nigerian heritage.

In Nigeria, there is a custom called *aso ebi*, where party guests wear clothing made of the same fabric as their host’s clothes. It allows everyone to display their own personal style while demonstrating solidarity and respect for each other.

Aso ebi is one of the traditions Oluwapelumi Oguntade remembers most vividly about growing up in Nigeria. She hopes to achieve that same sense of unity through her fashion brand, Oluomo Worldwide. With the name meaning “a one-of-a-kind person” in the Yoruba language, Oluomo aims to provide Nigerian jewelry and garments that are functional, versatile and available for anyone to wear, including those beyond the Nigerian immigrant community. “I want to bridge the gap between cultures, and fashion was a beautiful way for me to do that,” she says.

The idea came to Oguntade as a freshman, but with no previous entrepreneurial experience, she sought guidance from staff at the 707 Hub, including Kelsey Otero, Grad ’14, associate director of social innovation. Now a junior in the College of Business Administration, Oguntade has turned her dream into a reality. In 2019 she won the 707 Hub’s Brewed Ideas Challenge and invested the earnings in building her fabric inventory.

“I don’t know that we’re a fashion school, but she’s been able to leverage the resources that exist at Marquette ... as ways to grow her business as a student,” Otero says.

Oguntade immigrated to the United States when she was 9. She noticed even from that young age how often immigrants took jobs in which their talents were underutilized. This included her mother, a talented seamstress. So, once she committed to start a fashion brand, she recruited her mother as Oluomo’s lead seamstress to bring her designs to life.

As Oluomo grows and hires more employees, Oguntade wants to create more job opportunities for immigrants, especially immigrant women. “In my work environment, I want them to have peace of mind, a sense of pride, and also feel like they belong,” she says. “Even though we’re in a new country, it’s still home.”

The next steps for Oluomo include launching a company website and getting outfits into brick-and-mortar stores. Oguntade also strives to educate the Milwaukee community on Nigerian customs, and she’s already made progress. Customers regularly ask about the meaning behind the colors and patterns in their outfits and their role in Nigerian traditions. To Oguntade, that curiosity alone is *aso ebi*.



Oluwapelumi Oguntade

BY CLAIRE NOWAK, COMM ’16

“
IN MY WORK ENVIRONMENT,
I WANT THEM TO HAVE
PEACE OF MIND,
A SENSE OF PRIDE,
AND ALSO FEEL LIKE
THEY BELONG.”

Oluwapelumi Oguntade

BIZ BRIEFING



To watch archived episodes or suggest new topics, visit alumni.marquette.edu/lifelong-learning.



Visit marquette.edu/business/bridge-to-business for more information.

Connecting Community

Marquette’s Alumni Association finds innovative means to engage the university community when being together isn’t feasible.

In March 2020, as Marquette faculty and staff swiftly shifted more than 1,500 classes online because of the pandemic, the university’s Alumni Association found itself also pivoting from scheduled in-person events to virtual programming to support alumni, parents and university friends. The result is Beyond MU—Lifelong Learning, a website that debuted a month later with timely content for viewers to nourish their faith, continue lifelong learning, or enjoy stories of alumni and students.

By the end of the year, the website had more than 60 archived episodes, viewed by more than 7,000 participants. The College of Business Administration represents well with nearly 10 relevant webinars led by faculty and alumni experts on topics such as career exploration in times of transition; female leaders in supply

chain; and innovation leadership. Acting Keyes Dean Tim Hanley, Bus Ad ’78, also participated in a “Faith-sharing Friday” episode this winter.

One popular episode, “Coronavirus Impacts on Businesses and Real Estate: What Tenants, Owners and Banks Are Doing,” presented by Andy Hunt, Bus Ad ’08, Grad ’13, director of the Center for Real Estate, and Michelle Panovich, senior partner and managing director of Mid-America Asset Management, focused on how businesses, landlords and banks were approaching solutions to the coronavirus crisis and government stay-at-home orders. The pair dived into data taken from a flash poll of hundreds of professionals to give key insights into how they’re solving the current problems (see related story on next page).

Bridging the Gap

Building on its success in providing business acumen to engineers, Bridge to Business aims to expand into new professions.

Bridge to Business for Engineers, a career-development program led by the College of Business Administration and sponsored by Rexnord Corp., completed its fourth session this past summer despite COVID-19 limitations.

Designed in collaboration with the Opus College of Engineering and other corporate partners, Bridge to Business focuses on common points of intersection between engineers and other business functions within an organization to give early-career engineers the business fundamentals they will need to be successful. Participants experience a mix of classroom and applied learning opportunities during the six-day session. The pandemic forced faculty and participating companies to reposition this year’s program as a live, virtual experience. This required the Marquette team to reimagine many of the exercises and other

program components to maintain the nature of this highly interactive program.

The August session drew 33 employees from companies such as ABB, Badger Meter, Generac, Husco, Kohler and Rexnord, and 94 percent of them rated the program as excellent or very good. “We were also pleased to see 100 percent of respondents agree that they could apply concepts or tools from the program and would recommend the program to their colleagues,” says Director of Executive Education Kevin Walsh, Eng ’91, Grad ’97.

This year, Rexnord Corp. again invested \$1 million in the Bridge to Business program; the company’s initial \$1 million contribution in 2016 helped launch the program. The new gift supports the current program and also empowers Marquette to explore similar career-development programming for a variety of professions.

Real Estate Gets Real

Renowned Center for Real Estate pivots to provide valuable industry-focused feedback through challenging times.

When the COVID-19 pandemic first hit the U.S., Andy Hunt, director of the Center for Real Estate, asked his team, “What should a center of excellence do?” The unanimous answer was to provide feedback to the commercial real estate industry on the kind of impact to expect amid the unprecedented market conditions.

“We realized our position was unique,” Hunt, Bus Ad ’08, Grad ’13, explains. “We have one of the top real estate programs in the nation and have been providing value to students and alumni for years. Now, as an objective resource, we had the opportunity to go above and beyond for the broader good.”

With Dr. Anthony Pennington-Cross, Robert B. Bell, Sr., Chair in Real Estate in the Finance Department, Hunt and the center’s advisory board quickly acted to meet the industry’s needs. Within weeks they had partnered with five trade organizations to conduct two timely flash polls.

In March 2020, the first poll was administered to landlords, investors and other real estate professionals about expected strategies for dealing with the crisis and opportunities they foresaw. Two weeks later, a second poll asked respondents what actually had happened in the industry to that point. “The polls were helpful when people were trying to define what was going on within the industry, and we shared the results so that people could have more confidence they were doing the right thing,” says Pennington-Cross.

The results, taken from more than 600 responses, illustrate how much the industry was evolving to deal with the COVID-19 pandemic. One key finding was that, as of mid-April 2020, 28 percent of poll participants said more than half of their anticipated projects had been canceled or put on hold indefinitely.

Another important issue resurfacing in 2020 was the urgent call across the country for racial justice. Again, the center saw a need and stepped up to do its part. The team worked with partner organization LISC Milwaukee to expand the reach of the Associates in Commercial Real Estate (ACRE) program, a successful commercial real estate training program for minority men and women. The program now boasts more than 300 graduates since being founded at Marquette in 2005, and the 2020–2021 cohort had a record number of applicants.



This fall, the center moved its ninth annual Real Estate Strategies Conference online, and more than 700 people tuned in to hear a keynote session with Fortune 125 CEO Bob Sulentic of CBRE Group; a panel focused on diversity in real estate; and a panel focused on the center’s 2020 Retrospective Trends Survey, which asked 200 real estate executives about the most significant trends of the last 10 years and through 2030.

BY LAUREN (HERB) SCHUDSON,
GRAD ’97

“
WE HAD THE OPPORTUNITY TO GO
ABOVE AND
BEYOND
FOR THE
BROADER GOOD.
”

Andy Hunt

Distinguished Alumni

The College of Business Administration honors its 2020–21 Alumni Award recipients who are distinguished by the ways they live out the Marquette mission.

Distinguished Alumnus of the Year

Michael J. Roffler, Bus Ad '93

As the chief financial officer of First Republic Bank, Mike Roffler helps lead an organization dedicated to delivering extraordinary client service and creating value for clients, colleagues and shareholders. He has spent his career mentoring and serving others, first at KPMG and now with First Republic Bank. Roffler also serves his community while encouraging others to live a healthy lifestyle as a board member for the Greater Bay Area American Heart Association. A first-generation college student, Roffler and his wife, Cori (Kwiatkowski), Bus Ad '94, consider it one of their personal missions to give back to educational institutions they and their children have attended, so that future generations can access education.



Professional Achievement Award

Derek L. Tyus, Bus Ad '91

As vice president and chief investment officer at West Bend Mutual, Derek Tyus enjoys making decisions that add value to the organization. He credits his Marquette experience with fortifying his moral guidebook through Jesuit principles and learning to be a “man for others.” In addition to his leadership role at West Bend Mutual, Tyus prioritizes living the Marquette mission by contributing his time, talents and treasure to organizations that support people through challenges. He serves on the boards of several nonprofits, including the Greater Milwaukee Foundation, Siebert Lutheran Foundation, Dr. Howard Fuller Collegiate Academy, and the Boys & Girls Clubs of Greater Milwaukee.



Entrepreneurial Award

Shari (Cummings) Noonan, Bus Ad '96

Shari Noonan is the CEO of Rialto Markets, a blockchain financial services startup she co-founded with her husband in 2016. As owner of a young business in a rapidly growing industry, she credits her team with the company's success, acknowledging that “the combination of flexibility, focus and collaboration is so powerful.” In addition to working in the financial services sector, Noonan serves on the national board of Minds Matter, an organization that prepares high-achieving, low-income high school students for college success through a combination of mentoring, test prep and summer college experiences. (See related story on p. 28.)



Young Alumna of the Year

Sarah (Willems) Somers, Bus Ad '02

For 16 years after graduation, Sarah Somers worked in the financial services industry in both New York and Chicago. Then in 2018, Somers took the leap from her corporate office and started Deseda, a personal accessories brand that also serves as a platform for supporting the arts. She partners with emerging artists from around the world to develop Deseda's product designs. “I love the process of working with our collaborating artists and watching their creativity unfold in their designs,” Somers says. “Every time, I learn new lessons about pushing perceived limitations and taking creative risks.”



Career Ready

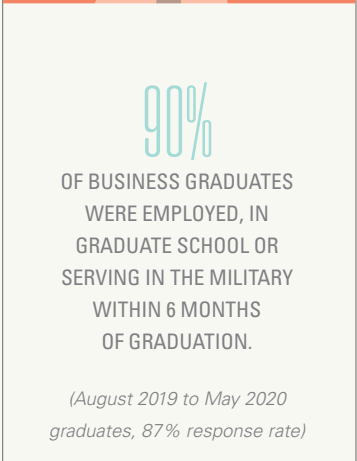
The Business Career Center adapts to shifts in students' career preparation needs as the pandemic wears on.

No pandemic can slow the synergy brewing in the Business Career Center as staff find resourceful and innovative ways to build professional development skills and connect students, alumni and employers through new and virtual formats.

Led by Director Karen Rinehart, Grad '08, the center has created a new Resume Book Program to facilitate prompt and targeted connections between hiring employers, seniors, Graduate School of Management students and recent graduates. Students are further supported through the Leadership Education and Development (LEAD) career courses. Each semester, Business Career Center staff and the assistant dean of undergraduate programs provide more than 2,000 points of individualized feedback for course assignments. Center staff

also support industry connections through informational interviews and practice-interview assignments and have expanded the ways workplace diversity, equity and inclusion topics are addressed within the LEAD curriculum.

More novel initiatives include an employer-relations dashboard that informs strategic outreach by students and center staff. The center's usual business-focused recruiting events transitioned to virtual formats yet still served more than 300 students and 80 companies in fall 2020. And to make sure staff stayed on top of how the COVID-19 pandemic was affecting students, the center expanded its student outreach and tracking to document internship completion and inform changing student-support needs.



Comings and Goings

An overview of recent faculty new hires and retirements

Dr. Paul McInerney, Arts '72, Grad '89, instructor of management and sports leadership studies, retired this spring after decades serving Marquette in various roles. He was associate athletic director from 2005 to 2014 and taught in the college for the last 12 years. “His career at Marquette demonstrates the kind of servant leadership that the university is renowned for,” says Dr. Mark Barratt, chair and associate professor of supply chain management.

Dr. Ashley Deutsch, assistant professor of marketing, joined the college this fall after earning her doctorate from the University of Arkansas. Deutsch's research interests include consumer welfare from multiple perspectives. She has been published in the *Journal of Business Research* and *Journal of Public Policy & Marketing*.

Dr. Zhijian (Chris) He, assistant professor of accounting, joined Marquette in fall 2020 after earning his doctorate from Florida Atlantic University. He brings public accounting experience from KPMG and industry experience from Louisiana-Pacific Corp. to the classroom. He is teaching auditing courses at both the undergraduate and graduate levels, and his research interests are in cybersecurity, social networks and executive IT expertise.

Dr. Kambiz Saffarizadeh, assistant professor of management, earned his doctorate from Georgia State University and also joined Marquette this fall. His research focuses on the implications of artificial intelligence for individuals, teams, organizations and society. Saffarizadeh has published research in *International Conference on Information Systems* and served as a

reviewer for *MIS Quarterly*, *Information Systems Frontiers* and other scholarly publications.

Dr. Ethan Schmick, assistant professor of economics, joined the college this fall after holding a faculty position at Washington & Jefferson College. Schmick, who earned his doctorate from the University of Pittsburgh, is an applied microeconomist with research and teaching interests in economic history as well as labor, public and environmental economics. He joins a new cluster of faculty hired in association with Marquette's Race, Ethnic and Indigenous Studies program, as his recent research examines how economic shocks, programs and systems in the American South differentially affected Black and white Americans.



Dr. Jennica Webster
Associate Professor of Management

Webster is a contributor to *Forbes* and the *Harvard Business Review*.

BY PAULA WHEELER

A Better Place to Work

Professor studies how diversity, equity and inclusion affect well-being in the workplace.

Dr. Jennica Webster grew up in a small resort town witnessing social injustice up close. As wealthy vacationers came and went, her industrious parents worked blue-collar jobs where they were “treated very poorly by leadership,” she says, in ways that affected their well-being. “It was clear to me at a young age that life wasn’t easy for those who, through no fault of their own, had less,” says the associate professor of management, who has devoted her research career to “improving the work lives of people — especially those who don’t operate from a position of privilege or power.”

Webster seeks science-based insights that help organizations advance diversity, equity and inclusion by using strategies that improve the workplace for everyone. Her recent publications explore topics like the effects of “dirty” workplace politics on employee well-being along gender lines, how organizations can help transgender employees feel valued at work, and how we can all be more courageous allies.

She’s also playing a significant role in her own employer’s diversity and inclusion initiatives, as part of an interdisciplinary team working on a three-year National Science Foundation ADVANCE-funded project to attract and support STEM faculty from underrepresented backgrounds. Webster is the “data analysis nerd” parsing the findings from Marquette’s 2015 and 2020 employee surveys on departmental and campus diversity climates to determine areas for improvement. “Once

we identify the issues, the purpose of the grant is to tackle them by implementing strategies to improve climate and day-to-day interactions, particularly in STEM areas,” she says. As co-director of the university’s relatively new Institute for Women’s Leadership, Webster will continue to help manage the project’s implementation when the grant concludes.

Lately, Webster has examined how COVID-19 is affecting inequality at work, especially for women. She says the pandemic is wiping out women’s hard-earned progress in the workplace, “taking us back to the ‘80s,” as more women, tasked with family care responsibilities, lose or leave their jobs. But she also noticed that women who have continued to work over the past year are receiving fewer pay raises and promotions than men. Why?

“One potential answer is that supervisors have misperceptions or biases about women that impact their view and evaluation of women’s job performance,” Webster says. And in fact, that’s what she found: Male and female supervisors alike perceived women to have more family demands, and this led women to be viewed as less professional and trusted than men. “It’s this bias that assumes you’re not doing your job, but rather you’re doing the laundry or playing with the kids,” she says, “even when that’s not really the case.” This bias against women results in lower job performance marks and fewer raises and promotions, she says.

Adopting AI in Patient Care

Research team explores how artificial intelligence is changing care and jobs in the ICU.

What does the future of health care delivery look like? Will innovation such as artificial intelligence disrupt or aid this work? Do workers anticipate losing their jobs to technological advancements?

Dr. Amrita George, assistant professor of management, is tackling such questions as part of a multidisciplinary research team funded by the National Science Foundation to study and improve algorithmic decision-making used by nurses at Froedtert Hospital in Milwaukee. Her fellow Marquette team members are Dr. Shion Guha, assistant professor of computer science, and Dr. Lillian Campbell, assistant professor of English.

The faculty are studying Froedtert’s implementation of the Rothman Index, a data-driven early-warning system used in the intensive care unit to predict deteriorating health and prevent patient deaths. The index uses vital signs, lab results and other health-related information to make its determinations.

Adoption of the Rothman Index has led to a reconfiguration of Froedtert’s ICU work environment — and the creation of an entirely new job category. To best use the power of the index, the hospital has formed a virtual intensive care unit (VICU) staffed by nurses who provide 24/7 remote clinical monitoring. VICU nurses act as mediators between the Rothman Index and the ICU nurses and doctors, assessing and passing along Rothman-generated information. For all its predictive capabilities, the index still requires human oversight and intervention.

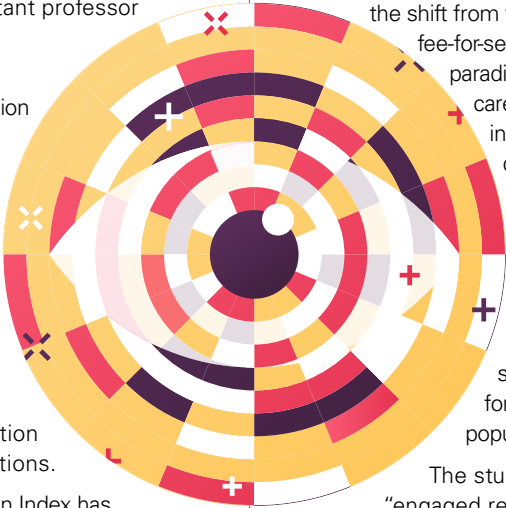
Because the VICU nurse role is so new, this study is one of the first of its kind. Work on

the grant revolves around the strengths of each researcher: Guha has expertise in algorithmic decision-making and human-machine interactions; Campbell’s is in health care communication; George has expertise with technology implementations within health care organizations and is focused on the project’s organizational aspects. Setting up a VICU brings in significant changes to staff workflows and training protocols, and the way nurses and doctors will be trained in the future. Does the Rothman Index displace jobs or enhance existing jobs?

For George, adopting AI like the Rothman Index is proving to enhance jobs. “You’re creating a new work environment that is generating tremendous opportunities for innovation and creativity,” she says.

The use of predictive technologies is crucial in the shift from today’s predominant fee-for-service payment paradigm to value-based care, which gives incentives for providing quality health care at low costs. “At the core of value-based care are data and analytics that can tell you exactly what is happening,” George says. “It has measures for quality, for cost, for population outreach.”

The study is an example of “engaged research,” where both Marquette and Froedtert receive value. More than just an assessment of the index and a study of the new work environment, the project is intended to help Froedtert improve the ways the index is used. Drawing on their analyses of both qualitative and quantitative data, the team will work in tandem with staff and administrators to develop better methods of assessing and delivering Rothman information to improve patient care. The team hopes to connect with other health care organizations on similar projects.



BY JOHN BLUM

“YOU’RE CREATING A NEW WORK ENVIRONMENT THAT IS GENERATING TREMENDOUS OPPORTUNITIES FOR INNOVATION AND CREATIVITY.”



Dr. Amrita George

BIZ BRIEFING

To NYC and Back

AIM program “tours” companies in the world’s financial capital without ever leaving campus.

As a perk of the college’s Applied Investment Management program, Dr. David Krause, AIM director and associate professor of practice of finance, takes a group of students each fall to New York City to get up-close and personal visits with leading investment banks, financial services firms, hedge funds and investment companies — with many of these high-profile visits hosted by Marquette alumni. In 2020 the trip had to be postponed due to the COVID-19 pandemic. But Krause and his team adapted, knowing how valuable and beloved the experience is for his students.

This past October, more than 75 students participated in three virtual New York trips. These meetings included alumni from Citi Equity Research, Goldman Sachs, Citi Private Bank, Societe Generale, Macquarie Capital, Balyasny Asset Management, Bank of America, RBC Capital Markets and BNP

Paribas. Gaining access to some of the biggest financial organizations in the world is what the trip is about, and the virtual sessions did not disappoint.

The first undergraduate business program to be selected as a program partner by the CFA Institute more than 15 years ago, the AIM program continues to pay dividends for its graduates. Since its inception, over 400 undergraduates have participated in the program, going on to be successful asset managers and investment bankers throughout the country and the world. Year after year, AIM graduates have a 100 percent career placement rate and surpass the global pass rate on the CFA Level I exam.

“I can’t say enough great things about our alumni support throughout the years. They have hosted our students and provided advice and encouragement during our in-person and virtual trips,” Krause says. “We realize how crucial our engaged alumni network has been to our success.”



A Degree Above

New master’s in finance provides students with an applied-focus, cutting-edge curriculum.

This spring semester, the College of Business Administration announced the launch of a fully online Master of Science in Finance program to begin this fall. Full-time students can graduate in three semesters and part-time students in just two years. An accelerated degree option allows Marquette undergraduates to complete the master’s program with their undergraduate degree in just five years.

With a nearly 15 percent growth rate projected for finance professionals over the next eight years, graduates of the

program are expected to be in high demand. With unique elective offerings such as commercial banking management, financial technology, and real estate finance and investments, graduates will be able to apply ethical and data-driven approaches to quantitative analysis of financial situations, and analyze global and domestic financial and economic issues to provide value to their organization.

“This new program does a nice job of building off our finance specialization undergraduate program to offer distinct

electives in growing areas of FinTech, banking and real estate,” says Dr. Anthony Pennington-Cross, Robert B. Bell, Sr., Chair in Real Estate and professor of finance. “Graduates of this program will emerge as skilled communicators with good technical skills, well-prepared for a career in finance.”

Fall admissions close on August 1. Contact Tim Carter at timothy.carter@marquette.edu or 414.288.7139.

Friends Remembered

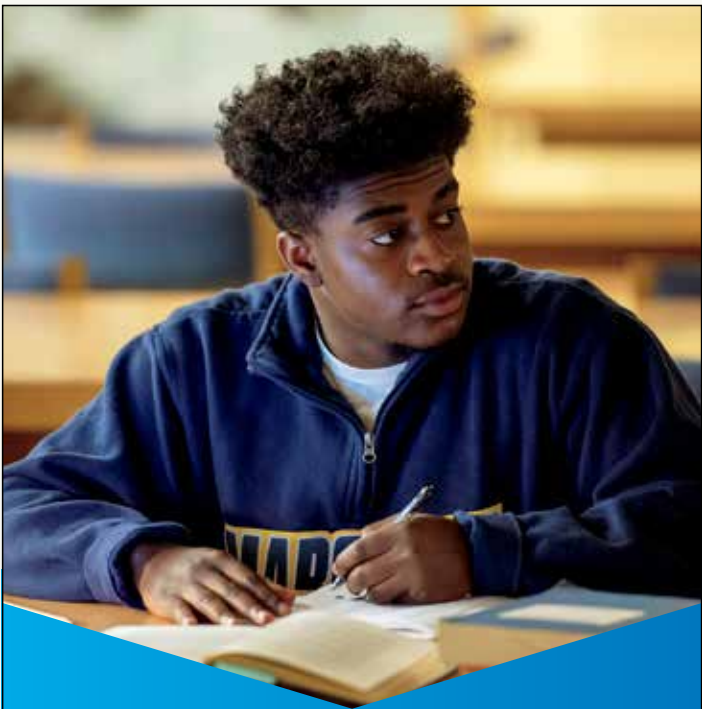
Business alumni lived the Jesuit ideals while generously supporting the university that shaped their successes.

In the fall, the Marquette Business community mourned two of its most illustrious alumni and significant benefactors, **Bob Kemp**, Bus Ad ’54, and **David A. Straz, Jr.**, Bus Ad ’65, Hon Deg ’18.

Kemp served on the Marquette University Board of Trustees from 1993 until he was elected to emeritus status in 2004. He was named Distinguished Alumnus in Business Administration in 1990 and Alumnus of the Year in 2007. Kemp and his wife, Mary, started an endowed scholarship during a challenging time on campus.

Thanks to their profound generosity, more than 200 Kemp Scholars have gained access to a Marquette education, and future Kemp Scholars will continue to attend Marquette for generations to come. The Kemps have also supported the new Marquette Business facility, as well as The Commons residence hall and the Applied Investment Management program.

Straz served as a Board of Trustees member from 1985 to 2007, and as chair from 1997 to 2001. His leadership and support for the College of Business Administration, the Haggerty Museum of Art and The Les Aspin Center for Government helped reshape the university. In recognition of his generosity and leadership, Marquette dedicated David A. Straz, Jr., Hall as the home of the College of Business Administration in 1984, and dedicated David A. Straz, Jr., Tower as a premier residence hall in 2002.



HELP OUR STUDENTS RISE.

By opening doors through scholarship, you have the power to change lives for Marquette students. Your generosity allows talented young people to be driven more by what they can become than by what they owe.

Support scholarship at marquette.edu/giveonline or contact Teresa Janusz at 414.288.7693 or teresa.janusz@marquette.edu.

TIME TO RISE

THE MARQUETTE PROMISE TO BE THE DIFFERENCE



MARQUETTE
UNIVERSITY

College of Business Administration

BUILDING MOMENTUM

A NEW COLLEGE OF BUSINESS ADMINISTRATION BUILDING WILL INVITE “BUSINESS COLLISIONS” AND POSITION MARQUETTE BUSINESS AS A NATIONAL LEADER.

STUDENT SUCCESS CENTER

PROVIDING A SEAMLESS ONE-STOP STUDENT SUPPORT EXPERIENCE, THE CENTER BRINGS TOGETHER THE BUSINESS CAREER CENTER AND ACADEMIC SUPPORT STAFF IN ONE SPACE.

CAFÉ

DESIGNED TO BE A MAJOR CAMPUS HANGOUT, THE CAFÉ WILL HAVE AN OUTDOOR SPACE WITH A PATIO THAT IS IMMEDIATELY ADJACENT TO WESTOWNE SQUARE.

LOCATION, LOCATION, LOCATION

SITUATED ON THE FORMER MCCORMICK HALL SITE AT 16TH STREET AND WISCONSIN AVENUE, THE NEW MARQUETTE BUSINESS BUILDING IS DESIGNED TO BE A “CONVENING” SPACE FOR ALL ON CAMPUS.

EVENT SPACE

A LARGE SPACE FOR “BUSINESS COLLISIONS,” SUCH AS CONFERENCES, WORKSHOPS AND SPECIAL EVENTS, CAN ALSO BE DIVIDED INTO FLEXIBLE CLASSROOMS WHEN NEEDED.



“Now is the time.”

Acting Keyes Dean of Business Tim Hanley, Bus Ad '78, says the new Marquette Business building already under construction is “a reflection of all our faculty and staff, their commitment to living as men and women for others, and the spirit they have instilled across our college community.”

BY SARAH KOZIOL, ARTS '92

maximize its differentiating applied-learning curriculum and develop innovative programming for the future. “I think it is going to raise the national profile of what’s already a terrific university in this city and this region,” he says.

Design decisions are “future-ready”

Because the building’s planning has been comprehensively deliberated across a decade, Hanley feels strongly that it’s been a “coalescing endeavor” with “really good participation in a 360-degree way.” In collaboration with Marquette’s planning and design team, college leaders have engaged diverse work groups of College Leadership Council members (many of whom are the region’s top business executives), faculty and students to prioritize needs and wants for the new facility. Intent to design a “future-ready” building, the team was challenged by the changing landscape of higher education and a pandemic that permanently shifted how business operates. Both factors illuminated new priorities and reinforced others.

With the new space, the college is aiming to foster more “collisions,” Hanley says, which could include spontaneous encounters among students, faculty and industry stakeholders, along with planned activities. The design team benchmarked peer business colleges to see how their learning environments were getting that done. But they didn’t stop there. Additional inspiration came from Google and Apple, Deloitte University, Northwestern Mutual, even regional startup garages.

The result? “This will be a place where business can get done,” says Dr. Joe Wall, Grad ’06, associate professor of accounting, who partnered on classroom planning for the new facility.

The building’s infrastructure is designed to be adaptable, even movable, Wall says, to provide for multiple modes of instruction. The pandemic proved learning spaces must allow for seamless interaction between online and in-person students, just as businesses are adapting to team members working together from various locations.

“We’ve also thought carefully about how space is used in the building, including work environments such as faculty offices and meeting space,” adds Lora Strigens, vice president for facilities planning and management. “This has enabled us to dedicate as much space as possible to student-centered activities, informal collaboration and gathering.”

Other design considerations include dedicated spaces for student support services, executive education and innovation leadership — the latter being a cooperative partnership with the Excellence in Leadership program (E-Lead), which originated in the Opus College of Engineering but is now open to all students on campus. Through a three-year program rooted in the Jesuit tradition, E-Leaders progress through curriculum focused on leading oneself, leading with others and leading innovation.

“We recognized that when you can create a space where students want to gather and where professionals feel welcome to spend time together, really great innovation happens,” says Andy Hunt, Bus Ad ’08, Grad ’13, director of Marquette’s Center for Real Estate and a planning team member. “This building is truly next-level. We might not know what this innovation will look like yet, but now we have a space that’s going to inspire people to get there.”

A campus centerpiece

The new building will undoubtedly benefit more than just business students. Vacating Straz Hall has created an opportunity to reenvision that space for the College of Nursing so it can accommodate its growing enrollment. And because the business facility is being constructed on a key corner of campus where McCormick Hall once stood, Strigens says, the building’s flow was specifically designed to encourage campus activity.

“While the building will be the home for the College of Business, we’ve endeavored to design a building that will enhance our overall campus and become a resource for

the entire campus community,” she says.

Hanley notes that the building is only possible because of the vision and passion of Dr. Joe Daniels, professor of economics who was named Keyes Dean of Business in January 2020. Daniels’ fundraising momentum for the building was well underway when he tragically lost his life after being struck by a vehicle shortly after taking on the new role. Hanley, who had been working at Daniels’ side as the college’s executive-in-residence at that time, agreed to take over the deanship to help push Daniels’ building vision forward.

“I think we are fulfilling Joe’s vision — his idea of our college being a convener for business, being open to where collisions happen, where we develop business leaders with an ethical compass,” Hanley says. “I think he would be amazingly proud.”

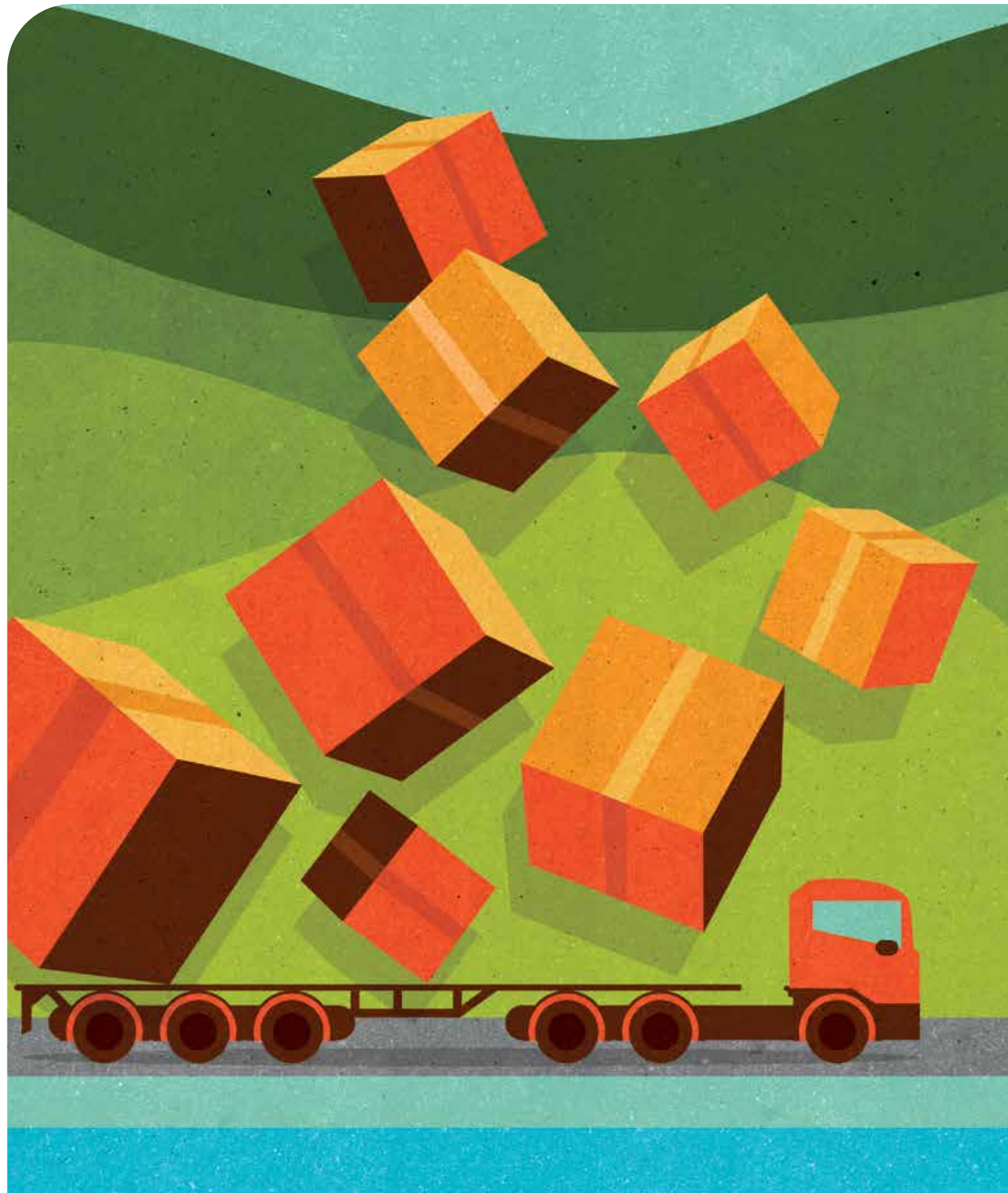
“We are so appreciative of the generosity of our donors and the efforts of all those who worked hard to get us to this point,” he adds. “This building is a profound way to give back to generations of future Marquette Business students. It’s a reflection of all our faculty and staff, their commitment to living as men and women for others, and the spirit they have instilled across our college community.”



A “Next-level” Building for Marquette Business

Renderings of the new Marquette Business and innovation leadership programs building (interior event space, top; exterior perspectives, above and below) show off the inviting 100,000-square-foot space that will anchor campus and encourage student, faculty and business engagement. *Renderings by BNIM*





Upended

As a pandemic disrupts the nation's supply chains, Marquette's ranked Supply Chain program and its prepared alumni professionals stand resilient in the storm.

BY LAUREN SIEBEN

Illustrations by Kotryna Zukauskaite

At the start of 2020, Kristina Stemper, Bus Ad '14, had a busy travel schedule as a consulting manager for Accenture, where she works on planning and procurement projects for aerospace and defense clients.

"I was in the middle of a large procurement assessment, which required a lot of hands-on, face-to-face conversations," Stemper recalls. Every week, she traveled from Connecticut to North Carolina to work with her client — and then the COVID-19 pandemic arrived in full force.

"We went from being on-site Monday through Thursday every single week to moving completely virtual," she says. She and the supply chain team at Accenture needed to adapt quickly.

Her client became "a lot more cost-conscious," Stemper says, and furloughs at the company threw a wrench in time-sensitive projects.

"Trying to work around their furlough schedules and still meet our client's needs, we had to be a little more creative," she says. "Microsoft Teams has been our best friend."

Tackling design and planning work virtually has its challenges, Stemper says, but it's doable. "The procurement transformation would drive significant value for our client, their customers and their supply base. With the pandemic's impact on the industry, we had to prioritize which areas would drive the most value at the quickest pace in the most cost-effective way, all virtually," Stemper says. "Processes can be more cost-effective to change [than technology]. It's trying to figure out what sorts of processes could we move forward in enhancing — like streamlining our client's sourcing strategies, supplier contracts and supplier performance rating system."

Stemper's experience reveals how crucial supply chain issues have become to the survival of companies in a world where global challenges such as pandemics and climate change have become part of the business landscape. Marquette's Supply Chain Management program has not only served its alumni well but has grown and emerged as the perfect place to prepare the next generation of supply chain professionals to handle this demanding future.

“In a way, I think it was a healthy exercise for everybody to go through to be sure you have those plans in place, and you’re prepared for the next time.”



Todd Filter

PROGRAM'S ASCENT COALESCE WITH PEAKING NEED

In March 2020, another Marquette supply chain graduate John Mau, Bus Ad '14, Grad '16, had just moved to Boston to start a new role as a plant manager with Rockwell Automation, the company for which he interned as an undergrad. Rockwell's plant was deemed a critical business, so Mau and his team continued going in during the earliest days of the pandemic.

"You have the technical aspect of running a manufacturing plant, getting product built, and also keeping people safe," Mau says. His focus shifted from the product to the people — not an unexpected move from this Jesuit-educated leader. "I spent more time asking the questions 'How are you? How can I help?' versus 'Did we get that shipment out? Did we build this product on time?'"

In the years since Mau and Stemper were preparing for their demanding supply chain management roles, enrollment in the supply chain major at Marquette has nearly doubled, says Dr. Mark Barratt, chair of the Department of Management and associate professor of supply chain management. Today, about 200 undergraduates are enrolled, plus an additional 26 students in the Online Master of Science in Supply Chain Management program, which launched in 2018. Graduates from both programs have gone on to work for top companies such as Kohler, Amazon, Pfizer and Harley-Davidson.

As enrollment has grown, so too has the program's national acclaim. The major has jumped in rankings compiled by Gartner Inc., a leading global research and advisory company: In 2020, Gartner ranked Marquette's undergraduate supply chain program No. 12 in North America (up from No. 16 in 2018), and the online master's ranked for the first time at No. 15.

SUPPLY CHAIN, A HOUSEHOLD TERM

Todd Filter, group vice president of supply chain and logistics at Direct Supply, was one of Marquette's first supply chain graduates in the Class of 2000.

Filter and his team at Direct Supply were acutely affected by the pandemic — Direct Supply provides equipment for nursing homes around the nation.

In March, when the entire country started scrambling for toilet paper, flour and basic supplies, "'Supply chain' all of a sudden became a household term," Filter says.

Supply chain professionals worked tirelessly to adjust to the demands. "Everybody got caught a little flat-footed by not having good mitigation plans and not having good redundant sources," Filter says. "When demand goes up 5,000 percent, what do you do?"

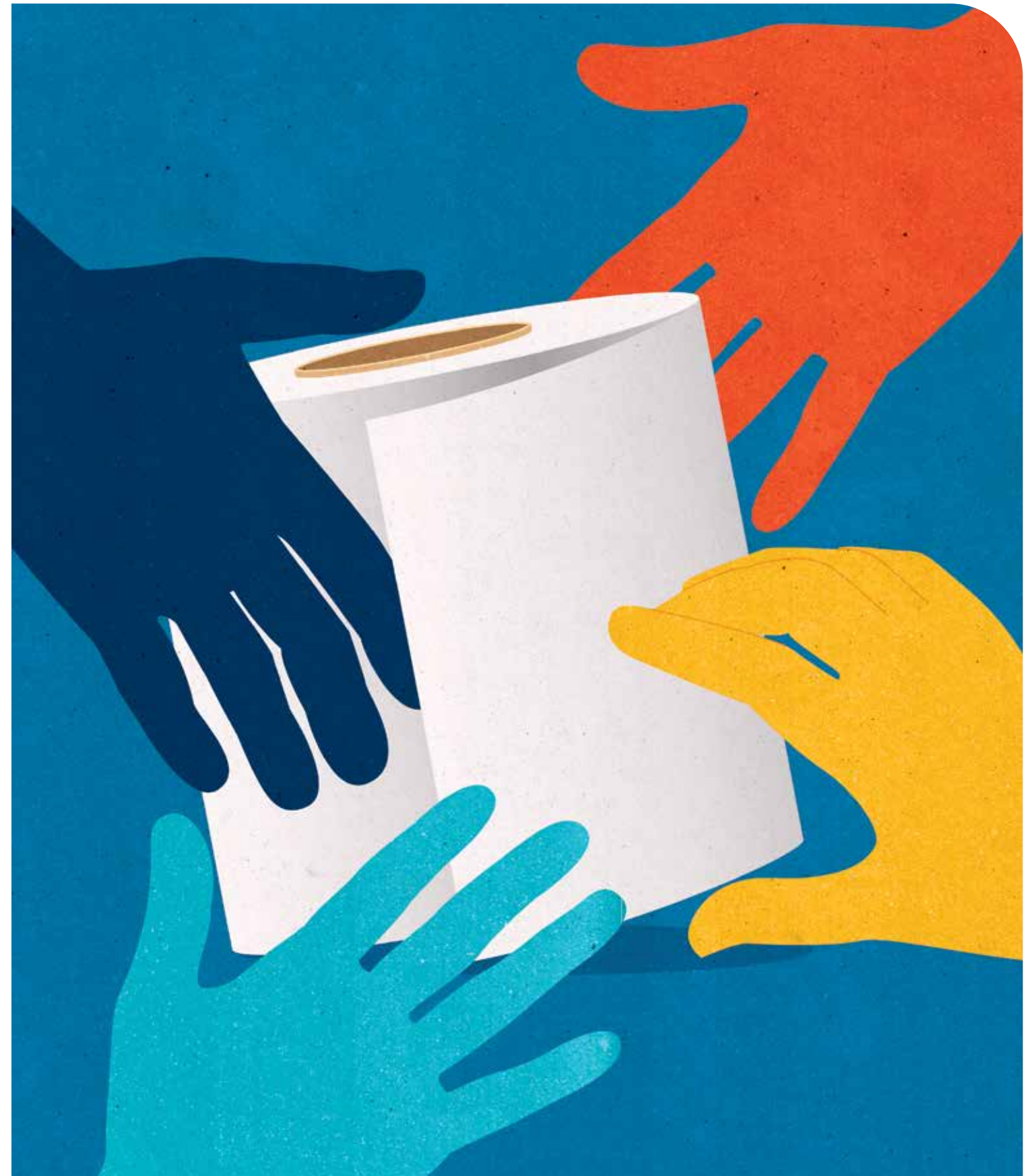
For Direct Supply, the spike in demand meant rethinking its business model. Before the pandemic, it mostly focused on durable equipment, furnishings and technology platforms. "We never got into the gloves and the PPE," Filter says.

But that changed when the company shifted to focus on crucial safety equipment for nursing home clients that serve a vulnerable population of elderly residents.

By the end of 2020, Direct Supply had shipped 100 million face masks — a massive jump from less than \$10,000 in face masks sold in 2019, Filter says.

"We were able to quite literally save lives by being able to get this critical product — not just PPE, but all the infection control and new products — to market," Filter says.

Those new products included cleaning supplies and temperature-check kiosks.





Ultimately, Filter believes the pandemic leaves supply chain professionals better prepared for a future crisis.

“In a way, I think it was a healthy exercise for everybody to go through to be sure you have those plans in place, and you’re prepared for the next time,” he says.

BEST-KEPT SECRET

At Marquette, the pandemic also required faculty in the Supply Chain Management program to quickly adapt — to deliver course work virtually and to keep material relevant amid an increasingly virtual business world.

But even before COVID-19, the Supply Chain program was uniquely industry-driven, Barratt says. Supply chain students spend less time on textbook theory and more time working on the types of projects they’ll encounter in the workplace, and that includes preparing students to work in increasingly digital environments.

“The transition [to focusing on digital supply chains] had begun before COVID and was really starting to take off,” Barratt says. “COVID has exacerbated the need for a digital supply chain capability.”

In the master’s program, students learn about the relationship between advanced manufacturing techniques and online technology and communication. Courses in blockchain and 3D printing also arm students with the skills to work in a digital setting.

The undergraduate program’s real-world experience also translates into savings for local companies. Through the applied procurement courses held on-site at local businesses, student projects have saved companies like Kohler, GE Healthcare and Rockwell Automation more than \$21.4 million.

Each undergraduate is also required to complete an internship and course work

in Lean Six Sigma, an industry standard approach to continuous improvement and waste reduction.

By the time they graduate, students have already solved business problems and gained experience in multiple facets of the industry, and employers are eager for that experience. The job placement rate for supply chain management graduates is nearly 95 percent.

“The program has been really good about soliciting feedback from the business community in terms of what we want to see in the curriculum,” Filter says. “I used to tell people that Marquette is one of the best-kept secrets in upper Midwest supply chain programs, and well, the secret’s out. Top programs don’t get to fly under the radar like they used to.”

THE NEXT GENERATION OF SUPPLY CHAIN PROFESSIONALS

Mau, who gives back to the university by serving on the Center for Supply Chain Management advisory board, recently launched Coaches Corner, a program in the supply chain major that connects current students to alumni for casual networking and mentoring opportunities.

Mau says the students he’s talked with understand that a supply chain career in a post-pandemic world comes with high expectations, but also with unparalleled opportunities.

“They’re going to walk into a pressure-filled environment, but it’s really satisfying at the end of it, because you are making a difference,” Mau says. “Going through the pandemic right now, it’s reaffirmed that the work I do matters. There’s someone on the other end, whether they need a machine or a piece of equipment. That matters for the consumer.”

GOOD VALUE

Alumni couple supports Supply Chain program for the value it delivers to its students and the employers who hire them.

Bill and Nancy Stemper are no strangers to the impact of Marquette’s Supply Chain Management program.

Both are Marquette graduates themselves, and all four of their children graduated from Marquette. Two of them now work in the supply chain field after graduating with majors in supply chain management — including their son Bobby, Bus Ad ’06, and daughter Kristina, who was interviewed for the accompanying feature. So, when the college began planning for a new building and thinking about the future of its programs, it was a natural decision for the Stempers to support the supply chain management major.

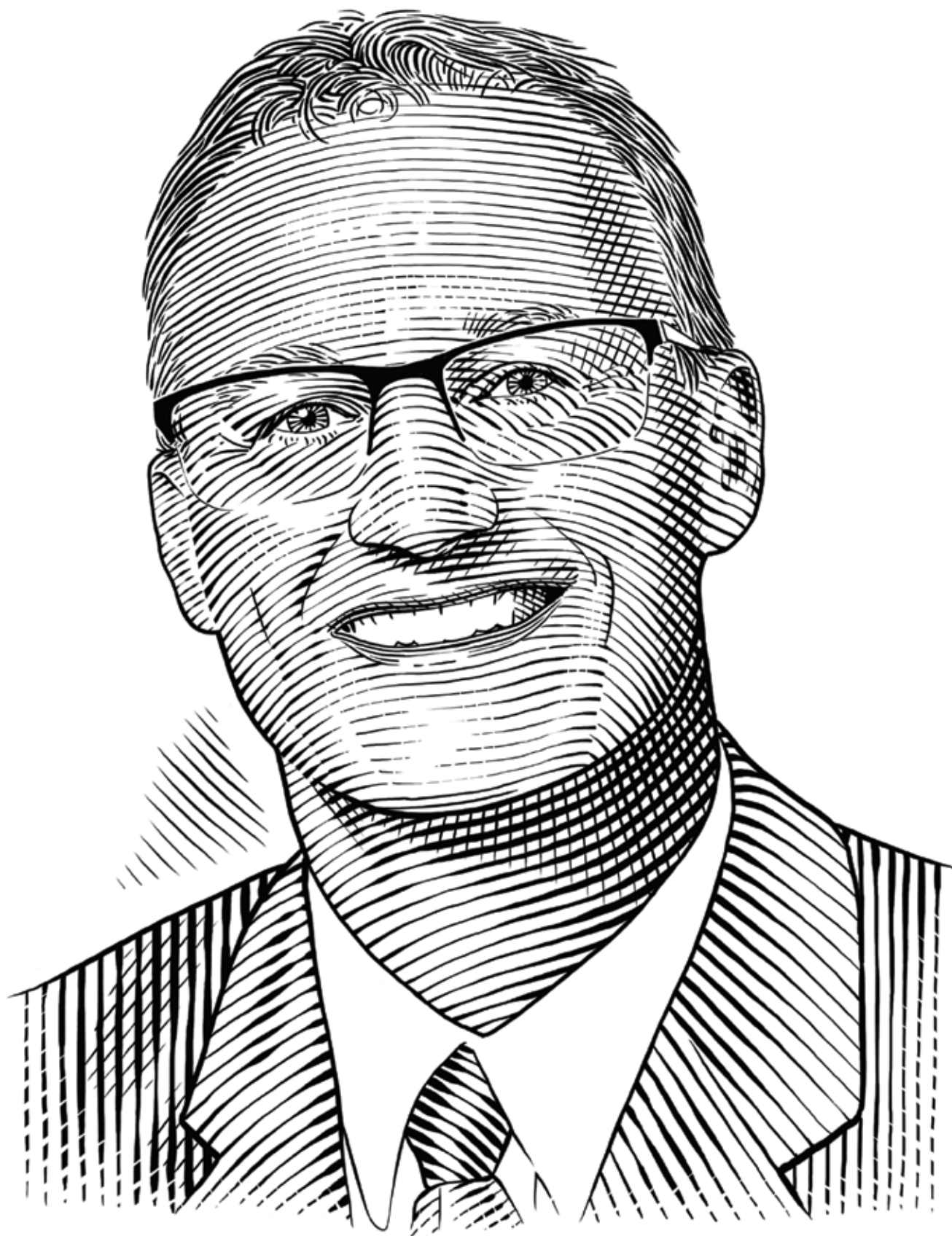
The Stempers — who have a track record of generous giving to the university — recently made a \$1.5 million donation toward the college’s new building and to support the Supply Chain Management program. “Marquette is educating students based on Catholic, Jesuit values in the business world, where there are many opportunities to go astray,” Nancy Stemper, Sp ’78, Grad ’79, says. “It’s great they’ve built that into the curriculum.”

Marquette graduates also tend to have “high confidence and low ego,” says Bill Stemper, Eng ’77, president of Comcast Business. That’s an attractive quality for employers. “Intelligent people who can work in a team are sought-after individuals, and that’s what Marquette produces,” Bill says.

The Stempers’ gift will allow the Supply Chain program to expand opportunities for students by growing the Women in Supply Chain program, bringing in more guest speakers and offering more scholarship opportunities.

—Lauren Sieben

For information on how to partner with the college, contact John Knapp, director of external relations, at john.m.knapp@marquette.edu or 414.288.7238.



Remembering Joe

*One year since
the dean's
passing, the
Marquette
community
reflects on
his legacy.*

Illustration by Keith Witmer

To donate to the Dr. Joseph
Daniels Memorial Scholarship,
visit give.marquette.edu.

Dr. Joe Daniels was a man for others. As professor and chair of the Economics Department, he was known as an approachable educator who went above and beyond for students, especially those who needed extra support. He was an equally welcoming colleague to his peers across campus, whether serving as co-director of the Center for Applied Economics or as a member of the many committees and advisory boards to which he devoted himself. In his most recent post, he served the College of Business Administration as Keyes Dean, offering his vision to the future of Marquette Business and its new building. When Daniels passed away unexpectedly last year after serving the university for 30 years, Marquette University lost one of its best and brightest.

Daniels was a first-generation college student who earned his master's and doctorate from Indiana University

Bloomington with specializations in international trade and finance. He was a brilliant macroeconomist, highly regarded as an expert in his field and widely published. Described as the consummate family man, he was married for 39 years to his high school sweetheart, Lora, and was incredibly proud of his three adult children, all of whom attended Marquette — Bill, Leigh and Wesley.

A devout Catholic and an enthusiastic college basketball fan, Daniels truly loved Marquette. Likewise, his students and colleagues adored him — hundreds turned out for a campuswide prayer service in his honor the day following his death, and hundreds of donors raised funds to endow a scholarship in his name to support first-generation students like him. To honor the legacy of Dr. Joe Daniels, we share here some reflections from just a few of the people whose lives he touched for the better.



HERE'S TO YOU, JOE!

I think of Joe often, and I'm grateful for the privilege of being his friend and colleague over his 30-plus years at Marquette. Everyone considered him a friend, and it's that friendship that I remember most. Whether it was enjoying some freshly brewed coffee (Joe always made it strong) paired with his stash of sweets; sharing stories about family, friends, students and colleagues; running AI's Run for Team ECON, which he formed (Joe was the athlete; I was just running to get to the Team ECON tailgate party at the finish line); or simply going out for lunch or a beer after work, nobody was more fun to hang out with than Joe. As a founding member of the non-sanctioned Econ Department "Beer of the Month Club," Joe always had a great variety of cold ones in his office fridge, and it took very little arm-twisting to get a jump start on Friday happy hour. So, at your next happy hour, please raise your glass as a toast to Joe and know that he's doing the same to you. —**Dr. Dave Clark, executive associate dean and professor of economics**

REMEMBERED BY MANY

Joe was an inspiring mentor and a dear friend. I still remember my first conference session after joining Marquette was organized by Joe in 2003. ... Joe invited and encouraged graduate students to participate in the session as well. We all had a great experience at the conference. (He) showed me the collegial and supportive environment the department has for faculty members and also for our students. In the 17 years I have known Joe, he had always shown wit, wisdom, courage and the idea of *cura personalis*. —**Dr. Grace Wang, professor of economics**

COURAGEOUS COLLEAGUE

I witnessed Joe's kindness and deep care often as we traveled through our journeys fighting and surviving cancer together with a number of other courageous truth-telling colleagues. For years after our regular support group days, Joe would always ask about my health, share about his; we would celebrate our victories and complain about the day-to-day annoyances, always knowing how incredibly blessed and lucky we were. ... Joe Daniels was a man for and with others by deed and word. God bless you and keep you, Joe. Thank you for your goodness always. —**Dr. Kathy Coffey-Guenther, Arts '85, Grad '88, '98, senior mission and Ignatian leadership specialist**



Villanova University paused for a moment of silence to honor Dr. Joe Daniels before the Golden Eagles took on the Villanova Wildcats men's basketball team on Feb. 12, 2020.

“Joe was full of passion, but his passion for education was overwhelming. He wanted his students to learn and grasp the world around them. He didn't just teach economics; he taught life lessons.”

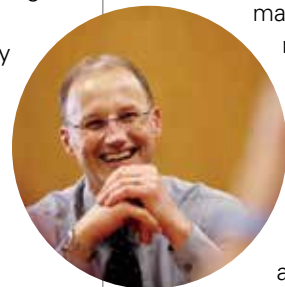
Angela (Schrubbe) Daniels

FAMILY MAN AT HEART

Joe Daniels was many things to me. He was my professor, my thesis director, my mentor, my tutor, and he was my father-in-law. He had a profound impact on every student and faculty member he crossed paths with while at Marquette. Joe was full of passion, but his passion for education was overwhelming. He wanted his students to learn and grasp the world around them. He didn't just teach economics; he taught life lessons. Outside of the classroom, Joe was a family man at heart who adored his wife and kids. He was an incredible father. He was focused on making things better for those around him, and that was clear in all aspects of his life. As he transitioned to dean, his focus was on the new COBA building. He knew that in order to get the best education possible, the future business students needed to have the right resources and facilities around them. Joe was an incredible man, and I'm grateful that he was in my life. —**Angela (Schrubbe) Daniels, Bus Ad '11, Grad '13**

BETTER BECAUSE OF HIM

I remember sitting in my microeconomics class one day listening to Dr. Daniels start the chapter on the "pink tax." He gave an example of how demand for a product creates economies of scale; however, sometimes it also influences the pricing behavior of the business. He told us that women's razors were essentially the same product as men's razors except that they weren't black. Yet women's razors are much cheaper than men's because we change them less often. For that reason, the companies know they can sell more at a higher price to men. He finished his lesson with admitting he shaves with women's razors, which cracked us up. I took his class in 2002, and I still remember this lesson from him in such detail. This is the kind of man and teacher he was, and I am better because of him. —**Diana Rusch, Bus Ad '04**



STEADY SUPPORT IN A TIME OF NEED

Dr. Daniels was my favorite econ professor and also served as my adviser. On a personal note, he provided great support to me when I experienced the loss of my dad. I remember how he loved his own kids; his young daughter accompanied me to one of his lectures one day and was such a great sport pretending to draw breakeven graphs with my colored pencils. —**Sarah Wolters Medrano, Bus Ad '96**

A TEACHER, MENTOR AND FRIEND

I have known Joe since 1992 as my professor, my academic adviser, my boss as a TA for his summer school classes and a counselor as I chose a job after graduation. Since then, he stayed in touch as a mentor and a friend. As my neighbor, Joe would always have a cold beer waiting for me as we trick-or-treated on Halloween with the kids. Joe and Lora even helped us decide on the right high school for our son! I have valued Joe's friendship over the years and am so thankful that I was able to share a final beer with him just a few weeks (before his passing). —**Andy McQuide, Bus Ad '96**

ALWAYS AVAILABLE

When I started pursuing my graduate degree, I was required to take economics. I am one of those students where math and science are not my strong suits, so I was extremely nervous. Dr. Daniels ... had a great sense of humor, explained theories and applications in ways that made sense, and was always available to meet after class or during office hours. Most times, I would be the last person left in the classroom after a test and quiz. He never made me feel stupid or inadequate. To say that I would have never passed that class without him is an understatement. —**Arlene Nixon, Grad '97**



@LStrigens

@BizDeanMU life is a master class in how to be a good human and he made all of us @MarquetteU better. I am grateful for all the time I spent working w/him on a project he was so passionate about, and that vision lives on.

@lissmiss83

@BizDeanMU was my Econ professor during my undergrad years at MU. Probably one of the most gracious profs I had. His love for education and the students always was evident. One of a kind.

@sarahenfreude

@BizDeanMU was my academic advisor whose wisdom set me on the path to where I am today. I have been blessed to serve on COBA's leadership council advancing @MarquetteU Jesuit values in business. He will be sorely missed.

@MikexMales

When there was a mix up with my adviser retiring and not being able to register for classes, @BizDeanMU personally took me in and helped fix the process. I'll remember discussing the massive amount of ticket stubs he had framed in his office.

@LorraineAOtero

Dr. Daniels was a great advisor and an amazing colleague. He helped me get my first job in finance, told me which classes to take once I switched into economics, assisted with my grad school application, even reviewed parts of my thesis.

@briandorrington

I first met Joe Daniels more than 10 years ago at Froedtert Hospital when we honored him as one of our most inspirational cancer survivors. His remarkable spirit touched me that day. ... Joe's legacy at @MarquetteU will live forever.

@DeanRopellaMU

We are so deeply saddened by the passing of our @MarquetteU colleague, Dr. Joe Daniels. I was blessed to call Joe not only a colleague but a dear friend. He will be missed by so many.

Invested Innovator

Alumna leads a startup aiming to provide new opportunities for asset owners and managers to invest in private placement securities.

BY CLAIRE CURRY

Photo by Melina Alberti



E

Exploring new frontiers is a common theme throughout Shari (Cummings) Noonan’s life, from her years at Marquette through her 25-year career in the financial services industry.

Noonan, Bus Ad ’96, realized her passion for business as an undergraduate and pursued a degree in accounting with a specialization in global business.

“One of the things I found special about Marquette is that they took an interest in helping you achieve what you wanted to achieve,” she says, adding that one of her most important goals in college was to gain international experience.

To that end, Noonan spent two weeks studying abroad in Turkey as a freshman and one sophomore-year semester in France. She set out for Eastern Europe as a junior, interning with Poland’s first cell phone company, an experience she described as “fascinating and differentiating.”

“In 1995, Eastern Europe was a sort of Wild West. It was a new, exciting and very different kind of place,” she says. “I thought that delivering this new technology there was going to be quite a game-changer.”

New York City became the next frontier for the Kansas City native when Noonan joined KPMG as a

consultant. She managed process and conversion projects for the Big Four accounting firm and earned an MBA at Columbia Business School.

Then, in 1999 she found herself on the leading edge of another venture when she joined one of the first electronic trading companies that ultimately revolutionized Wall Street.

“It was right when things were moving away from the floor of the New York Stock Exchange to electronic,” she says. “It was such a magical time because things were moving so quickly, and the industry was changing so rapidly.”

In the early 2000s, Noonan brought her ever-expanding skill set to Goldman Sachs, where she helped to lead the investment bank into a new era. She successfully oversaw the integration of a newly acquired electronic trading platform throughout the entire global franchise.

These experiences led to successive leadership positions at Deutsche Bank — first as chief operating officer of electronic trading, then COO of global equity derivatives, and finally, COO of global equity trading — all culminating in 2016 with the launch of Rialto Markets, a firm Noonan co-founded with her husband, Rob, and a former colleague.

Named after the Italian bridge known to be one of the world’s first marketplaces, Rialto Markets is a broker-dealer that uses blockchain-based digital securities to simplify and streamline a private market investment process that in the past has been prohibitive for both companies and investors.

“A lot of my background and experience has been in using technology to build infrastructure around different asset classes in the public markets,” she explains. “What we’re doing is building out the infrastructure for private markets.”

Operating as an alternative trading system (ATS), Rialto Markets is an SEC- and FINRA-registered digital electronic trading system that is authorized to conduct transactions.

“Shari is focusing on what I consider to be one of the most exciting parts of the financial industry today, and that is taking equity and debt offerings of private companies and allowing those to be traded on an electronic platform,” says Dr. David Krause, director of Marquette’s AIM program and associate professor. “Rialto will also be helping to unlock private market liquidity for newly created intangible digital assets.

“This is as innovative as when she went to work for that very first company back in the late ’90s where they created the first electronic trading platform for public stocks. That was revolutionary. Now here she is, 20 years later, at the forefront of a brand-new emerging aspect of the industry.”

In the past, only a select group of wealthy people had the access and ability to invest in young, private companies, he adds. But the blockchain-based digital securities market makes it possible for a more diverse group of individual investors to participate.

Over the years, Noonan has stayed deeply connected to Marquette. She is a former college advisory board member and has supported the AIM program for many years, as a guest speaker, mentor and host to interns.

“Marquette worked with me to craft unique experiences in a way most universities would not — I did not have normal in-the-box goals,” she says. “There was always a real sense of understanding the person. I think it is so important to continue to foster that environment of curated experiential learning.”

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