From the Executive Director

Dear Friends of the Purdue Executive Education Programs,

Hope 2015 ended well and 2016 is off to a great start. As you prepare for the challenges of the next 12 months, I’d like to share an innovation we’ve introduced in our programs over the past year. As you may have experienced or see with your colleagues, a common downfall with many education and professional development programs is that attendees arrive without a plan for their participation, and leave without a plan for implementation.

To address this issue, we have “bookends” built into our programs. During the first bookend, at the beginning of the program, participants create a roadmap for how they’ll integrate what they learn in the program into their work responsibilities. The roadmap is created by having participants reflect on their key work challenges and how the scheduled courses can help them address those challenges. Individuals then share their plans in small groups to learn about others’ plans. The program ends with the second bookend, during which participants will take lessons learned and develop a plan for how they can apply key ideas to their workplace. This plan also includes listing out resources needed, approvals desired, and deadlines by which the idea will be implemented. By reflecting on their professional goals at the start of the program and developing a plan at the end, the likelihood of implementing new ideas increases, which will augment the overall benefits of the program.

We’ve implemented this approach not only in our certificate programs, but also when Exec Ed team members go to conferences or other training. Our team members also ask others on the team about their key challenges and that way, they can represent the whole group during training. If you are not using this approach, I would encourage each of you to incorporate this idea – both for yourselves and for the people who work for you. Just a little bit of planning and reflection can go a long way.

Wishing you all the best and look forward to seeing you – either on-campus or during our virtual continuing education programs.

Sincerely,

Aldas Kriauciunas

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Save and Share the Dates

Mark your calendar now and plan to join us for these upcoming alumni events. See krannert.purdue.edu/executive/emba/for-alumni and your email inbox for details.

- **February 22-27**
  Join the IMM 2016 residency in Istanbul, Turkey, at half price. This professional development opportunity includes courses on Negotiations in Organizations and Turkish business context as well as cultural outings.

- **March 20**
  IMM Class of 2017 launch dinner in West Lafayette – executive education alumni are welcome

- **May 5**
  Guest speaker and networking reception at Krannert with current students, alumni and corporate partners

- **May 6**
  Annual Back to School day for Krannert alumni

- **October 11**
  Krannert Executive Education Programs will host a reception for all Purdue alumni in Shanghai, China, during IMM 2016’s final residency.

**Please share our special programs for prospective students. These events are open to all who are considering an EMBA.**

**INFORMATIONAL WEBINARS**
Learn about our two EMBA programs, hear from a current student or alum, and get your questions answered during our live online chats February 16, March 23, April 12, May 17 and June 8.

**EMBA EXPERIENCE**
Live the life of an executive MBA student for a day. Tour Krannert Center, attend a class, have lunch with current students, and get an overview of our programs. Always on a Friday during a residency, upcoming dates include February 19, May 6 and June 17.

**ON THE ROAD**
Schedule a face-to-face meeting with a member of the executive education team or a phone or virtual call to discuss your career goals and how an EMBA from Purdue can help. Contact Dr. Aldas Kriauciunas at 765-496-1860 or akriauci@purdue.edu to set up a meeting.

For updates and details on all our events, visit us online at krannert.purdue.edu/executive.
Twenty years after enrolling in Krannert School of Management’s Master of Science in Human Resource Management (MSHRM) program on a Fulbright scholarship, Arzu Wasti has returned to Purdue to teach in the EMBA Programs.

“Life has a way of circling or intertwining,” says the Ankara, Turkey native. She was first drawn to Purdue for the MSHRM program, one of the top in the country. “It was the first time I had left home for such an extended time, so the first year in particular was overwhelming with the hectic schedule of the master’s program, the endless teamwork assignments, and the weather! In the summer, I was freezing indoors because of the AC, and in the winter, I was freezing outdoors. Constant freezing,” she says. “But I adjusted eventually. I started to enjoy the international environment I found in Krannert, visiting Chicago with my American friends, learning salsa from the Latin Americans, and squabbling with the Greeks about whether baklava is Turkish or Greek.”

Her Krannert professors were excellent scholars in their field, she remembers, and taught their courses with an ideal balance of theoretical rigor and practical utility. “I still keep the assignments I completed for the program, and have used some in my own MBA teaching. My favorite is this sample selection-performance data I have on an Excel sheet: I run the analyses to show what it means to make valid selection decisions, and that HRM is not just this soft, mushy rhetoric. It really leaves an impression!”

While earning her Ph.D. in neighboring Illinois, Wasti regularly returned to Purdue – particularly when the Turkish Student Association organized an annual dinner on Turkey’s Republic Day – and kept in touch with Dr. David Schoorman, Associate Dean for Executive Education, whom she had asked for advice while enrolled at Krannert.

At a conference in Singapore in 2002, Wasti got in touch with a few of Dr. Schoorman’s Ph.D. students. They were all researching trust, and joining forces, together they decided to investigate trust across cultures. “We published a piece in Leadership Quarterly on David and his colleagues’ seminal model on organizational trust, which they cited in their influential Academy of Management Review article in 2007,” she says.

Proving that Krannert bonds stay forever strong, Wasti is now teaching a course on Turkish history, culture, politics, and economics in the IMM Global EMBA program. She will teach Turkey: An Economic and Geo-political Bridge between Continents in the IMM Class of 2016’s Module 3. That residency, in February 2016, takes the cohort to Istanbul, Turkey, following a week at IMM partner school Central European University in Budapest, Hungary.

The IMM course provides students an introduction to and brief history of the Ottoman Empire and the Turkish Republic; the origins of the Turks and Ottomans; Turkey as an Islamic country; and Turkey as part of
Europe. In addition to considering the history and politics of Turkey, the course will focus on the main parameters of the environment within which economic activity takes place in Turkey. Students will become familiar with Turkish institutional and cultural traditions and the main actors of the Turkish business context.

Wasti’s research focuses on the influence of culture on work behavior. She has studied the implications of the Turkish mindset on work relationships. Research suggests that Turkey is an honor culture where one’s social image is very important.

For people in honor cultures, threats or attacks to one’s honor are taken very seriously and are likely to interrupt goal pursuit in other, possibly consequential domains such as work performance. Wasti, Susan Cross from Iowa State University, Ayse Uskul from University of Kent, and Phia Salter from Texas A&M have been awarded a National Science Foundation grant to explore this possibility. So far, research on honor cultures has demonstrated the impact of honor threats primarily in terms of retaliatory physical aggression; therefore, their study will expand current knowledge with respect to implications for applied settings, such as the workplace.

With one of her Ph.D. students, Wasti is also exploring the nature and implications of workplace incivility in honor cultures.

Also, with Dr. Schoorman’s Ph.D. student Hwee Hoon Tan from Singapore Management University, Wasti is analyzing her qualitative data from Chinese, Dutch, Indian, and Turkish employees to understand cultural similarities and differences in employee trust in organizational authorities (i.e., top management and supervisor) as well as peers and subordinates.

“I have further pursued this interest in organizational trust with my Ph.D. students, and have been exploring trust in family firms and the dark side of trust in co-workers relations in Turkey,” Wasti says.

Visit http://myweb.sabanciuniv.edu/awasti/ for more on Wasti’s research.

About Professor S. Arzu Wasti

Dr. Wasti is a Professor of Management and Organization Studies at Sabanci University, Istanbul, Turkey. She received her Ph.D. from the University of Illinois at Urbana-Champaign. Her cross-cultural research on organizational commitment, sexual harassment, and organizational trust has appeared in a number of journals, including Journal of Applied Psychology and Journal of Personality and Social Psychology. Dr. Wasti is a Fellow of the International Academy of Intercultural Relations. She teaches Turkey: An Economic and Geo-political Bridge between Continents in the Purdue EMBA Programs.
An integral part of Purdue’s Executive MBA programs is global immersion. Our EMBA students are exposed to new locations and business practices during their international residency, while our IMM students benefit from the world’s most global executive MBA program by studying in seven countries on four continents.

Our residencies are a whirlwind, but reflection is a valuable component of our courses. Here, we present snippets from IMM Class of 2015 students’ final module China Business Immersion Reflections papers.

The China Business Immersion course provides students with an introduction to distinct aspects of the political and economic environment in China via readings, discussions, and two weeks in three cities in China. Dr. David Schoorman’s Reflections Paper asked that the students — in addition to comparing and contrasting two of the companies the class visited and considering if China’s expansion model is sustainable — address how their perception of the country changed from before their IMM trip to afterward and to reflect on haggling when shopping.

A Changing Perception

Irina Tyma focused on similarities with Chinese culture rather than on differences.

“As a kid from a former communist country I knew that there would be some similarities, but the magnitude of those was stunning,” she wrote. “I saw the school children with the red scarfs (I had one myself), heard about the classroom where pupils weren’t expected to share their thoughts but just memorize the lectures, and discovered university graduates who got their job assignment from the government on the day of their graduation (without any interviews or respect for personal career interests).”

Long-term effects of Communism are also similar between China and Irina’s home of Bulgaria, she wrote.

Alejandro Parilli recognizes the business opportunities in China. “However, it seems to me that the way of doing business is dependent on not only relationships but also connections with those regulators granting the approvals, therefore requiring foreigners to partner with someone local instead of venturing on their own;” he wrote. “From that aspect, it is different from my perceptions of business in China before this trip, as I thought the institutions and policies were a bit more robust to promote foreign investment and minimize the hurdles.”

On Negotiating

Josh Axe, at the time of the IMM 2015 residency, had been to China eight times due to his work in supply chain management — but he hadn’t been to the country in eight years. Josh noted many changes and one constant: “One of the experiences quite unique to China is shopping and negotiating,” he wrote. Josh’s second night in Shanghai, he and two fellow IMM students had dinner at an outdoor bar. Tired and hoping to relax, the three were not enticed when a young woman approached and initiated a magic show of sorts, trying to sell them finger lights.

“We were not interested, so she quickly pulled out the largest laser pointer I’d ever seen,” Josh wrote. “The seller pointed this laser at a building that was dark and had to be two or three miles away. The laser pointer hit the building and you could see the dot. Even more impressive is the beam was visible coming out of the laser pointer and most of the way to the building off in the distance! My jaw almost hit the floor.”

The seller opened with a bid of 280 RMB, at which Josh balked. After much negotiation and what Josh describes as mistakes on his part — demonstrating great interest, making an offer, and wanting to just be done with the transaction already — he paid 120 RMB for the powerful laser.
EMBA 2017 Class Profile

Number of Students - 23

Countries/States Represented
Florida
Illinois
Indiana
Mexico
Michigan
Minnesota
Missouri
Texas
Utah
Washington

Industries Represented

- Industrial Products 30%
- Services 61%
- Government 9%

Average Age 35
Average Work Experience (years) 12

Organizations Represented

ACH Fulfillment
ArcelorMittal
Charles Schwab
Citigroup
Dana Holding Corp.
Equipment Technologies
Hospital Corp. of Marion County
Imation Corp.
IU Health
Kenergy
Microsoft Corp.
N2S Inc.
Press-Seal Gasket Corp.
Riley Hospital for Children
Rolls Royce
Selectica Inc.
Skinny and Company, LLC
State of Coahula Government
The Boeing Company
The Hartfield Corp.
U.S. Navy
Wabash National Corp.
Zimmer Biomet

Job Titles

- Business Development Manager
- Business Planning Manager
- Clinical Pharmacy Specialist
- Controller of Mobile Security
- Credit Portfolio Risk Manager
- Director of Business Process
- Director of Product Engineering
- Global Contract Administrator
- Manager of Procurement and Contracts
- Naval Officer
- President
- Product Development Specialist
- Programmer Analyst
- Project Manager
- Sect. of Agreements
- Senior Business Analyst
- Senior Data Architect
- Senior Quality Manager
- Senior Tax & Treasury Analyst
- Solutions Architect
- Technical Sales Representative
- Territory Manager
- Tools Project Manager
IMM 2015

The weekend of December 19-20, 2015, 18 members of the IMM Class of 2015 returned to Purdue with their loved ones to celebrate the completion of their EMBA program. Here the happy graduates pose under their class gift, a tapestry from China that now graces Krannert Center’s Weiler Lounge.

Five students were named to Beta Gamma Sigma (top 20% of their class). Seen here, left to right, are Irina Tyma, Josh Axe, and Jennifer Harms. Not pictured: Stephan Woll and Miranda Yu.

Jennifer Harms was awarded the Krannert Scholar for outstanding academic achievement. She’s seen here with Associate Dean for Executive Education David Schoorman.

IMM 2016

The IMM Class of 2016 spent their Module 2 residency in Rio de Janeiro, Brazil, and Santiago, Chile. Here the class is seen in Santiago, where they toured two major headquarters of Chilean industry: the Concha y Toro winery and Codelco, the state-owned copper mining company.
The EMBA Class of 2016 requested a visit from Purdue President Mitch Daniels. So in May 2015 during their Module 3 residency, the class benefitted from a short presentation, Q&A, and reception with Daniels at Krannert Center.

During their final residency on the Purdue campus, EMBA 2016 dressed for their etiquette dinner – one of our career management offerings – and for their graduation photo, a sure sign a program is coming to an end. Seen here, left to right: Jennifer Shaw, Courtney Mills, Casey Jackson, Elizabeth Khamis, Katherine Contino-Schlarb, Padmaja Mohankumar, Vanessa Ling, and Sanja Sekulovic.

EMBA Class of 2017 students relax during their Module 1 residency. From left to right are Erik Strobel, Peter Rusch, Bernardo Chuck, Pratik Chandhoke, Daniel Ceballos, and Courtney Metzger.

LaBaron Hartfield, left, and Christopher Thomas tackle classwork involving Legos, assigned by Dr. David Schoorman as part of his Managing Behavior in Organizations course.
With our ongoing **Continuing Education Series** we offer to you, our alumni, free instructional webinars on a variety of topics. In August, Krannert Associate Professor of Management Dr. Karthik Kannan presented an interactive webinar on the digitizing of the physical world. “The Internet of Things: How Smart Objects will Transform our World” is archived and available for viewing; find a link on our For Alumni webpage at krannert.purdue.edu/executive/emba/for-alumni.

Another recent installment of the series showcased alumni who are CEOs. Our December panel discussion, “View from the C-Suite,” was moderated by TIAS Professor of Strategy and Organization and IMM Global Academic Director Dr. Filip Caeldries, and featured Kristin Eilenberg and Ashwin Kutty, both IMM Class of 2004.

Kristin is Founder & CEO of Lodestone Logic of Indianapolis, Indiana, a global consultancy that provides business intelligence, strategic planning, project management, branding and communications, and coaching and consulting for a diverse group of clients.

Ashwin is President and CEO of WeUsThem, a marketing agency and global consulting think tank based in Halifax, Nova Scotia, Canada. The agency develops creative strategies across the web, TV, radio, mobile, desktop, print and other media.

Hosted by Filip, the live discussion found Kristin and Ashwin assessing the joys and toils of life in the C-suite, reminiscing about their IMM program, and answering questions from webinar attendees. Find the archived webinar on our For Alumni webpage.
AT&T Lucent 1997
Jennifer Aspell has been promoted to President, Engineered Polymer Solutions of Tredegar’s PE Films division. Tredegar Corporation is a manufacturer of plastic films and aluminum extrusions. A global company headquartered in Richmond, Virginia, Tredegar had 2014 sales of $952 million. With approximately 2,700 employees, the company operates manufacturing facilities in North America, South America, Europe, and Asia.

Jennifer has been with Tredegar since 2010 when she assumed the leadership role for Bright View Technologies, a manufacturer of highly-advanced, optical management products based in Durham, North Carolina.

IMaC 1998
Nancy Gertlar, now in Spokane, WA, is a Director of Quality and Regulatory for McKesson Corporation. She travels globally for McKesson. “It is because of my Purdue program that I am able to be so successful in my work, especially with the cultural diversity to which I am exposed on a daily basis,” Nancy reports. “Thinking back, my first trip to Europe was to ESC Rouen.” Also, Nancy says her daughter Sherrie is now climbing the corporate ladder at Disney World in Florida.

IMM 2000
Zen Parry shares this update: “My good news is I moved to Kabul, Afghanistan, in November 2015 after two education appointments in Saudi Arabia and completing an industry appointment in China, led by another alumni (Ladislav Marek) prior to going to Saudi. The main focus of work in Afghanistan is education: developing, leading, and delivering programs to support women entering the workforce, along with professional development and entrepreneurship.” Zen is based on the campus of the American University of Afghanistan at the International Center for Afghan Women’s Economic Development (ICAWED).

IMM 2001
André van de Sande is CEO of Xendo, named one of FD’s 2015 Gazelles. The FD Gazelle Awards, an initiative of the ‘Financieele Dagblad’ (Dutch financial newspaper), are awarded annually to the fastest growing enterprises in The Netherlands, where the main criterion is a turnover growth of at least 20% per year during a three-year period.

“Over the past years we have realized excellent growth and have grown from just over 60 to almost 150 employees. This growth was realized mostly autonomously and partly through the recent acquisitions of Vigilex B.V. (Rotterdam) and Brinker PharmaConsultancy GmbH (Berlin),” André said. “Although we operate in a competitive market, our customers increasingly know how to find us and we would like to thank our customers for the trust they have placed in Xendo.”

Xendo is a leading consultancy and project management company, with a focus on the (bio-) pharmaceutical industry, medical devices, and healthcare.

EMBA 2003
Christoph Hettwer reports that a social network he and six of his fellow alumni created in 2004, called GIMBA (German for Association for Innovative Management and Business Administration) meet at least once a year, and had their 2015 annual conference on November 14 in Berlin, Germany.

Keynote speaker Karsten Sonnadara, Founder and CFO of Compador DL GmbH, gave insights into how new business opportunities can be generated in deregulated markets.

The 2016 GIMBA conference will be held in Frankfurt.
WeUsThem, led by President and CEO Ashwin Kutty, was awarded a Gold Davey for work on a web and mobile health intervention application for McMaster University. “This approach will help change how healthcare is delivered internationally,” Ashwin said. “The app, myEXP, is the first application of its kind to capture the perspectives of youth, parents and healthcare providers to truly evaluate clinical interaction with the possibility of improving outcomes.”

WeUsThem has also been named a Webby Honoree for work on TeenMentalHealth.org by The International Academy of Digital Arts and Sciences. It is an accolade that puts their work in the top 20 percent of websites internationally and is a first for an agency on Canada’s East Coast.

“It is a testament to the creativity of our team and our collective strength as one of the top agencies in Canada,” Ashwin said. “We are a boutique, but are delivering services that are being recognized globally putting us on the digital world map.”

Ciena has appointed Joe Marsella as Chief Technology Officer for Europe, Middle East, and Africa (EMEA), where he will lead a talented group of engineers and developers in driving Ciena’s expansion in the region. By providing strategic counsel to Ciena customers and partners, Joe, based at Ciena’s EMEA headquarters in London, will also provide strategic counsel to customers and partners to help them transform their networks through key technologies.

Ciena (NYSE: CIEN) is a network specialist with the mission to help them transform their networks through key technologies. Prior to his new role, Joe served in several positions in Ciena’s product line management and R&D organizations.

“I was fortunate enough to take my whole family on a tour from Frankfurt through Cologne, Muenster, and ultimately Amsterdam,” Darren said. “I don’t know if I’d have had the wanderlust to make such a trip without some of the best international educational exposure, as is the Purdue IMM.”

Danielle Bruhn reports that the weekend of September 11-13, 2015, the IMM Class of 2010 gathered for an amazing 5-year-reunion in Boston.

“It was a wonderful, sunny weekend and 14 alumni and partners from six different countries joined for a fun-filled weekend!” Danielle said. “As it is tradition already, we set a date and venue for the next reunion: September 9-11, 2016, in Madrid.”

Alumni pictured here: Aad and Gina Goedbloed, Svetozar and Gergana Dermendzhiev, Olesya Gavorun and Jerome Strauss, Volodymyr Mudriy, Serdar Tüfekçi, Michael McNutt, Erwin Goosen, Eddy de Wit, Varun Rawat, Tobias Talarek, and Danielle Bruhn.
John Eggert has been honored by Purdue University's Department of Animal Sciences with a Distinguished Animal Sciences Alumni Awards. Alumni are selected based on demonstrated excellence in industry, academia, governmental service, or other endeavors as exemplified by leadership, community service, and professional accomplishments. John received his Ph.D. from Animal Sciences in 1999. John is the Technical Director for Topigs Norsvin USA, the world’s second largest international swine breeding stock company, based in Vught, The Netherlands.

A native of Wheatfield, Indiana, John remains active in the Animal Sciences department by participating in student career panels, alumni industry networking events, and supporting Purdue athletics. In his free time, he is an assistant coach for the Indiana Ice, Indiana Rebels, and Kankakee Valley High school softball teams. John and his wife, Amy, celebrated 25 years of marriage in 2015. Their daughter, Lexie, is a sophomore at Xavier University studying Athletic Training.

David Poche has been appointed Director of Remote Services within the ICS Group, which is one of the most experienced companies in Germany with regards to IT solutions in supply chains. “The two MBA degrees from the IMM program directly contributed to this new role in which I am responsible for the growth of the Managed Services business unit of the company,” David said. Also, David is the proud father of his first daughter, Leah. They’ve already enjoyed their first vacation together.

Jerry Norman says, “2015 has been a great year for me. My IMM degree has strongly contributed to this.” Jerry was promoted to Head of Business Development at Atos BeNeLux & Nordics, and will provide leadership to a sales team of around 100 people and will be responsible for a revenue stream of €250M+.

“I will be able to apply practically all skills learned during the IMM program,” Jerry said. “Furthermore, we welcomed another baby Norman in our family.” A second son, Ben Norman, was born on September 30, 2015.

Michael Brandt shares: “I got married in September to my beautiful wife, Kourtney! We started dating in January of 2010 and tied the knot on September 26, 2015, in Sacramento, CA.”

EMBA 2015

Douglas Postek and his wife Jessica welcomed daughter Emily Wanming Luo on June 18, 2015.

Greg Beaver has returned to the Krannert School of Management as Director of the school’s Professional Master’s Programs. He also announces the birth of his second grandchild. Adalyn Faye Allison was born October 31, 2015.

Jennifer Shaw married David Theibert on October 3, 2015, in Oregon’s Willamette Valley. Jennifer’s new husband graduated from the University of Central Florida with a BA and MA in Communications.

EMBA 2016

We have been delighted with the response to Alumni Notes.

To update your contact information with us, please email krannertexec@purdue.edu. Help us KEEP connected!

In Memoriam

Remembering Jeffery Griffith – IMM 2014

A class leader, Jeffery R. Griffith impressed us as an enthusiastic, dedicated student and as a caring human being.

Jeff was killed November 26, 2015, in a vehicular accident in Bettendorf, Iowa. He was 41 years old. The entire executive education family mourns his loss. We send our most heartfelt condolences to his daughter Paige, sons Brian and Brandon, and the entire Griffith Family.

Jeff was chosen to represent his cohort, the IMM Global EMBA Class of 2014, at graduation as class responder. He embraced the global philosophy of the IMM program and enjoyed the international residencies, taking full advantage of the opportunities to immerse himself in the local cultures and learn from them.

During the last residency, in China, Jeff was not only a strong contributor in the classroom, but also explored the Chinese cities with his classmates, helping them overcome their hesitancies of a new country. He also engaged company leaders to understand their business models, thus enriching the experience for everyone.

After graduation, Jeff remained connected to his fellow IMM classmates as well as the staffs at both Purdue and TIAS. We appreciate and will miss his support.

A resident of Davenport, Iowa, Jeff served as division manager of product support for the Americas, Hitachi Mining Division, at Deere and Company. He had been with John Deere since 2002.

The Griffith Family has established an educational fund for his children. Contributions can be sent to Jillian Griffith in care of the Halligan-McCabe-DeVries Funeral Home, 614 Main St., Davenport, IA 52803 (563-322-4438).

Jeff Griffith addresses IMM 2014 graduates and their families at a dinner in the Purdue Memorial Union on December 20, 2014. Fellow classmate Rochelle McKinney is at left.
Did You Know?

Alumni Kevin Cookman (EMBA ’00) and Tom Welborn (IMM ’13) are featured in Krannert Magazine’s Fall 2015 issue for their efforts to establish a horse therapy ranch for orphaned children in Central Asia. The sustainable business model was created as part of an IMM 2013 final module Applied Learning Project. Read about how Purdue Executive Education students and alumni are creating transition foster homes to help orphans develop necessary life skills at krannert.purdue.edu/konline/2015f/spotlights/HorseTherapy.

The Purdue Executive is a newsletter for the alumni and friends of the Krannert Executive Education Programs at Purdue University. We welcome your comments, opinions, and questions. Please contact us at:

Editor
The Purdue Executive
Purdue University
425 West State Street, Suite 206
West Lafayette, IN 47907-2056
(765) 496-0307
Email: brook113@purdue.edu

ALDAS KRIAUCIUNAS
Executive Director

NICOLE BROOKS
Editor

DAWN MINNS
Graphic Design

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JANUARY 2016

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