

# KNOWLEDGE BASE

## Foster School recognizes top faculty and staff

During the summer the Foster School of Business granted its annual awards honoring exemplary faculty and staff achievement for academic year 2006-07:

The PACCAR Award for Excellence in Teaching went to **Mark Hillier**.

The William A. & Helen I. Fowler Endowment for Special Achievement, recognizing outstanding achievement by a member of faculty, staff or the student body, went to **Shiva Rajgopal**.

The Dan Siegel Award for Service went to **Jennifer Koski**.

The Andrew V. Smith Faculty Development Award, recognizing significant and meritorious service to the Foster School, went to **Pete Dukes** and **Gary Sundem**.

The Charles E. Summer Outstanding Teaching Award, honoring a professor who exhibits wisdom, constructive criticism, high standards and personal integrity, went to **Jennifer Koski**.

The Faculty Research Award went to **Frank Hodge** and **Yong-Pin Zhou**.

The Junior Faculty Research Award went to **Scott Reynolds**.

The Wells Fargo Faculty Award for undergraduate teaching went to **Leta Beard**.

### FACULTY CASE AWARDS:

**Bob Bowen** and **Jane Kennedy** (“Exxon Mobile Corporation: the Politics of Profit”)

**Dick Nolan** and **Subodha Kumar** (“Information Technology Based Innovation at Alaska Airlines”)

**Vandra Huber** (“Costco Pharmacy Services: Case of the Missing Drugs”)

### GRADUATE PROGRAMS PROFESSORS OF THE YEAR (CHOSEN BY STUDENTS):

MBA Core Professor of the Year:

**Jennifer Koski**

MBA Elective Professor of the Year:

**Mark Hillier**

Evening MBA Professor of the Year

(Class of 2007): **Lance Young**

Evening MBA Professor of the Year

(Class of 2008): **Ed Rice**

Evening MBA Professor of the Year

(Class of 2009): **Ed Rice**

EMBA Excellence in Teaching Award

(Regional): **Bob Bowen** and **Charles Hill**

EMBA Excellence in Teaching Award

(North America): **Bob Bowen** and

**Karma Hadjimichalak**

Global EMBA Excellence in Teaching

Award: **Pat Bettin** and **Debra Glassman**

The Management Program Excellence in

Teaching Award: **Pat Bettin**

TMMBA Excellence in Teaching Award:

**Dan Turner**, **Charles Hill** and **Pat Bettin**

PhD Outstanding Mentor Award:

**Terry Shevlin** and **Yong Tan**

### UNDERGRADUATE PROGRAM INSTRUCTORS OF THE YEAR (CHOSEN BY STUDENTS):

Marketing & International Business:

**Jack Rhodes**

Finance & Business Economics:

**William Bradford**

Information Systems & Operations

Management: **Izic Chon**

Human Resources Management/Leadership:

**David Buckner**

Accounting: **Frank Hodge**

### NEW FACULTY APPOINTMENTS & PROMOTIONS

**Pete Dukes** – stepped down as Associate Dean for Undergraduate Programs (1999-2007)

**Gary Sundem** – stepped down as Associate Dean for Masters Programs (2005-2007)

**Steve Sefcik** – promoted to Associate Dean for Undergraduate Programs

**Dan Turner** – promoted to Associate Dean for Masters Programs

**Frank Hodge** – promoted to full Professor (with tenure), Accounting

**Yong-Pin Zhou** – promoted to Associate Professor (with tenure), Information Systems & Operations Management

**Jarrad Harford** – Marion Ingersoll Professorship

**Alan Hess** – Robert L. Stephenson Term Professorship

**Douglas MacLachlan** – Marion Ingersoll Professorship

**Dawn Matsumoto** – Emmett Harrington Professorship

**Jefferson Duarte** – Evert McCabe Fellowship

**Larry Schall** – Evert McCabe Fellowship

**Ann Schlosser** – Evert McCabe Fellowship

**Yong Tan** – Evert McCabe Fellowship

**Ronnie Sadka** – Evert McCabe Fellowship

**Corey Phelps** – Neal and Jan Dempsey Fellowship

### STAFF RECOGNITION

Undergraduate Staff Member of the Year: **Jennifer Kitchen**

Staff Excellence Awards: **Bronica Sam**, **Andy Keehn**, **Undergraduate Program Office** (Pam McGrath, Gary Miller, Elaine Solomon, Jai Anana Elliot, Nancy Clarke, Karen Wagner, Deanna Fryhle, Jacque Hoekstra, Adam Shinn, Jennifer Kitchen, Dorothy McKee, Cody Tuthill, Sharmon Kollet, Robin Boddie).

## Foster School introduces five new faculty members

### MORELA HERNANDEZ

Assistant Professor of Management & Organization  
*PhD, Duke University, 2007*  
*BA, Rice University, 2001*



During her doctoral work at Duke, Hernandez taught several courses on leadership and has been a leadership development coach for senior executives in the executive education programs at Duke and the London Business School since 2002. Prior to teaching, she worked at Enron in Houston, Texas, as a financial analyst between 1998-2001. Hernandez is currently researching the role leaders play in instilling a sense of responsibility in others. She is also studying how ethnicity, cultural origin, and gender influence organizational decision making.

### SONALI K. SHAH

Assistant Professor of Management & Organization  
*PhD, Massachusetts Institute of Technology, 2003*  
*BSE, University of Pennsylvania, Engineering, 1996*  
*BSE, University of Pennsylvania, Wharton School of Business, 1996*



Prior to her faculty work at the University of Illinois at Urbana-Champaign between 2003-2007, Shah was an associate at McKinsey & Co. and an investment banking analyst for Morgan Stanley & Co. She has been an international social services volunteer and international humanitarian law instructor for the American Red Cross since 1998. Her research examines the social structures that support innovation and entrepreneurship. She received the 2006 Alfred P. Sloan Foundation best paper prize for her work on open source software development.

### LISA M. SEDOR

Assistant Professor of Accounting  
*PhD, University of Washington, 2001*  
*BSBA, University of Nevada, 1988*  
*CPA (Nevada), 1990*



Sedor joins the Foster School from the University of Notre Dame where she taught auditing from 2001-07. Prior to earning her PhD, Sedor managed the financial accounting practice of O'Bannon Dunn & Small from 1992-1997 and worked as a senior auditor at Deloitte & Touche from 1988-1992. Her research interests include cognitive psychology applied in financial reporting and disclosure contexts. Her current research addresses the influence of voluntary disclosures on market participants' future-earnings expectations.

### MARK T. SOLIMAN

Associate Professor of Accounting  
*PhD, University of Michigan, 2003*  
*MS, Seattle University, 1999*  
*BS, California State Polytechnic University, 1993*  
*CPA (California), 1995*



Soliman was an assistant professor at the Stanford University Graduate School of Business between 2003-2007, and vice president of accounting-based research for Citadel Investment Group in Chicago between 2006-2007. Prior to teaching at Stanford, Soliman was a senior financial analyst, controller and auditor during the 1990s. His research interests include the use of accounting information by capital market participants, financial statement analysis, corporate disclosures and impacts of regulation on bond ratings.

### ROBERT PALMATIER

Assistant Professor of Marketing  
*PhD, University of Missouri, 2004*  
*MBA, Georgia State University, 1989*  
*MSEE, Georgia Institute of Technology, 1984*  
*BSEE, Georgia Institute of Technology, 1983*



Palmatier brings teaching experience from the University of Cincinnati and Northwestern University. He also brings broad practical experience as former chairman of the National Academy of Sciences' innovation committee (2005); member of NASA's Computing, Information and Communications Advisory Group (2004); president and COO for C&K Components, Inc. (2001); general manager for Raychem/Tyco Corporation (1995); and US Navy lieutenant (1984-1990). His research interests include relationship marketing theory and strategy emphasizing multi-channel customer relationships in business-to-business and retail markets.

## PACCAR Award winner teaches building blocks of quantitative methods



He runs his classroom with a mix of levity and serious business. “I try to keep it fun where possible,” he says.

Thus, the multi-colored Legos. And the Professor Hillier Action Figure.

The former, representing the raw materials of a rudimentary chair and table manufacturer, serve as a visual aid to comprehension of linear programming. The latter, a doctored “Ken” doll housed in a commemorative box, was an anonymous gift from some former students after Hillier replaced the generic “widget” in a marketing modeling problem with his now famous personal action figure (in recent years, the “Dean Jiambalvo Action Figure” has become a seri-

ous competitor in the market). Mathematical theory can be the bane of even the cleverest management student. So when an instructor simplifies the complexities of mathematical modeling with Legos and eponymous action figures, he probably deserves some commendation.

It’s little surprise that Mark Hillier, associate professor of quantitative methods and an Evert McCabe Faculty Fellow, was selected by MBA students to win this year’s PACCAR Award for Teaching Excellence. This marks the 10th year the Foster School of Business has honored a faculty member with this, its highest teaching award, which includes a \$25,000 stipend from PACCAR Inc, a global technology leader in capital goods and financial services.

Quantitative methods stick with Hillier’s students because of his organized, dynamic and real-world teaching approach. “I keep lectures relevant and current,” Hillier says, “offering examples of how modeling has been used to make better decisions in companies; for example, how this model is used in Procter & Gamble or how to assign workers to shifts at United Airlines.

“By introducing students to the concepts of modeling, I give them tools that can be applied to make better decisions in all areas of business, including finance, marketing and operations.”

“I like to make math understandable with hands-on visuals,” Hillier explains. “Otherwise, their eyes tend to glaze over.”

His research, focusing on building mathematical models to improve operations, is grounded in real-world issues. A current topic of investigation is Amazon.com’s dilemma of whether to store inventory at multiple locations within a warehouse.

Hillier earned a PhD at Stanford University before joining the Foster School of Business faculty in 1993. His father, a professor at Stanford, inspired his entry into academia. “I wasn’t sure I would like it,” he recalls. “But I fell in love with teaching and also enjoy research. It fits me perfectly.”

On winning the PACCAR Award, Hillier says, “Every year you hope, but I was surprised and truly honored. It is particularly gratifying because it comes directly from the students.”

He hasn’t yet decided how he will spend the award’s \$25,000 stipend, though he certainly has a wealth of mathematical modeling tools at his command to discern the optimal use of this unexpected capital.

— Jocelyn Milici

## PACCAR renews MBA teaching award for ten more years

PACCAR Inc, a global technology leader in capital goods and financial services, has renewed its commitment to the Foster School of Business to fund the annual PACCAR Award for Teaching Excellence for the next decade. In doing so, the company is increasing the annual award stipend from \$25,000 to \$35,000. Each year’s winner will continue to be selected by a panel of MBA students.

“This teaching award is founded on the belief that the essence of education is what happens in the classroom between teacher and students,” says Mark Pigott, PACCAR chairman and CEO. “Learning is enhanced when a teacher challenges students to think critically, displays expertise in the subject matter and communicates enthusiasm for the learning process. The best teachers offer students a range of ideas from today’s practical solutions to tomorrow’s conceptual thinking—while emphasizing responsibilities to society expected of future leaders. The University of Washington graduate school of business represents some of the best teachers in the nation.”

“The PACCAR Award is the most prestigious graduate school of business teaching award in the United States,” says Dean James Jiambalvo. “We’re extremely grateful for PACCAR’s commitment to reward teaching excellence over the past 10 years. The award speaks to one of the core values of the Foster School of Business—that we recruit and retain faculty who are not just outstanding scholars, but who have the ability to connect with students as superb teachers and inspiring mentors.”

### PACCAR AWARD WINNERS

- Karma Hadjimichalakis (1998)
- Stephan Sefcik (1999)
- Elizabeth Stearns (2000)
- Jennifer Koski (2001)
- Ali Tarhouni (2002)
- Robert Higgins (2003)
- Jane Kennedy (2004)
- Daniel Turner (2005)
- Mark Forehand (2006)
- Mark Hillier (2007)

*All ten PACCAR Award winners remain full-time members of the Foster School of Business faculty, sharing their remarkable teaching gifts with a new generation of aspiring business leaders.*

## Assistant professor explores state on Faculty Field Tour



A week away from the grind can seem like an eternity for a junior faculty member racing toward tenure. But Weili Ge, an assistant professor of accounting entering her second year at the Foster School, couldn’t resist the opportunity to join the 2007 UW Faculty Field Tour.

This annual five-day trek shuttles a busload of UW faculty around Washington, introducing them to the state’s people, landscapes and industries over 20 stops along some 900 miles. Ge, a native of Shanghai, China, was determined to be on the bus, come grades or hellish deadlines, when it departed from Seattle the Monday after spring finals. “That weekend before we left, I had to work really hard to finish all of my grading and complete my portion of two academic papers that were due,” she says. “But I’m really glad I did. I’ve visited other parts of the US. But nothing like this trip, where you actually get to talk to local people, learn first-hand about their lives and businesses.”

More education than vacation, the whirlwind Field Tour took the UW faculty from the ashes of Mount St. Helens to the research bastions of the Tri-Cities to the wheat fields of the Palouse to the roar of Grand Coulee Dam to the majesty of the North Cascades and back again. Ge toured the Terra Blanca Winery, climbed into a Smoke Jumper plane, listened to the CEO of Weyerhaeuser and lunched with the proprietors of an organic family orchard. She marveled at Hanford’s Laser Interferometer Gravitational Observatory, chatted with patients and docs at the Yakima Valley Farm Workers Clinic, shook hands with the president of Heritage University, toured the Colville Nation tribal school, and got a close-up preview of the new Boeing 787 Dreamliner at the Everett plant.

RESEARCH BRIEFS

**Fewer degrees of separation make companies more innovative, creative**



When companies are indirectly linked in a network of strategic alliance relationships with only a few degrees of separation, they are more innovative.

This according to a study published in the July issue of *Management Science* co-authored by Corey Phelps, an assistant professor of management and organization at the Foster School of Business.

Phelps and Melissa Schilling, an associate professor at NYU, analyzed the innovative performance of 1,106 companies in 11 different industries over a six-year period. They examined the pattern or structure of strategic alliance relationships among companies in each industry. They found that how firms are connected to one another influences the number of patented inventions they obtained. Those that secured more patents were classified by Phelps and Schilling as being more creative.

“Most social networks—whether we’re talking about friendships among individuals or alliances between companies—are typically clustered,” Phelps says. “Generally speaking, we only know a very small number of people and these individuals mostly know each other. As we know from

high school, the world is cliquish. This is the essence of clustering.

“Because of this clustering, we might expect that it would take many connections to link two people or two firms from different parts of the world. However, if only a small number of individuals have ties that bridge clusters, then the average degree of separation between any two individuals in the network decreases dramatically. This is the essence of a small world. We know a small subset of people well, who also know each other, but thanks to a few boundary spanners, it only takes a few links to connect anyone in the world.”

According to the researchers, companies reap greater benefits when they are part of an alliance network that exhibits a high degree of clustering and only a few degrees of separation, both of which are characteristic of a “small-world” network. This winning structure enables information to travel quickly and accurately and increases the level of cooperation among alliance partners.

“When a small-world network structure emerges within an industry, all companies in the network benefit in terms of increased innovation,” Phelps says.

**Washington’s minority businesses guardedly optimistic despite hurdles**

Competition from big businesses, unmet financing needs and weak sales forecasts are the most pressing concerns shared by minority small-business owners in the state of Washington, according to researchers at the UW Business and Economic Development Center (BEDC).

In their “Washington Minority Small Business Survey,” William Bradford, Vandra Huber and Richard Yalch, all professors at the Foster School of Business, found that minority business owners across the state are—much like entrepreneurs across the country—confident about their abilities to succeed, despite the fact that fewer than one-third of them feel the state’s business climate is supportive.

According to the survey, competition with bigger businesses is the top challenge facing minority owned small businesses. Another major sticking point is the inability to obtain credit. The survey found that, compared to small businesses nationally, more than three times as many minority businesses in the state report credit needs that are not satisfied. “Academic studies using national data have found evidence of lending bias against minorities in general and African-Americans and Hispanics in particular,” says Bradford, the Business and Economic Development Endowed Professor of Finance. “Clearly, more research is needed to understand what’s going on in Washington state and what needs to be done in the future to keep minority business growing.”

Bradford adds that because the number of minority businesses in the state is growing faster than non-minority-owned businesses, it is important to understand what helps or hinders their success. According to the US Department of Commerce, minority-owned businesses have grown three times faster than other businesses in the last decade.

**CEOs reap financial benefits from mergers regardless of stock performance**

Following an acquisition of another company, CEOs’ compensation levels usually increase, even when the purchase turns out to be unprofitable, according to research by Jarrad Harford, an associate professor of finance and business economics at the Foster School.

For the study, which appears in the April issue of *The Journal of Finance*, Harford and co-author Kai Li of the University of British Columbia, examined 370 mergers of publicly traded US companies between 1993 and 2000, comparing the wealth of the CEOs of the purchasing companies a year before and after the acquisitions.



They found that while a bad merger can decrease the value of a company’s stock and options, CEOs typically acquire new stock options once the deal goes through, thus making up for any financial losses suffered as a result of the buy.

“There are major personal financial gains to be made by CEOs after any merger or acquisition. So even if it ends up being a financial loss, shareholders suffer but CEOs nearly always come out ahead financially,” says Harford.

However, he adds, companies whose boards of directors are more independent from management and generally exercise stricter corporate governance are more likely to penalize executives for unprofitable merger deals.

– Nancy Gardner

A changing of the (associate) deans



PETE DUKES



GARY SUNDEM



STEPHAN SEFCIK



DANIEL TURNER

As degrees were conferred upon the classes of 2007 in June, a pair of long-serving faculty administrators at the Foster School of Business also graduated to new chapters in their careers.

**Pete Dukes**, the Durwood L. Alkire Endowed Professor of Accounting, closed out his eight-year stint as associate dean for undergraduate programs. “Pete has served our undergraduates with unparalleled passion,” says Dean James Jiambalvo. “He truly cares about ‘his students,’ and has been a driving force behind a multitude of improvements including changes in the admissions process and development of the Freshman Admits Program (FRAP). His tireless efforts have led the program to national visibility.”

Dukes isn’t going far. Remaining a member of faculty (where he’s been since 1979), he now chairs the building committee, expanding upon his leadership role in the development and construction of the Foster School’s new facilities, scheduled to begin construction in 2008.

**Gary Sundem**, the Julius A. Roller Professor in Accounting, completed his second three-year term as associate dean for masters programs.

“Gary has been the ‘idea person’ and driving force behind many new programs at the Foster School including the Technology Management MBA and our new Global MBA Program,” Jiambalvo says. “He is a thoughtful, strategic leader who has worked diligently to develop MBA programs that the best and brightest students find challenging and exciting, and that address the skills our MBA students need to become future leaders.”

Though planning to retire soon, Sundem will continue his tenure on the faculty (dating back to 1971) through the 2007-08 academic year at least.

Filling these key administrative roles are two considerable talents. **Stephan Sefcik**, the Alton Kirk Lanterman/Holland America Line Westours Endowed Professor in Accounting, is the new associate dean for undergraduate programs. At the UW since 1986, Sefcik has won a surfeit of honors for teaching and research, including the 1999 PACCAR Award for Excellence in Teaching. He recently served as faculty director of the Technology Management MBA Program, and is past chair of the accounting department.

**Daniel Turner**, a senior lecturer in marketing, is the new associate dean for masters programs. On faculty since 1999, Turner has become one of the marquee educators in marketing at the Foster School, teaching in a variety of masters and executive programs. He won the 2005 PACCAR Award for Teaching Excellence, among many teaching honors. He also serves as faculty director of the UW-SK Global Management Program.

## MBA Case Competition a Blockbuster challenge

This past May's MBA Case Competition confronted first-year student teams with a business challenge so current that it currently consumes most of the waking (and probably even a few sleeping) hours of its creator.

That's Tim Sutton (MBA 2000), vice president of retail development at Blockbuster, the DVD and video game giant. Since joining the company early this year from the telecommunications world, Sutton has wrestled with this mortal quandary: What to do with Blockbuster's 8,000 stores as the home entertainment industry stampedes onto the Internet? "It's a tough challenge," he says. "Delivery of entertainment is changing very quickly with DVD kiosks, Netflix and direct downloads. Our own stores are competing with our Total Access online service. There's no doubt we have to change with the times."

So the case, inspired by Sutton's life, charged UW MBAs to reinvent Blockbuster's aging in-store retail model before Web-based entertainment delivery sends the company the way of the Betamax.

It actually began with Brian Lane (MBA 2006). A consultant with Point B, Lane was working with the MBA Program to help organize the competition, which has become the de facto final exam for the year-long MBA Leadership Development Program. An intern for Sutton during his

b-school days, Lane asked his former boss if he'd like to participate. "They wanted something salient and relevant," Sutton recalls.

He certainly had a compelling case to offer. And he had an affinity for student competitions, having won the internal Deloitte Consulting Case Competition during his own first year in the MBA Program. So Sutton hashed out the details among company officials. Then he downloaded the plotline and pertinent data to Dan Turner, senior lecturer in marketing and associate dean of masters programs. And Turner crafted the case: "Bricks, Clicks and Flicks: What's in Store?"

All that remained was for the first-year MBAs to test their hard-earned analytical, creative, leadership and presentation skills, solve the conundrum and sell the solution. The final round judges—Blockbuster executives and Foster School Advisory Board members—found the most viable solution to come from the team of Claudia Chang, Jeff Johnson, Kevin Kirn, Radhika Shenoy and John Snekkevik.

Blockbuster plans to fly the winning MBAs to its Dallas headquarters this fall to present their recommendations to the company's CEO and executive team. The team also claimed the lion's share of the \$3,500 in prize money provided by Point B. But the competition offered richer rewards.

"Case competitions are a great chance to integrate everything," says Kirn, who also won the Kansas International Case Competition last year. "If we only learned finance, marketing and strategy in the classroom without an opportunity to apply it holistically, it would be difficult to lock in all of that knowledge you get from the MBA Program."

Sutton adds that the challenge pushed the students to consider the transformational power of the Internet, which is only beginning to be felt. "Blockbuster may be facing it faster or on more fronts than other retailers are," he says. "But all of the business models are changing. No one is immune."



Jeff Johnson, Kevin Kirn and Radhika Shenoy put their heads together.

## Coach to CFO: Leadership lessons from the basketball court

Several minutes into his meandering preamble to the spring CFO Forum, eccentric senior accounting lecturer and high school girls basketball guru Bill Resler abruptly dammed his stream-of-consciousness and asked, "What in the world is Bill Resler doing giving a speech to CFOs? In fact, the title of my talk is, 'Who Made the Mistake of Having Me Speak?'"

By that point, though, the crowd of local financial power brokers and finance faculty was as transfixed as the students in Resler's tax class or the teenage girls who play for his Roosevelt Roughriders basketball team—immortalized in last year's acclaimed documentary, "The Heart of the Game."

Resler wasn't the only mesmerizing hoops mentor at the special CFO Forum on "Leadership: Basketball Lessons." Sharing top billing was Lorenzo Romar, head coach of the vaunted UW men's team.

First at the line, Resler explained his deep commitment to empowering his players and to wringing fun out of every situation. "If we can get people to like what they are doing," he said, "they will have a proprietary stake in the outcome and they'll work a lot harder."

Resler admitted his overuse of corny aphorisms—"Inch by inch, life's a cinch; yard by yard, life is hard," "Winning is an attitude, not a result" and "Own your own life, but bend to the will of the team," to cite a few—but added that his protégés have adopted them as mantras.

"Everyone has their own personality," he said. "But at the end of the day, what is our job as teachers, as leaders, as mentors? To do whatever it takes to make people work harder than if they had never met us."

Romar, bringing a different style of charisma, addressed the importance of consistency in leadership. "In basketball we talk a lot about how you have to follow through," he explained. "A leader sets the example every time. Bill gives



BILL RESLER



LORENZO ROMAR

his team ownership. But in the end, because he sets a great example, the decisions they are empowered to make are what he wanted them to do in the first place."

As for his own sterling example, Romar shared an anecdote about motivating Brandon Roy, one of the greatest Huskies to ever wear the uniform, after he failed to give his best effort in a fitness test prior to his senior season. The next try, Roy gave everything, and went on to a historic season. Afterward, Roy asked Romar if he had been bluffing when he threatened to suspend his best player.

"What do you think?" Romar replied.

"That's why I ran as hard as I could," Roy said.

"Would I have suspended him?" Romar continued. "Yes. Because once you say you're going to do something and then don't follow through, word spreads like wildfire."

Romar also espoused the value and necessity of humility at the top ranks. "The more people you lead, the more gifted you are," he said. "But you're never gifted enough. That's why it's important to surround yourself with bright people of great character. Hire your weaknesses. When you surround yourself with smarter people, you'll get smarter."

### The Management Program renamed

The Management Program, flagship of the Foster School's Executive Education offerings, has a new name: the Executive Development Program. "As we look at our alumni, we believe that this change reflects the true level of excellence that this program has delivered over the past 37 years, combined with the quality of participants who are now attending the program," says Jean Choy, assistant dean for executive education and international initiatives. "It also represents a growing emphasis on development of executive leadership and strategic thinking in the curriculum in recent years."

The name change for the nine-month program comes largely in response to corporate feedback, input from the Executive Education Advisory Board and a desire to reflect the ongoing evolution of the program. For more information on the Executive Development Program, visit [foster.washington.edu/exceed/edp](http://foster.washington.edu/exceed/edp).