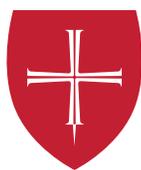


ANNUAL REPORT

2018-2019



DONALD

McNeely Center

FOR **ENTREPRENEURSHIP**

College of Saint Benedict and Saint John's University

ANNUAL REPORT

2017-2018



Dear Friends –

We hope you enjoy the updates from the 2018-19 academic year. Our mission is to **INSPIRE THE ENTREPRENEURIAL SPIRIT** – leveraging the opportunities and benefits to live and learn entrepreneurship in community within the College of Saint Benedict/Saint John's University residential liberal arts college in the context of our Benedictine values.

The Entrepreneur Scholars program continues to be an impactful and distinct academic offering. At the conclusion of this academic year, we graduated our 14th cohort who experienced the unique challenge of launching a venture as an undergraduate. These students will bring their experience in seeing opportunities, conducting feasibility assessments, understanding customers, developing prototypes, analyzing financial projections and marketing their ventures into a world that is seeking innovation and change – in large organizations, launching ventures, “side gigs” and communities.

We continue to build academic offerings to welcome entrepreneurial minded students to grow their mindset and skillset from the 1st day they join our CSB/SJU community. Our ENTR 101 Topics in Innovation and Entrepreneurship 2-credit courses and ENTR 300 level courses now serve over 100 students taught by interdisciplinary faculty and entrepreneurial alums. We also are proud to engage and collaborate with students, faculty and community friends with events including the David Forster Spark to Start Campus Challenge, SquareTable Entrepreneurial Conversations, guest speakers, our Center Mentors and McNeely Market.

We are grateful to you – our supporters – offering your time, talent and treasure to encourage and develop the next generation of Bennie and Johnnie entrepreneurs. I can promise the return on your investment is exponential in the life long impact the Donald McNeely Center for Entrepreneurship has on each and every individual engaged in our work as exemplified in several alum profiles.

Thank you for another great year.

MARGRETTE

Margrette Newhouse
Director, Donald McNeely Center for Entrepreneurship
John & Elizabeth Myers Chair in Management

DONALD MCNEELY CENTER FOR ENTREPRENEURSHIP STAFF AND FACULTY TEAM

- **KELLI GRADIN**
Center Coordinator
- **MARGRETTE A. NEWHOUSE**
Director
- **DR. PAUL MARSNIK**
Founding Academic Director
– Entrepreneur Scholars Program

ENTREPRENEUR SCHOLAR PROGRAM:

- **DR. PAUL MARSNIK**
- **STEVE SCHWARZ**

CAMPUS WIDE ENTREPRENEURSHIP OFFERINGS

- **DR. KAARIN JOHNSTON**
- **DR. PAUL MARSNIK**
- **BRAD MATUSKA**
- **MARGRETTE NEWHOUSE**
- **BILL PELFREY**
- **TIM REARDON**

MCNEELY MISSION

There's a moment of truth that stands between innovators and entrepreneurs. In that moment, the entrepreneurs move forward to Start Something – a distinct venture all ones own. Everything after that requires creativity, teamwork, resiliency and risk taking in a unique journey to figure it out. The Donald McNeely Center for Entrepreneurship provides an array of academic offerings, experiential learning, mentorship, resources and encouragement for students from their first semester to graduation studying throughout the liberal arts. With the guidance, advice, network and resources from the McNeely Center staff, faculty and alum/community mentors, students don't simply wrestle with ambiguity. They embrace it.



60+

Entrepreneurial mentors dedicated to working with students scheduled weekly throughout the academic year



Visit the Hatch

McNeely Center Business Hatch

Simons Hall 320, SJU
McNeely Center Business Hatch.
White board, teleconferencing,
meeting room

41



Entrepreneur Scholar startups and ventures continue to thrive beyond completion of the Entrepreneur Scholar program



The Entrepreneur Scholar cohort members represent 23 different majors throughout the liberal arts



of Entrepreneur Scholar alums report they are working on a "Side Gig"



197

Entrepreneur Scholar alums living and doing business all over the world in 14 different countries

THE ENTREPRENEURIAL SPIRIT ABOUNDS AT CSB/SJU. OUR STUDENT ENTREPRENEURS ARE:

- Exploring curiously.
- Identifying opportunities.
- Embracing ambiguity.
- Figuring it out.
- Taking risks.
- Solving problems.
- Being resilient.
- Instigating change.
- Starting something.
- Creating value.
- Applying the liberal arts.
- Designing their lives.

CELEBRATE THE ENTREPRENURIAL SPIRIT

We **CELEBRATE THE ENTREPRENEURIAL SPIRIT** at our annual Entrepreneur of the Year gathering. We gather to recognize and applaud accomplishment and admire innovation of exemplary College of Saint Benedict and Saint John's University alumnae/i. Winners are selected from individuals nominated from the Saint Ben's and Saint John's alum who recognize their peers successful launch and growth with strong commitment to our Benedictine values to use their entrepreneurial gifts to create value.

2018 AWARDEES



CSB Entrepreneur
Teresa Mazzitelli '85
Mazzitelli Group



SJU Entrepreneur
Steve Cummings '83
Nova Consulting Group



CSB/SJU Social Entrepreneur
Elizabeth Madden Ogren '72
Pedal and Roll for Parkinson's

PAST ENTREPRENEUR OF THE YEAR RECIPIENTS

2017

CSB: Megan Junius '99
SJU: Scott Becker '77
Social: Peter Rothstein '88

2015

CSB: Janet Dryer '83
SJU: Rick Bauerly '91
Social: Krista Carroll '00

2013

CSB: Lisa Spoden '83
SJU: Mike Wethington '79
Social: Bill Kling '64

2016

CSB: Darlene Miller '71
SJU: Brian Kueppers '89
Social: Brother Paul Richards '78

2014

CSB: Kate Huebsch '84
SJU: Dan Bastian '90
Social: Greg Lais '78

2012

CSB: Margaret Murphy '90
SJU: Cary Musech '80
Social: Joe Cavanaugh '81

ENTREPRENEUR SCHOLARS PROGRAM

The 2018-19 academic year marks the 16th year of the Entrepreneur Scholars program founded by Founding Academic Director, Dr. Paul Marsnik. Members in the Entrepreneur Scholars program are students studying in all majors of the College of Saint Benedict/Saint John's University liberal arts curriculum that have a drive to "start something."

Through the unique three course, twelve credit academic course sequence, students are expected to "launch something" prior to graduation. In addition to the intense entrepreneurial experiential learning design, students also expand their entrepreneurial mindset and skillset through engagement with center mentors and business



E-15 ENTREPRENEUR SCHOLAR COHORT

ENTREPRENEUR SCHOLAR COURSES

ENTR 301 CREATING WORLD CLASS VENTURES (4)

This is the first in a three course sequence for the E-Scholars program. The course covers conceptual entrepreneurial skills needed to create a business that is globally competitive. Students will be introduced to the essential entrepreneurial tools of opportunity recognition, idea generation and feasibility analysis for a potential world class venture. Students will prepare for an execute multiple informational interviews with entrepreneurs and people of interest to observe first hand best practices of entrepreneurial organizations. Students will also be introduced to issues of organizational integrity and ethics. Prerequisite: acceptance into the E-Scholars program and permission of instructor required.

ENTR 302 GLOBAL ENTREPRENEURSHIP (4)

This is the second course in a three course sequence. The course prepares students to refine their business ventures through framing and validating assumptions through methods of customer feedback, concept testing and prototypes. Students will also prepare for a global business trip understand how markets and competition (economic dimension), power (political dimension), and culture (social dimension), and values (ethical dimension) influence start up decisions. The global trip includes engagement with foreign professors, business leaders and entrepreneurs as they are immersed in a foreign culture and face the challenge of transacting and collaborating with global business partners and markets. Prerequisite ENTR 301 & Acceptance to E-Scholars Program and written permission of instructor required.

ENTR 303 ENTREPRENEUR APPRENTICESHIP (4)

This is the final course in the E-Scholars program. It involves an individualized entrepreneurial experience. Students will reflect deeply on their global business travel experience. Students will be expected to complete a professional written business plan and business plan presentation. Prerequisite ENTR 302 and written permission of instructor required.

STUDENT VENTURE SPOTLIGHTS

STARTUP SHOWCASE: TRIINK TINKERERS THINK OUTSIDE OF THE TOOLBOX

Twin Cities Pioneer Press, Lily Shaw
November 17, 2019

The problem in the tool industry, according to Triink founders Joe Caughey and Bardia Bijani Aval, is the lack of combined multifunctionality and user focus — who is going to be using the tool, for what purposes, and how can those purposes be consolidated, targeted and marketed?

Most of the multi-tool companies, they found, try hard to make tools that do as many things as possible, but often completing no task well.

These two college entrepreneurs saw a problem, and sensed a market. Over the past two years they've worked to create a multi-use tool brand and products that can solve a multitude of tasks — think Triink.

COMPANY PROFILE

NAME OF COMPANY: Triink LLC
WEBSITE: www.triinktools.com
TWITTER: @triinktools
BUSINESS START DATE: August 2018
NUMBER OF EMPLOYEES: 2-3
NUMBER OF CUSTOMERS: 500+

Q&A

Q. What led you to this point?

A. We are both college students at St. John's University and have long been passionate about entrepreneurship. After being first-year floormates and ending up on the same cohort at our school's Entrepreneur Scholars Program, we realized that our diverse skillset and drive would make for a good team. And, here we are.

Q. What is your business?

A. Triink LLC aims to create multi-tools with intended purpose.

Q. What is the origin of the business?

A. Triink became an established LLC in August 2018, although we started working together six months earlier as part of the Entrepreneur Scholars Program.

Q. What problem does your business solve?

A. Triink tools are made to be the first go-to for the target audience in focus: This is where our slogan — "Tools with Intended Purpose" — comes from. Our first products, the Pickaxe — the most advanced tool for beer and spirits enthusiasts — is

a prime example. So is the Skipper — the first multi-tool ever tailored for boaters, which was just released on the crowdfunding platform Kickstarter Nov. 5. The campaign runs through Nov. 30, in case anyone is looking for Christmas gifts.

Q. What are you most proud of?

BARDIA: I am proud of the way Joe and I have learned to compromise and put the collective first. As business partners, we have disagreements about future courses of action constantly. One true strength we possess is our ability to talk it out to reach consensus. This has allowed us to build a brand around Triink that we are both very proud to represent.

JOE: Persistence to a vision, it's as simple as that. For the past two years we have gotten up every single day and forced ourselves to move the business forward in some way, even when that didn't seem possible. I always say that nothing about Triink has just "happened;" we have had to fight tooth and nail for every inch of this business and when I see someone using a Pickaxe out in public, or when I drive by a retailer that carries our product, that sense of pride is something I have never felt so strongly before.

Q. Where do you go for help when you need it?

A. Through the Entrepreneur Scholars Program on campus (which is offered by the McNeely Center for Entrepreneurship), we have an extensive network of mentors who have helped us from the very start. Many of these mentors have grown to become close friends and are an integral part of what we do on the daily.

Q. What obstacles must you overcome to be wildly successful?

BARDIA: The main obstacle in the way of any success — including ours — is that of the fixed mindset. It is easy for people to expect that everything in life goes exactly as planned, and that small bumps on the road are indications of one being on the wrong path. With a growth mindset, you never lose — you either win or learn. This is what sets the successful ones apart and has allowed Joe and me to overcome any obstacle that has come our way.

JOE: Simply put, overcoming the fear of failure. If you never take risks, you will end up working your whole life for someone who did. That thought scares me more than anything else.



ENTREPRENEUR PROFILES

NAME: Bardia Bijani Aval
CITY OF BIRTH: Gothenburg, Sweden
HIGH SCHOOL: Donnergymnasiet Gothenburg
MAJOR: Numerical Computation

NAME: Joe Caughey
CITY OF BIRTH: St. Paul, Minn.
HIGH SCHOOL: Mounds View High School
MAJOR: Global Business Leadership

Q. How are you funding your business?

A. When we started Triink LLC, we had zero capital and started from nothing. Paying for an LLC and website was directly out-of-pocket. This worked until it was time for us to launch the Pickaxe and we needed funds to cover our mold fees and first product order. This is where the crowdfunding platform Kickstarter became a lifesaver, as it allowed us to gather presales and publicity to move our project forward. We raised \$8,400 in 35 days on Kickstarter to bring our first product to life in March and have ever since generated more than \$15,000 in revenue (which has

been more than enough to fund the business).

Q. In your opinion, what does it take to be a great entrepreneur?

BARDIA: Loving the process. We have faced countless obstacles to get this business off the ground, and in many cases, the easy way out is to give up. There is no substitute for hard work, and if you do not appreciate what you are working towards, that work ethic will be ridiculously hard to maintain.

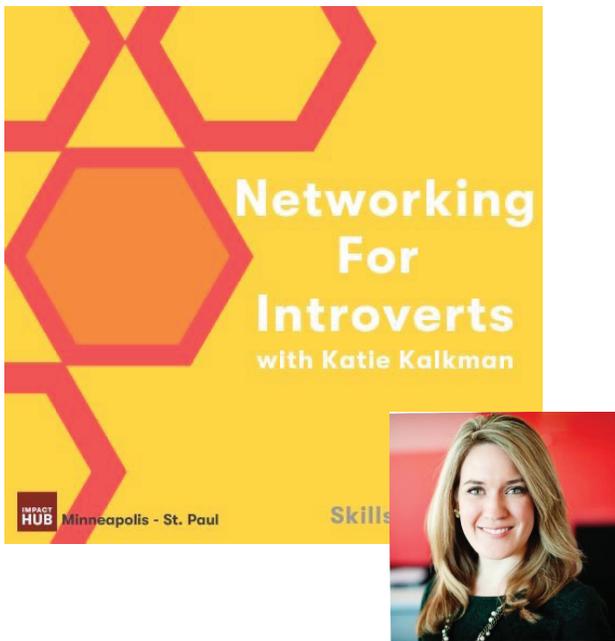
JOE: Honestly, the only way to learn entrepreneurship is simply to do it.

ALUM SPOTLIGHTS

IMPACT HUB

KATIE KALKMAN '06

Katie Kalkman is an entrepreneur, personal branding expert, and business development professional who loves networking but knows traditional networking doesn't work for everyone. She's passionate about leveraging her client's natural-born talents to design and reach your goals, and has helped over 100 people to find their best job over the last decade. She also co-founded Impact Hub (and currently is the chair of the board of directors) and founded a new Folk School in Warroad Minnesota.



HIDEAWAY VAULT

SARAH SPAULDING '18

Introducing Northfield's newest coffeehouse, the HideAway Vault, owned and operated by CSB grad Sarah Spaulding '18.

While Sarah grew-up in a family coffeehouse, she credits CSB/SJU for giving her the skills to expand the family business. "CSB/SJU encouraged leadership and innovative thinking which are two aspects I use daily. Working on CSB Senate and being an E-Scholar fostered an entrepreneurial spirit that made me want to work towards opening my own shop!"



PRECISION LANDSCAPING AND CONSTRUCTION CELEBRATES GRAND REOPENING

JOSH FOX '14 AND JOBY NOLAN '16

RiverTowns.net, Michelle L. Wirth
Jun 26, 2017

Precision Landscaping held a ribbon cutting at their new location off of Jacob Avenue in Hastings. Michelle Wirth / RiverTown Multimedia Precision Landscaping held a ribbon cutting at their new location off of Jacob Avenue in Hastings. Michelle Wirth / RiverTown Multimedia Precision Landscaping and Construction, Inc. has been around for more than 30 years, but they recently celebrated the grand opening of their new location with a ribbon-cutting. The outdoor living experts are now located at 14923 Jacob Avenue in Hastings.

The new location is nearly five times larger than what it was in their location in the industrial park area of Hastings. Josh Fox said the new location includes a showroom that showcases outdoor living. Customers will be able to see and feel every style and pattern before they get something, he said.

Precision was founded in 1981 by John P. Fox, Josh's father. John

died in 2011, but he built the family-based company and laid the groundwork for the future. Since then, Josh, Scottie Zuzek and Joby Nolan purchased Precision and are working to continue to grow in the Hastings community.

"We want people to know that we want to reinvest in the community and we really do want to be here for



the long haul," Josh said. Nolan said that he has been around Precision since he could pick up a shovel. He said he is excited to see the growth in the company. In the past year, he said that they have grown by a full landscape crew. The new location provides more room to store equipment and bulk materials. Nolan said that he sees the growth of the business as an opportunity.

"We are really looking to grow and provide opportunities for our employees and customers," he said.

Zuzek said that when he started at the company in 1986, there were about five employees and only one pickup truck. Zuzek said that he has watched the company grow into a full service landscape and property maintenance company. More than 35 years after it began, the company now has about 40 employees and 14 trucks.

Zuzek said that the size of the projects the company can take on has grown immensely. They are able to take on much larger projects because of the experience and knowledge they have with their employees.

"We don't walk away from anything," Zuzek said of different projects that may come their way.

The new location will allow for even more room to grow, he added. At the old location, there wasn't a lot of space for the employees to eat lunch or do paperwork; but, the new location has room.

Zuzek said he hopes to keep expanding at a rate that is sustainable, though they will still be the small town company they have always been.

"We are still that small town company even though we are going to grow," Zuzek said. "Our goal is to grow in size and still have that small town feel."

THE ENTREPRENEUR SCHOLAR EXPERIENCE: TESTIMONIALS

GRADUATING E-SCHOLARS LOOK BACK ON THE MCNEELY CENTER AND THE IMPACT IT'S HAD ON THEIR COLLEGE CAREERS – AND THE IMPACT THEY ANTICIPATE IT HAVING ON THEIR FUTURES

“This program is the reason I am in college. I have never learned more in any academic setting then this because I learn by doing and it is demanded that we DO in this program.”

“International business travel – this was the ultimate learning experience. I was pushed out of my comfort zone to embrace other cultures, try new foods, and connect with business people from around the world. I realized that we actually do have so much in common with those people who, in a way, seem so different from us.”

“I have learned is the fact that you can be entrepreneurial in many different ways. It doesn't just mean that you sell things or that you start businesses... I want to propose things never proposed before and be able to create change from within... I believe that the spirit of an entrepreneur can be found everywhere even in topics that seem unrelated. It is about making a change and creating something new.”

“I came in with a certain skillset, and left with a remarkably expanded one. I have added many different tools to the box, and applied much of my theoretical knowledge in a practical context. As a natural science major, one tends to get stuck in the books and does not really consider the usefulness of what one is learning.”

“Overall, the E-Scholars program has taught me how to be open minded, to be my most authentic self, to take risks, and to have confidence when it comes to embracing ambiguity.”

“My number one goal in life is to become a Global Leader. The Entrepreneur Scholars program has assisted me in making progress toward this goal through introducing me to world-class ventures, giving me exposure to international and multicultural businesses and business professionals and allowing me to launch a venture which promotes Intercultural Competency, Cultural Agility and Community Building.”

“Entrepreneurs always talk about “pivots”. Well, I am ready to keep pivoting. I am ready to keep changing and transforming. I will continue to embrace ambiguity and form amazing relationships for the rest of my life. I can thank the E-scholars program for giving me the ability to do so.”

AS I BEGIN MY CAREER, I HAVE CONFIDENCE TO APPLY THESE ENTREPRENEURIAL INSIGHTS IN A PROFESSIONAL SETTING:

	strongly agree
1. Identify opportunities and trends	★
2. Outline idea and conduct a feasibility analysis	★
3. Apply Minimum Viable Product concept (MVP) to test hypothesis and refine venture ideas	★
4. Use entrepreneurial tools such as Business Model Canvas to create organizational design	★
5. Complete independent business travel	★

★ = Entrepreneur Scholar E14 Cohort Respondents

DONALD MCNEELY CENTER FOR ENTREPRENEURSHIP

INNOVATIVE OFFERINGS

TO SUPPORT STUDENTS AND COMMUNITY



COURSES FOR ALL MAJORS AND ALL CLASS YEARS: TOPICS IN INNOVATION AND ENTREPRENEURSHIP

Designed for all students – any class year and any major – to expand their entrepreneurial mindset and skillset. Courses are taught by faculty throughout the liberal arts curriculum and experienced practicing entrepreneur adjuncts.

COURSES

- ENTR 101A** **ENTREPRENEURSHIP: A FILM STUDY**
- ENTR 101B** **INNOVATION & THE LIBERAL ARTS**
- ENTR 101C** **IMPROVISATION**
- ENTR 101D** **IDEATION AND IMPACT: SOCIAL VENTURES**
- ENTR 101E** **INNOVATING YOUR LIFE: DEFAULTS AND DOGFISH**
- ENTR 101F** **FINANCIAL CONCEPTS FOR INNOVATORS AND ENTREPRENEURS**
- ENTR 304** **ENTREPRENEURSHIP**
- ENTR 310** **SOCIAL ENTREPRENEURSHIP**

CAMPUS WIDE EVENTS

FALL SEMESTER

THE SPARK TO START — DAVID FORSTER CAMPUS CHALLENGE —



DAVID FORSTER '11, E6 COHORT

was an entrepreneur, a runner, a mentor and an inspirational force. For many, his guidance and encouragement was *the spark* needed to start a new challenge. Created to honor David's example and memory, the "Spark to Start: David Forster Campus Challenge" provides the challenge for two person teams to navigate the Saint John's University campus through a set of clues set in the context of physical, creative and intellectual challenges.

Along the course, participants will be called upon to leverage the entrepreneurial spirit we embrace at the McNeely Center – a mindset of exploring curiously, figuring it out and solving problems. In the end, we hope this race against the clock will become the spark for competitors to start something new in their own lives.

ERIC REGO **BIG IDEA** — COMPETITION —

SPRING SEMESTER

Entrepreneurs are individuals who have ideas to make the world a better place – be it an everyday challenge, business opportunity or social need. In honor of Eric Rego SJU '06 and member of the 1st cohort of Entrepreneur Scholars, the **ERIC REGO BIG IDEA COMPETITION** is the annual idea pitch competition open to all CSB/SJU students to encourage students to share those ideas. Over 120 students submitted a 30-second idea for consideration to make their pitch as one of 10 finalists in front of a live audience for a chance to win \$500 at the Gorecki Family Theater, Benedicta Arts Center, CSB.

Hosted by Joey Hamburger SJU '13, College of Saint Benedict senior, Charlie Miner '19, won \$500 as the 10th Eric Rego Big Idea Champion pitching her idea of eliminating food waste through food truck collection. Bardia Aval Bijani '20 and Clark Andrews '20 were awarded 2nd and 3rd prize.



Bardia Aval Bijani '20, Charlie Miner '19 and Clark Andrews '20



Emcee: Joey Hamburger '13



The Fishbowl Challenge



Ed Driscoll '83, Devin O'Brien '05, Jessie Sandoval '01 and Heather Plumski '05

CAMPUS COMMUNITY ENTREPRENEURIAL ENGAGEMENT

MCNEELY MONDAYS

THE MCNEELY MARKET

McNeely Mondays is the newest speaker series to come out of the Donald McNeely Center for Entrepreneurship. This series happens twice a year, and showcases entrepreneurship, leadership and innovation in the Central MN area. This year our speakers were Tim Wensman '79, Steve Bresnahan '75, John Bodette '72 and Bill Maney from Pathways 4 Youth, and Pat Lynch '88 from Granite Logistics.



The McNeely Market – Supporting the entrepreneurial spirit and ventures of our College of Saint Benedict and Saint John's University students, faculty, staff and Central Minnesota community, McNeely Market gatherings launched for a winter and spring boutique on each campus.

CENTER VOLUNTEER AND MENTOR PROGRAM



The Donald McNeely Center for Entrepreneurship is fortunate to have over 60 volunteers who contribute in a variety of ways to foster the success of our student entrepreneurs.

The ways our Center volunteers share their time, talent and experience is endless – from our signature Center mentor program, panelists for feasibility and business model presentations, hosting site visits at their organizations during our student business travel, presenting at our Entrepreneurial Leadership gatherings, guest speaking in a class or serving on our Center Advisory Committee.



Lisa Maurer '86, Bardia Bijani Aval '19 and Anahi Ortiz '19

Our volunteers are a key reason why our Center engagement stands out as one of students top experiences in their education at College of Saint Benedict/Saint John's University. Volunteers time, talent and expertise, not to mention their dedication to our students and Center is next to none. Thank you to our amazing volunteers – and if you are inspired to get involved, contact Kelli Gradin at KGRADIN@CSBSJU.EDU for more information.

DONALD MCNEELY CENTER FOR ENTREPRENEURSHIP ADVISORY COMMITTEE

16TH YEAR 2018-2019

COMMITTEE LEADERSHIP

BOB FOSTER, CHAIR

Foster & Brever PLLC

TERESA MAZZITELLI, VICE CHAIR

The Mazzitelli Group

CSB/SJU ALUM REPRESENTATIVES – AT LARGE

MIKE URBANOS

Vice President, Space Center, Inc.

MARY WEBER NORD

Retired

TIM REARDON

The Reardon Group

PAT MAXWELL

Volunteer, Past Director of the Center

SALLY KOERING ZIMNEY

Presentation Consultant and Coach,
This Moved Me Productions

AARON SMITH

Creative Instigator, Smitty's Workshop

SHANNON WIGER

Director of Business Development at Moss & Barnett, P.A.

CSB/SJU ALUM REPRESENTATIVES

KATIE KALKMAN

1st Cohort

ANDREW MUELLER

10th Cohort

SAM LABINE

12th Cohort

MATT MULLIGAN

5th Cohort

CSB/SJU INSTITUTIONAL ADVANCEMENT

ROB CULLIGAN

Vice President, Institutional Advancement, SJU

JOHN YOUNG

Associate Vice President, Institutional Advancement, SJU

MALIK STEWART

Development Officer, CSB

HEATHER PIEPER-OLSON

Associate Vice President, Institutional Advancement, CSB

CSB/SJU ACADEMIC AFFAIRS

DR. TERENCE CHECK

Dean of the Faculty

CSB/SJU CENTER STAFF & FACULTY

KELLI GRADIN

Center Coordinator

PAUL MARSNIK

Entrepreneur Scholars Academic Director
Professor, Global Business Leadership

MARGRETTE NEWHOUSE

Center Director
John & Elizabeth Myers Chair in Management

STEVE SCHWARZ

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