Introducing the Gene Rainbolt Graduate School of Business

DO MORE SOONER

Introducing the
Gene Rainbolt Graduate School of Business

- New Facility Connecting the OKC Community
- Enhanced Curriculum and Student Experiences
- MBA Alumni Spotlight

The University of Oklahoma
Michael F. Price College of Business

magazine
Spring/Summer 2018
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The Gene Rainbolt Graduate School of Business

Located on the third level of 865 Research Parkway on the University Research Campus of the OU Health Sciences Center campus, the Gene Rainbolt Graduate School of Business contains 27,000 square feet of cutting-edge technology and modern design - led by the needs of our students and business community. We welcome you to tour the facility and meet our talented students, faculty and staff - contact us at (405) 325-2646 to schedule a visit today!

Photos 1-2: Stepping off the elevator on the third floor, Gene Rainbolt’s challenge to all who pass through the doors of the school: “While my life is a history of Oklahoma, your life will write the next chapter. Write well.” 3-4: Dodson Family Graduate Programs 5-7: Larry H. and Susan H. Lemon Conference Center 8: Don T. and Carolyn T. Zachritz Conference Center 9: SONIC, America’s Drive-In Kitchen 10-12: Global Interactive Lounge 13: Lecture Classroom located near the lounge 14-16: Active Learning Classroom 17.1: Executive Education Classroom 17.2: Lobby outside the Executive Education Classroom. 18: One-half of the Chickasaw Nation Grand Lecture Hall (contracting wall on the right allows for one large room or two smaller rooms) 19-20: Lobby outside the Chickasaw Nation Grand Lecture Hall 21: Lobby outside the W.R. and Judy Howell Oklahoma Innovation Suite 22-23: Study rooms and nooks: Daniel and Tamara Pullin Study Room; Renzi and Lee Anne Stone Study Room; Robert and Mary Dauffenbach Study Nook; Anu and Laku Chidambaram Study Nook
For years, Price College's graduate students, working arm-in-arm with our world-class faculty, have demonstrated the drive, talent, and instincts to compete anywhere in the world. Yet, it was high time the college took the next step to further invest behind our graduate students with the curriculum, resources, and industry-centric location to take their preparation to the next level.

To this end, we took a long, hard look at where graduate business education is going - not where it's been. We talked to employers, benchmarked other programs, and held over a year's worth of internal conversations before determining bold change was needed. Making this leap required the courage of our faculty to tackle the opportunity head-on by upgrading the legacy MBA curriculum to now operate at the intersection of the academe and industry, including more experiential learning opportunities like internships, business consulting, and international immersion.

Furthermore, we wanted a program that better connected our students to the great business and community leaders of Oklahoma. We wanted our students to be inspired and mentored by these role models. We wanted our students to see how exciting it is to build a career and a life in Oklahoma. In return, we wanted our students to bring their fresh ideas, energy, and enthusiasm to industry leaders who themselves are navigating the ever-changing business environment. Likewise, we beefed up our graduate student support through enhanced career coaching, employer relations, and student life resources. Finally, we wanted to place our student talent in the heart of industry, so they can apply what they learn in the classroom in real-time to benefit our employers and economy.

To achieve this advancement, we established a new home for our graduate school of business in the heart of Oklahoma City's Innovation District at the University Research Park on OU's Health Sciences Center (OUHSC) campus. This historic move consolidated our MBA and executive education programs in Oklahoma City to better prepare Oklahoma's workforce as lifelong learners, ready and able to access the skills necessary for relevance in a rapidly changing world. The location of the new school is a product of much thought. This 27,000 ft² flagship facility is strategically anchored between the downtown energy and financial sectors to the west and the growing healthcare and aerospace sectors to the east. For example, the facility houses one of, if not the only, MBA programs in the country located on an academic medical center.

The facility's world-class amenities feature technology-enabled learning environments like the Chickasaw Nation Grand Lecture Hall and collaborative working spaces such as conference rooms donated by the Lemon and Zachritz families and the Inasmuch Foundation, among others. And, to brag a little, I'm pretty sure OU is the only MBA program in the country with its own “Sonic Ice” machine, a product of the generosity of the Sonic Corporation, the namesake of our SONIC®, America's Drive-In® Kitchen. The Sonic Kitchen anchors the Global Interactive Lounge featuring panoramic views of the OKC skyline, which invites our students to dream about their future careers as they graduate and take their place among the great business leaders for Oklahoma and beyond.

Elsewhere, the new location houses the OKC locations of the Ronnie K. Irani Center for the Creation of Economic Wealth (I-CCEW) and the Office of Technology Development (OTD), two components of the Price College's Tom Love Division of Entrepreneurship and Economic Development. I-CCEW and OTD collaborate to patent and advance...
To the casual observer, the painting might only depict a tree, and not a particularly beautiful one at that. The tree in question, a Blackjack Oak, is small compared to other oaks in its family - its leaves are broad, yet very simple, and it is a tree not to be climbed for recreation nor decorated for the holidays.

Yet, to Gene, the tree is a symbol and reminder of his perseverance - a self-portrait, if you will. A tree that is tough enough to withstand the harsh elements of drought, wind, fire and ice and represents the qualities that typify the life he has and continues to live, which, in many ways, is a history of Oklahoma’s resiliency itself. Today, we’ve planted three Blackjack Oak trees outside the Gene Rainbolt Graduate School of Business as a constant reminder to all who walk through its doors to dig deep, keep growing, and ultimately succeed despite any harsh circumstances seeking to hold us back.

Gene was born and raised in Norman, during the Great Depression. Like many, his family struggled as his mother did all she could to support them. Since childhood, Gene worked out of necessity in addition to attending school. He leveraged his education through a life of work in pursuit of his goals and for those of others. A decorated war hero, Gene received the Bronze Star and Army Commendation Medal during the Korean War. His military service eventually took him to Okinawa, Japan, and he was responsible for virtually the entire Post-Exchange system in the Pacific. He returned to Oklahoma to build upon his 1952 OU economics degree, and graduated with an OU MBA in 1956. For good measure, he also earned a degree from the Graduate School of Banking in Wisconsin.

Gene has always had an altruistic spirit and was one of the first to recognize the power of business in making a difference in the community. With a determination rarely matched, Gene decided to take on banking with very little industry experience. Starting with meager resources, he bought his first bank, which, decades later, would eventually become BancFirst – the largest chartered bank in Oklahoma and one of the strongest banks in the U.S. His successes include helping save and then reform the Oklahoma banking system by turning around one failing bank after another during the critical fallout in the 1980s. Yet, like any successful entrepreneur, Gene’s professional life has also experienced several failures with valuable teaching moments that he took from each. And through it all, he and his late wife Jeannine raised two amazing children, David and Leslie, who have carried on this incredible legacy of investing in our state’s future through the power of education.

On my desk, I’m blessed to keep a signed copy of Out of the Dust which includes a special message from Gene to me in which he wrote, “While my life is a history of Oklahoma, your life will write the next chapter. Write well.”

How fitting this inscription is, not just for me, but for us all. Gene’s message, or, rather, challenge, now welcomes everyone, including our aspiring students, who steps off the elevator and into the Gene Rainbolt Graduate School of Business.

Welcome to the next chapter.

Daniel W. Pullin
Dean
Fred E. Brown Chair in Business
‘98
In August 2017, a newly renovated facility in the heart of Oklahoma City became home to the Michael F. Price College of Business full-time and professional MBA programs, growing executive education programs and the OKC locations for the Ronnie K. Irani Center for the Creation of Economic Wealth and the Office of Technology Development – two components of the college’s Tom Love Division of Entrepreneurship and Economic Development. But it truly became the Gene Rainbolt Graduate School of Business after the remarkable dedication of the school on November 10, 2017.

“This new facility is an important step toward the continued growth of the Oklahoma economy and development of future leaders of Oklahoma,” said OU President David L. Boren at the dedication. “The university is deeply grateful to the Rainbolt family for this historic and extremely generous gift made in tribute to Gene Rainbolt, who has dedicated his life to the cause of equal opportunity for all young people. He is truly a visionary leader for our entire state and a worthy model for the business leaders of the future.”

The dedication followed the Rainbolt family’s transformational leadership gift in September, which punctuated the outpouring of support from corporations, nonprofits and singular alumni and friends of Price College. In appreciation of the gift, the second largest in Price College’s history, Boren recommended, and the OU Board of Regents unanimously approved, that the family be recognized by naming the new school as the Gene Rainbolt Graduate School of Business in honor of H.E. “Gene” Rainbolt.

Gene Rainbolt has served in numerous capacities through corporations, nonprofits and civic engagement to ensure a better future for all Oklahomans. Rainbolt currently serves as chairman emeritus of BancFirst Corp. He was previously state highway commissioner, chairman of the State Chamber of Commerce and Industry and chairman of the Oklahoma State Chamber. He is currently active in the leadership of Calm Waters, the Moran Museum, Communities Foundation of Oklahoma,
Oklahoma Tomorrow, Oklahomans for Criminal Justice Reform and the Charles and Peggy Stephenson Oklahoma Cancer Center. His selfless advocacy has earned him many awards and recognitions, including induction into the Oklahoma Hall of Fame and, most recently, he received the E.C. Joullian Distinguished Citizen Award from the Boy Scouts of America.

His two children are also OU graduates and have made this gift as a tribute to their father’s impact on their family, state and nation. His son David Rainbolt serves as executive chairman of BancFirst Corp., and his daughter Leslie Rainbolt-Forbes, M.D., is a long-standing member of the OU Board of Regents.

“The university has been a major influence in our father’s life. It is fitting that his name be connected with it in the years to come,” says Leslie Rainbolt-Forbes.

“The new location for the Graduate School of Business in the Innovation District is good for both prospective students and the city of Oklahoma City. We are pleased to be a part of it,” says David Rainbolt.

The Rainbolt family’s generosity to OU touches almost every area of the university and includes endowments of faculty chairs in finance, cancer, child psychiatry and education. In 2008, the family made a large gift in honor of Gene Rainbolt’s late wife to name the Jeannine Rainbolt College of Education – making the college the first in OU’s history to be named for a woman, and forever linking the Rainbolts’ name with the education and support of future teachers.

In addition to remarks made by the Rainbolt family, President Boren and Dean Pullin, the November dedication also included reflections by Cat Hyland, a full-time graduate student pursuing a dual MBA and MS-MIT in Data Analytics degree.

“I asked some of my classmates to share adjectives they would use to describe this new facility and a few of the words they mentioned were modern, convenient, professional, collaborative and connected,” Hyland shared. “To be situated in downtown OKC, surrounded by businesses in various industries, is a true advantage. I think the decision to move this program from Norman to Oklahoma City is very strategic and will prove to be a worthwhile investment for the University of Oklahoma, creating impact for generations to come.

“I am a firm believer that education is the path to continued economic growth, and I can attest to the beneficial influence that the OU MBA program has, and will continue to have, on such economic growth. I consider myself privileged to be a part of the next great chapter for not only Oklahoma City, but for Oklahoma and our entire country.”
Learning from Experience:  
Transforming OU’s Full-Time MBA Curriculum

By Laku Chidambaram, PhD  
Associate Dean for Academic Programs and Engagement

Ben Franklin famously said, “Tell me and I forget. Teach me and I remember. Involve me and I learn.” In the OU Full-Time MBA program, part of the Gene Rainbolt Graduate School of Business, we have taken Franklin’s quote to heart and transformed the curriculum. This transformation has the following three key elements: A Preview at Prelude, Learning by Doing and Professional Development.

A Preview at Prelude

The transformation of the MBA curriculum is evident even before students step into class. The 2017 incoming class had a preview of the entire MBA program during Prelude Week, the week before classes start in the fall. Prelude Week is a microcosm of the entire MBA Program, and it is now a required zero-credit hour course for all MBA students. On the very first day of this week, the students met the CEO of the Oklahoma City Chamber of Commerce, Roy Williams. Meeting the leadership of the business community sets the stage for experiential learning in the OU MBA program. It conveys the message that we don’t just teach business, we live it.

Learning by Doing

Three key elements are now part of the new MBA curriculum: a global business experience, a business consulting practicum and an applied business project.

During the winter intersession, the MBA class under the leadership of Dr. Margaret Shaffer, Michael F. Price Chair in International Business, travels to Hong Kong, China and Vietnam, where they visit American and local businesses, such as Hobby Lobby and Western Digital (in China), RealFoundations and Cosco/HIT (in Hong Kong) and PNJ in Vietnam. Students also have ample opportunity to explore the cities, taste the cuisine and experienced the cultures.

It is truly a global business experience, for many their first one in Asia, and is eloquently summed up by MBA student Juan Carlos Del Pozo. “The trip was extraordinary,” says Del Pozo. “It was my first time in Southeast Asia and it fulfilled my expectations. I was able to try new things and I could contrast three different countries. The culture was different, the economy varied from an emerging country to a...
developed country. The cuisine was amazing and unique. I learned a lot about the countries and my initial perception was changed after visiting these places.”

As I write this, students are currently in the midst of their second experiential learning experience—the business consulting practicum, which I have the honor of teaching. Students, working in teams, are engaged in consulting projects with six corporate and non-profit organizations this semester: Chesapeake Energy; Cristo Rey OKC Catholic High School; Earth Rebirth; OU Athletics; Sonic, America’s Drive-in; and The Children’s Hospital Volunteers. The projects cover a range of functional areas in a range of industries, and include recommending optimal storage strategies for enterprise data, examining social media options for increasing brand awareness and developing new revenue streams for a non-profit organization, to name a few. Over the course of many months, students collect original data though numerous interviews and surveys of customers, users, vendors, employees and peers. Analyzing and interpreting this data to help them make recommendations is the final step of this practicum, and one they are currently engaged in. The feedback from the client organizations has been consistently positive about the professionalism, effort and insight of the students.

The third element in the OU MBA’s Learning by Doing curriculum is the applied business project. While the business consulting practicum is a team effort, this project is an individual effort. It aligns the interest of every student in the MBA program with their chosen field of specialization by placing them in an organization within a specific industry sector. Thus, students specializing in energy, for instance, will be placed in an energy company during their second fall semester where they will apply the knowledge from their coursework to a real world situation. Being involved in such environments, as Ben Franklin stated, is the best way to learn.

Professional Development

Finally, as part of the curriculum revision, MBA students are required to complete a year-long professional development course co-taught by Eddie Edwards, executive director of the MBA program and Lynann Sterk-Brooks, director of the Center for Graduate Student Success. This course includes an Alumni Mentorship Program, where students are paired with mentors in different industries; a C-Suite Confidential Series, where top executives interact in a small group setting with students; and Executives-in-Residence. Over 25 top business and community leaders from a range of industries, including banking, energy, consulting, telecommunications, information technology, investment banking and quick service restaurants, have interacted with students as part of this course.

Other elements of this course focus on developing the student so they can “add value on day one” to their employer – an off-quoted mantra of Dean Daniel Pullin. These skills include navigating MBA career paths and understanding employer needs; developing a digital presence on professional social media such as LinkedIn; creating professional resumes and mastering different types of job interviews; and learning to work in teams.

The MBA curriculum has been transformed from start to finish – in line with Ben Franklin’s vision of involving the learner in the learning process – by bringing the classroom and the real world closer. Students apply what they have learned in the classroom to real world problems, and in the process learn by solving them. The OU MBA is truly a program where you can Do More Sooner!
Students lovingly refer to the Gene Rainbolt Graduate School of Business’ facility in Oklahoma City as The Bolt, which is fitting, because the energy and innovation within its walls are electric. Add to that, The Bolt’s location in the heart of Oklahoma City’s Innovation District where inspiration and ingenuity runneth over and the electricity of OKC Thunder basketball lies just blocks away, it’s easy to see why the students adore The Bolt. It offers students, faculty, staff, entrepreneurs, businesses and the community a resource for meeting, thinking, sharing and innovating. Several programs office at The Bolt, each with its own way to link students, businesses and the community. Networking is a huge part of business, and The Bolt makes it possible in Oklahoma City because it serves as the intersection where ideas meet commerce.

A Meeting Place for Students, Alumni and Partners

Lynann Sterk-Brooks, director of the Center for Graduate Student Success in the OU MBA Program, says current students, alumni and corporate partners often use the facility for partner and client meetings, incubator space, events and more.

“Since opening in August, we’ve probably hosted upward of 50 industry partners for off-site client company meetings or lecture series featuring our corporate partners,” Sterk-Brooks says, adding that Chesapeake Energy, the Oklahoma City Chamber of Commerce, the Young Presidents Organization (YPO), Oklahoma City-based Innovation to Enterprise (i2E) and M-D Building Products, Inc., are among the companies who have used The Bolt for off-site retreats and client meetings or whose executives have spoken to current students and alumni.

Sterk-Brooks says the facility enables students to build more integrated relationships with industry leaders and allows for exposure to Oklahoma City-based industries, which was harder to do when based in Norman. This semester, full-time MBA students are serving as consultants to organizations such as Chesapeake, Sonic, OU Children’s Hospital and OU Athletics.

“The Bolt has been such an added benefit to our MBA program,” Sterk-Brooks says. “The robust relationships between students and industry have been very valuable.”

Sterk-Brooks adds that it is rewarding for students to have access to business leaders who are 10-15 years ahead of them – leaders who have built companies and who have great organic relationships.

“Dean Pullin’s vision for the Bolt and his commitment to the state of Oklahoma has enabled us to cultivate the student-business relationship,” Sterk-Brooks explains. “These companies are also looking for young, great talent and at The Bolt, they are able to find a pipeline.”

Sterk-Brooks says perfect examples of how The Bolt helps students network are the Ronnie K. Irani Center for the Creation of Economic Wealth (I-CCEW) and the Office of Technology Development – two components of the Tom Love Division of Entrepreneurship and Economic Development – where students and staff are able to engage with entrepreneurs and investors.

I-CCEW Brings Health Care and Energy Innovation to Market

Susan Moring, director of the Ronnie K. Irani Center for the Creation of Economic Wealth (I-CCEW) Oklahoma City programs says MBA student interns at The Bolt partner with other graduate students from the OU Health Sciences Center to bring new medical innovations to market.

An I-CCEW endeavor this semester includes a social entrepreneurship project with MetaFund, a socially responsible private equity firm. In addition, I-CCEW’s new energy internship track offers students with energy interests the opportunity to work on an entire oil and gas exploration project from geological analysis to drilling and making financial recommendations, Moring says.

“The endowment gift from Ronnie K. Irani allowed I-CCEW to expand to OKC and have a presence at The Bolt,” Moring says. “It has been really valuable for getting to know the innovators and entrepreneurs in the OKC area, to get them connected to the university and working with our students – undergraduates and graduates alike.”

OTD Facilitates Innovation to Impact

The Bolt also houses the OKC offices for the Office of Technology Development (OTD). Jim Bratton, assistant vice president for economic development and executive director for technology development, explains that OTD has a presence at The Bolt to create a “tightly woven fabric between..."
academic enterprises and commercial activities for economic impact.”

OTD helps make innovative ideas a reality by assisting inventors in developing a portfolio of intellectual property assets that focuses on commercial value and determining the best path to market. At The Bolt, OTD’s primary focus is on innovations that stem from OU’s Health Sciences Center, including life science innovations from the Stephenson Cancer Institute, the Harold Hamm Diabetes Center and the Dean McGee Eye Institute, among others.

Andrew Pollock, managing director, says although OTD recently moved to The Bolt after it opened, OTD has had an office in Oklahoma City for over 10 years. Pollock points out that OTD provides support to the 1,200 faculty and staff members at the Health Sciences Center.

“It makes sense to be located near our inventors,” Pollock says, adding that researchers at the Health Sciences Center aren’t OTD’s only constituents — the office and staff serve the Norman campus as well.

A few notable OU spinouts include Tetherex, Pure Protein, Selexys, Heparinix and Moleculera. Selexys sold for over $650 million, which Bratton refers to as a “huge win for OU.”

“The nice thing about officing at The Bolt is that it gives us an opportunity to network with and for our [spinout] companies,” Bratton says. “It’s easy for us to interact with the management teams of our companies and to invite students and others to interact with those companies as well, which would be hard to do if our only office were in Norman.”

In response to those who worry that someone might steal ideas, Lobodiak says he hasn’t seen that happen. Rather, participant feedback indicates that people get so much out of the weekend experience that participation outweighs the risk. When people are concerned about someone stealing their idea, Lobodiak points out that “ideas are cheap. The execution is everything,” adding that audience members are not subject matter experts who could implement any given idea.

“It’s extremely rewarding as an organizer, to put this event on. The single biggest joy I get out of this is to see all the participants realize how much value they got out of creating something over a weekend.” Lobodiak says of the competition where winners earn prizes that help them get their ideas going. “I think the biggest common feedback we get from our participants is, ‘I was hesitant about doing it, but I just went ahead and it was the best decision I made.’ It’s a commitment, but the skills you get out of it are how to put a business plan together.”

**OKC Chamber Utilizes The Bolt to Recruit New Businesses**

Roy Williams, president and CEO of the Greater Oklahoma City Chamber of Commerce, says the chamber has started to include The Bolt in business recruitment tours because he wants companies to see how they can use and take advantage of the facility for hosting corporate guests. While at The Bolt, visitors can see the spaces available for entrepreneurs who support the OKC innovation district, which Williams calls a “very functional aspect.” He says another great feature of The Bolt is that it shows companies how to connect with the university.

“It’s a good showplace,” Williams says. “It shows how OU has responded to the innovation district.” By way of explanation, Williams adds that by putting OU’s Gene Rainbolt Graduate School of Business in Oklahoma City, it tells businesses “here’s a pool of talent.”

Williams says there are about 175,000 people who work in downtown OKC, which he defines as “a huge market.” Williams adds that he wants to encourage corporate execs to “see it, to touch and feel and use it. You want places where people can get together and talk about things of interest. The Bolt is where people can do that. Where people can get together and innovation can happen. Where they can get together and innovation can spark.”
When I found out I was named a Price Scholar in November 2016, I felt honored and excited to be one of the few selected to receive such a prestigious opportunity. I knew it was going to be an amazing learning experience that was going to help me advance professionally. A month after being nominated, all of the Price Scholars and I traveled to New York City for a four-day visit.

During the trip, we had the honor to meet Michael F. Price. Mr. Price explained the purpose of the Price scholarship is to expose more OU MBA students to New York City businesses. He also gave us advice on how to approach and target companies in a specific industry in New York City. As part of the trip, we also had several corporate visits to companies like HBO, Grant Thornton, Locust Wood Capital and Auerbach Grayson & Co. We also attended a happy hour event hosted by RealFoundations. We had several activities planned every day, but at the same time, we also got some time to enjoy New York.

I returned to NYC in May after the spring semester was over to start the global banking and capital markets class I chose to take at New York University’s Stern School of Business. Since my MBA specialization is in finance, it was very exciting to not only learn from the professor, but from my classmates – many of whom were already bankers or were currently working in the financial industry in NYC. Also, as part of the Price Scholars program, I had the amazing opportunity to attend an executive seminar on Value Investing taught by Bruce Greenwald, who has been referred to by The New York Times as “a guru to Wall Street’s gurus.”

I served my summer internship at RealFoundations, a real estate business consulting company, from May to August 2017. At RealFoundations, I worked with a team of business consultants who were very helpful and eager to answer any questions I had. The project I worked on was with a client who was going through an ERP implementation. One of my tasks was to create training materials for the client’s employees which they could reference when utilizing the new ERP software. It was a great learning experience throughout the process and I learned how to use the ERP software, which is a skill that will always be helpful in my career.

Because RealFoundations’s office is in Manhattan, and I was working on a project for a client who was in Paramus, New Jersey, I traveled every day from Monday to Thursday from the city to the client’s site with the project manager, who also lived in New York. I am very thankful I got the opportunity to travel with him because we had a daily one-on-one time, which allowed me to learn more about the industry and RealFoundations.

I traveled a lot and worked hard during my summer internship, but it was definitely worth it because I learned a lot about the business consulting industry, and it also led to a full-time position with RealFoundations. I am going back to work with them in their business consulting division at the New York City office after my graduation.

My advice to future Price Scholars is to choose the specific industry in which they want to work, research the companies at which they would like to intern and schedule as many interviews as possible before their first trip to New York City. Also, it’s very important they know what it is that they want to get out of this amazing opportunity. If they set clear and specific goals of what they want to accomplish in New York City, they will be able to take better advantage of this experience and even be able to make it into a full-time job, like I did!

ABOUT THE PRICE SCHOLARS PROGRAM
Established by a generous gift from Michael F. Price in 1999, the esteemed Price Scholars program offers select full-time MBA students the opportunity to intern and study in the vibrant city of New York. While in Manhattan, each student participates in a high-quality internship in the New York financial district or in the corporate offices of the world’s commercial leaders. Students also take courses at the NYU Stern School of Business as well as internationally-recognized seminars at Columbia University. With our loyal NYC alumni network guiding every step of the way, each Price Scholar’s experience is fully-funded with their scholarship covering NYU tuition, housing in the NYU graduate dorms, books and fees, transportation and incidental expenses.
Provide the Momentum to
Do More Sooner

O U’s Michael F. Price College of Business stands among the nation’s top business schools. With Phase II of our 10-year capital campaign we push forward, arm-in-arm with our many supporters, as we Continue the Climb.

As we ascend, many students will be propelled by your support. Throughout our history, scholarship have helped many of our notable alumni realize their own dreams. Yet, today, Price College has the capacity to provide scholarships to only half of the bright and talented students who apply with financial need.

When you invest in OU business scholarships, you initiate a ripple effect for the future, as Price College graduates take their place in the world. Please join us in providing the Momentum our students need and deserve to Do More Sooner. Every gift – large or small – matters.

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Invest in Gene Rainbolt Graduate School of Business students with a gift to the Do More Sooner Scholars fund
price.ou.edu/DoMoreSooner

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The UNIVERSITY of OKLAHOMA
PRICE COLLEGE OF BUSINESS

Continuing the Climb
P
cice MBA graduate and loyal advocate of OU, Claudia San Pedro, is a huge proponent of education in general and the Price College of Business in particular. San Pedro serves as president of SONIC, America’s Drive-In, where she is responsible for franchise relations, supply chain, franchise sales and development and business planning.

Despite her busy corporate schedule, she finds time to give back to the community. She serves on the Greater Oklahoma City Chamber of Commerce Board of Directors and is a volunteer board member of the Foundation for Oklahoma City Public Schools. In addition to these activities, she facilitated a gift from SONIC toward the Gene Rainbolt Graduate School of Business facility and she works with graduate students at the facility which they refer to as The Bolt.

“OU has done a fantastic job of elevating not only itself as an institution but one which benefits students,” San Pedro says. “There’s no doubt that that investment in people and talent has improved how the University of Oklahoma has succeeded as an institute of higher education. All those investments in faculty obviously benefit students in the education they receive and through internships and study abroad programs.”

San Pedro says the most valued skillset graduates can bring to an employer includes the ability to think critically, problem solve, communicate effectively on paper and be a public speaker. All skills that Price graduates learn beginning with their undergraduate careers and into their graduate studies.

“Higher education institutions play a vital role in teaching students how to think critically and be analytical, to understand different perspectives and be able to approach any sort of challenge through multiple viewpoints,” San Pedro says. “Those are incredibly important and pertinent skills to have. There are only
Lynann Sterk-Brooks, director of the Center for Graduate Student Success says San Pedro supports Price College in myriad ways by providing MBA students with ample opportunities to network with SONIC as interns and through full-time employment recruiting. SONIC executives engage with faculty and students at The Bolt. During these encounters, SONIC executives talk to students about working in business and they discuss the franchise business model and how it helps to sustain economic development in communities.

“Claudia embodies what we hope to inspire in all of our students,” says Sterk-Brooks. “What she embodies as a servant to the community and as a visionary business leader is extraordinary. She’s a natural born teacher, role model and visionary. We are endlessly proud to have her as an alumna. We hope future students will see her as a role model as they launch their careers.”

San Pedro was born in Mexico but grew up in Oklahoma, earned her undergraduate degree from Smith College in Massachusetts and was a working student when she earned her MBA from the University of Oklahoma. From there, after graduation, her career took off.

“Her intellect and ability to build relationships has enabled her to move upward quickly at a young age,” Sterk-Brooks says. “Watching her career grow is very inspirational to me and to our students. Especially to our female students. She’s committed to Oklahoma and to an Oklahoma company that embraces diversity at the very highest levels. I think Claudia’s dedication to excellence, her dedication to the community and to OU and the way she’s been accessible and willing to engage with students inspires all of us to take this program and run with it.”

San Pedro says the best part of working with students at The Bolt is that she’s able to showcase for students that “we’re much more than just a restaurant company and to see the economic development engine. That we’re not only in Oklahoma but across the country. For them to see how we do business is a great highlight.

“For us, it’s nice to see the new talent coming up in the workforce and the new ideas and fresh approach—we welcome that and benefit from that time and time again,” San Pedro says.

As Price’s talented students enter the job market, they have a role model in San Pedro who works hard and gives back. “Our new tag line of ‘Do More Sooner’ epitomizes Claudia San Pedro,” says Eddie Edwards, executive director of the MBA Program. “While progressing in her career at SONIC at a rapid rate, she has never forgotten her OU roots. Every time we’ve called on Claudia—whether it’s been to meet with students, host an event or help with the capital development for our new Gene Rainbolt Graduate School of Business—her response has been a consistent ‘yes, I can do this or let me help with that.’ We are so fortunate to have her only a few blocks away.”

“SAN PEDRO SAYS THE MOST VALUED SKILLSET GRADUATES CAN BRING TO AN EMPLOYER INCLUDES THE ABILITY TO THINK CRITICALLY, PROBLEM SOLVE, COMMUNICATE EFFECTIVELY ON PAPER AND BE A PUBLIC SPEAKER. ALL SKILLS THAT PRICE GRADUATES LEARN BEGINNING WITH THEIR UNDERGRADUATE CAREERS AND INTO THEIR GRADUATE STUDIES. Full-time MBA student strategy consultants for SONIC make an on-site visit to one of the many locations across the country
Keeping It in the OU Family: INFINITY CAPITAL PARTNERS

By Jerri Culpepper

There’s a well-known proverb that states, “Good things come to those who wait.”

A team of recent University of Oklahoma Price College MBA alumni – drawing upon their rich educational and experiential experiences in the program – decided instead to cast their fortunes with another well-known phrase, “There’s no time like the present.” In fact, their Oklahoma investment banking firm, Infinity Capital Partners, was launched while three of their current employees were still students in the MBA program.

Of the seven team members who make up Infinity Capital Partners, six boast OU MBAs: partners Christopher Lee (2012 JD/MBA) and Bryan Vahlberg (2007 BA Economics, 2010 MBA); and MBA Board of Directors member Evan Grace (2010 MBA), associates Fletcher Bennett (2016 MBA) and Lester Wu (2012 BBA Energy Management, 2014 MBA); and analyst Cole Adams (2017 MBA). The seventh, Brittany Ransom, earned her BBA in marketing from Price College.

The partners recently shared their journey from student to movers and shakers in an investment banking firm specifically designed to serve the Sooner state.

How did you first connect?

Chris: Evan, Bryan and I (along with Toby Robison) were classmates in the OU MBA program and developed an admiration and friendship, which eventually led to all of us quitting our jobs to start a financial consulting company. Once we got to the point that we needed another employee, we called Eddie Edwards, who we got to know well, and he introduced us to Lester Wu. Then when we needed another, he introduced us to Fletcher Bennett, and then to Cole Adams. Brittany found us when we were seeking administrative help and was so good that we only conducted one interview for the job.

How did Price College prepare you to launch your own investment banking firm?

Bryan: Several names stand out as mentors both while in the program and post-graduation. Bill Megginson, Dipankar Ghosh and the late Mel Penn all come to mind as mentors that encouraged me to reach higher. I’d also say the team module model had an impact on me. Learning the strengths and weaknesses of my business partners, myself included, has enabled us to be an effective and highly efficient team.

Chris: The most valuable thing that came out of the MBA program is the network I built. I have been friends with my two business partners for nearly a decade, thanks to the program. Now, many classmates are being promoted into director, VP and senior executive roles, and we will be able to collaborate and do business together for years to come. Other things that were beneficial were the speakers who came and shared their success stories with us and numerous people, who have continued to be mentors to this day, such as Jeff Ritenour, CFO at Devon Energy.

Evan: The MBA program did (and still does) an excellent job of instilling an emphasis on “building your network” from day 1 in the program. As a result, I have met countless people who have had an impact on my professional career because of my affiliation. Also, my experience in New York City as a Price Scholar exposed me to what it takes to have a successful career in finance.

How did you go about making the decision to start your own middle-market investment banking firm, and could you also explain its mission?

Bryan: Middle-market investment banking primarily deals with companies with $2MM - $50MM in EBITDA (earnings before interest, tax, depreciation and amortization). Traditional investment banking includes sell-side advisory for clients looking to the capital markets for growth capital, transition capital (owners looking to sell their business) or a recapitalization of their balance sheet. The benefit of engaging an investment bank is bringing visibility to each opportunity and creating a market through an auction process. Hundreds of prospective buyers/investors are reached and narrowed through a bidding process to maximize value to shareholders. This is where we’re hoping to carve out a niche...
in both Oklahoma and the industry. There are few investment banks that operate in what we call the “lower middle market,” which are companies with $2MM - $10MM in EBITDA. We hope to fill this void particularly for Oklahoma companies, many of which fit that lower-middle-market profile. We’ve already closed a number of transactions to further bolster our mission. We helped the management team of a manufacturing company obtain over $20MM in acquisition financing by utilizing all three levels of the capital stack – a senior debt facility, subordinated debt and traditional equity. We also recently helped a local home health care provider obtain a significant investment in their platform to expand operations in Oklahoma and surrounding states. With each transaction we close we further prove our thesis that lower-middle-market opportunities, particularly here in Oklahoma, benefit from the investment banking services we can provide.

Evan: I started my career in commercial lending, and what I found interesting was the amount of opportunities that banks say “no” to. I became curious as to where these companies were going once a bank said no. What we discovered is that there really aren’t a lot of options in Oklahoma City. Infinity was created to address this market by facilitating opportunities with the appropriate capital providers. While some organized capital exists in Oklahoma (family offices and industry-specific private equity), there are simply not enough local capital providers to take advantage of all the opportunities in the state. Our goal is to help bridge the gap between opportunities and capital.

Why do you continue to recruit OU MBA students specifically?

Chris: The OU MBA program knows what we like to see and has done a good job referring people who fit our needs. Obviously, we are biased to the quality of student a program like OU’s can produce, but we’ve found that students coming from the program have a high degree of integrity, a strong work ethic and a sense of community. Each of those three qualities is what we’ve built our business around, so it’s often a natural fit. Because it’s working, we continue going back.

As far as short- and long-term plans, the team says they have a lot to be excited about. “In our current season, we’re working on educating the community as to what we do and how we can add value. The goal is to build awareness, so businesses know where to turn when the time is right,” says Bryan.

Chris shares an example of the value of that education: “There are plenty of great businesses here in Oklahoma with management teams that would love the opportunity to buy-out ownership, thereby furthering the legacy of those companies. Management’s collective wealth shouldn’t be a hindrance to obtaining the capital necessary to make that transition happen. The more we can educate the marketplace about the various options available to them, the more opportunities we’ll have to provide access to capital.”

Though the Infinity team agree that their long-term plans are less clear, they believe there is ample opportunity for growth. They hope to become the go-to firm for lower middle market companies with strategic capital needs. “We have been extremely fortunate to have worked with many incredible businesses and business owners across the state, and we don’t take for granted the confidence and faith our clients show us,” says Evan. “We believe our relentless focus will help close an important gap in this market, a goal that is both invigorating and daunting at the same time.”

As part of their OU MBA experience, students are encouraged to do much more than memorize textbooks and lecture content. They are challenged to get out of their comfort zones by studying abroad; gaining externship and internship experiences; forming teams, study groups and friendships with students with diverse backgrounds; and in a myriad of other ways. Likewise, when asked what advice they would give current Price College MBA students, Bryan Vahlberg and Evan Grace addressed those same concerns.

“Embrace the unknown,” suggests Bryan. “As much as you think you have an idea of what you want to be and where you want to go, you should always be open to engaging in new experiences. Sometimes those experiences are outside of your comfort level. Our partnership has come to learn that we grow the most when we challenge ourselves to be uncomfortable.”

“I think back to the ups and downs that we have experienced in our journey and can’t imagine having the same growth (personal and professional) without experiencing some bumps in the road.” Evan says. “I think the academic journey that students get conditioned to doesn’t encourage or reward failure. Failure is a powerful teacher – embrace learning and understand that not everything will work the way you think it should.”
Many of us enter our university years unsure of the paths we want to follow, and University of Oklahoma Price College of Business alumnus Jeff Ritenour was no exception. He was very certain, however, that regardless of what career he chose, he wanted to be successful at it.

“I didn’t enter college knowing what I wanted to do,” Ritenour says. “I knew I needed a paycheck at graduation. By the end of my sophomore year, I noticed most of the graduating seniors around me seemed to be getting good jobs in management information systems or accounting. Computers weren’t my thing, so I started focusing on accounting.”

Now a certified public accountant, Ritenour earned his bachelor’s degree in accounting from Price College, then went on to complete his Master of Business Administration at OU before hitting his career path running. Previous to joining Devon Energy Corporation, he served with prestigious international accounting organization Ernst & Young in Dallas. He began his journey at Devon in 2001, going on to become Senior Vice President of Corporate, Investor Relations and Treasurer before his most recent appointment in 2017: Executive Vice President and Chief Financial Officer.

As a graduate student in Price College, Ritenour found himself weighing the advantages of the Price College of Business Dunham Scholars program – which would allow him to spend a summer in London as an intern while taking a course at London’s renowned School of Economics – or the equally tempting Price Scholars program, which would offer an internship in New York City, classes at the New York University Stern School of Business and an investment seminar at Columbia University. In the end, he chose to follow his path across the pond.

“The OU MBA program offered world-class opportunities at both the NYU Stern School of Business and in London,” he says. “I ultimately chose London for my summer internship. The opportunity to learn finance in the classroom and then apply those skills around the world in my London internship was an invaluable experience.”

Now a member of the MBA Advisory Board for the college, Ritenour praises the hands-on opportunities and rigorous expectations of the Price College MBA program for laying the foundations of his successful career at Devon over the past 17 years.

“I entered the OU MBA program to build a skill set in finance,” Ritenour says.
“I had developed a great foundation in accounting, but felt I needed a broader skill set to accelerate my career. I also wanted to broaden my experience set. The intensive nature of the full-time MBA program at OU was the perfect precursor for my first role at Devon in the corporate finance group. The depth with which we studied and applied the material in and out of the classroom was particularly helpful. We spent time in the textbook, but then applied the information in case studies with our assigned groups.”

In these assigned groups, Ritenour says, he learned yet another invaluable skill. “The required teamwork was great preparation for life in the ‘real world,’” he says.

According to the Price College alumnus, people often ask him the secret to his longevity with one company in a field that is so dynamically fluid and in which professionals frequently move around in order to advance. Ritenour emphasizes that while he has stayed at the same company for many years, he has never been standing still. Instead, he pauses every few years to evaluate and reflect upon where he has been, where he would like to go and how best to achieve his professional goals.

“I always tell folks I am as surprised as anyone that I have stayed in one place for 17 years,” he says. “I have always managed my career in three-year increments. Every three years or so I challenge myself to re-evaluate what I am doing and where I am headed.”

“I generally encourage students to be patient,” he says. “Don’t expect to land your dream job right out of school. Keep an open mind about different industries, companies and roles. Wherever and whatever role you find yourself in, keep your head down and work hard. I have always found hard work gets noticed and rewarded – maybe not immediately, but eventually.”

“The Gene Rainbolt Graduate School of Business provides lifelong learning opportunities to professionals at every stage of their career through graduate, executive and doctoral programs. Every student’s situation and goals are unique, and our growing academic offerings are designed to deliver the best preparation at the best value.

Visit us today to learn more about how the Gene Rainbolt Graduate School of Business can help you Do More Sooner.
For Daniel Broadfoot, the path less traveled has sometimes provided the best opportunities for personal growth and success. The 37-year old Oklahoma native completed his undergraduate education with a BBA in MIS and a BA in Letters in 2004, but wasn’t initially sure of how to translate his degrees into a dream career. “The MIS degree was a function of the needs of the job market when I came into it,” he reflects. “It was more about trying to find a career path than following my passion.”

After graduation, Broadfoot jumped into a position with a small technology start-up, where he remained for more than six years. While the experience allowed him to learn about many aspects of running a business, he realized that he was fascinated by the financial management of the company. “I figured out pretty quickly that wearing a lot of different hats for a start-up wasn’t going to get me where I wanted to go or allow me to rise to a higher level in the company,” Broadfoot explains. “It was going to be difficult for the company’s founder to see me as anything other than the intern he hired six years ago. I knew I had to make a decision and figure out where I was headed.”

Getting Energized

In searching for his next step, Broadfoot realized that one of the best MBA programs in the country was right in his backyard. “I thought ‘Man, I’m from Oklahoma, why didn’t I go into energy in the first place?’” he jokes.

In researching MBA options with a concentration in energy, he decided that pursuing an MBA from Price College could help him elevate his career. “I realized that if I could get a Dunham scholarship and transition into energy, then my career could be where I wanted it to be.” Funded by Archie and Linda Dunham, the Dunham Scholars program provides an opportunity for highly-qualified MBA students to study abroad and gain awareness of international markets through both academic study and internship opportunities.

With the support of his wife Mandi, Broadfoot applied for and was selected as one of Price College’s first Dunham Scholars in 2010. “It wasn’t until I received the scholarship and got to London that I realized the magnitude of the opportunity I was given,” he explains. “Being able to really explore international markets was a life changing experience. I have had the chance to tell Archie Dunham that on a few occasions. The impact that his generosity has had on my life is immeasurable.”

While spending the summer abroad, Broadfoot lived in the dorms on Trafalgar Square, studied at the London School of Economics and completed an internship at the London office of Endeavour Energy. “OU alumni arranged the internship that helped me gain an understanding of growth strategies for upstream oil and gas companies,” Broadfoot says. “I enjoyed a focus on business during the day and explored all that London had to offer on evenings and weekends. I was told that if you don’t wear out a pair of shoes while you are in London, that you are doing it wrong. The work experiences were extraordinary, and so were the opportunities to experience London’s culture while I was there.”

Laying the Groundwork

After his experiences in London, Broadfoot returned to Oklahoma, completed his MBA and focused on finding the perfect job. “I was confident that my education at Price was going to catapult me into a great job,” he adds. But the energy industry in 2010 was still struggling and the opportunities did not open up as Broadfoot had originally
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anticipated. “After some false starts, I submitted my resume to Chesapeake Energy and immediately got a call from the finance director. The circumstances lined up and I found an opportunity that I was excited to be part of at Chesapeake.”

During his early tenure at Chesapeake, Broadfoot was directly and indirectly involved in funding the approximately 170 rig program that Chesapeake was running in 2012, raising billions of dollars through various financial instruments. “In the first two years, I honestly feel like I got 10 years of experience,” he says. “I was reading and researching as I went, averaging 60 hours of work per week and learning from some pretty special people.” In addition to gaining experience in financial management, he also gained experience in strategic planning, investor relations, and operational budgeting and forecasting. “I am really thankful for my experience at Chesapeake,” Broadfoot says. “My time there was instrumental in laying the foundation for where I am today.”

Invigorating Opportunities

While Broadfoot has certainly capitalized on the opportunities provided to him, he sees a promising future for Oklahoma’s upcoming business leaders. “For students looking at business in Oklahoma City, Tulsa or throughout the state, I couldn’t be more excited,” he explains. “Price College’s graduate programs are creating business-minded professionals in industries from energy to health care, equipping them to make good economic decisions and giving them the tools needed to address challenges in any industry. It is truly invigorating to see how Price College and the new Gene Rainbolt Graduate School of Business are helping position students for great success in our state.”

“I have the opportunity to talk with current OU students on a fairly regular basis, which is such an honor,” Broadfoot concludes. “My career advice for them is to look for opportunities that build character and that give life experience. Don’t shy away from opportunities that are a little bit out of the norm, or that give you different perspective. Make plans, but also make mistakes, and you may stumble upon an opportunity that might just be your future. When you find it, commit to it and go after it full force.”

Shifting Focus

This past December, Broadfoot made a career jump that took him completely out of the energy industry. “I wasn’t actively looking to leave Chesapeake, but I needed a way to get my career moving faster,” he says. “A colleague told me that M-D Building Products was looking for someone with a background in finance, technology and strategic planning. It fit my profile perfectly.”

Headquartered in Oklahoma City, M-D Building Products is an industry leader in the weather stripping, floor and tile trims, digital levels and caulking categories. Broadfoot accepted a position as the Vice President of Finance and Senior Vice President of Information Technology of this family-owned business and hasn’t looked back. “Changing industries ended up being a great decision,” Broadfoot says. “I see a very promising future with M-D. Coming out of energy into a whole new industry has allowed me to see a new perspective on business in our state.”
Some of the greatest innovations in history have come out of the most seemingly ordinary moments. Case in point is Price College of Business alumnus Ben Campbell, whose “eureka” moment came a few years ago during a routine walk with his dog.

“I was struck with the thought that sadly, someday this routine moment would be nothing more than a memory I’d love to re-live. At first, I just wanted a way to preserve my own experience but soon expanded my thinking towards more monumental moments in history. Video can be great, but augmented reality gives us the opportunity to communicate in a significantly richer format.”

For the tech-savvy Campbell, it was only a short leap from that thought to considering how augmented reality technology could enhance people’s experiences at historical sites, museums and beyond. The initial dream became a reality during his tenure as a student in the OU MBA entrepreneurship program, where he partnered with fellow student and professional soccer player Michael Thomas.

The result is ReLiveIt, a fast-growing company co-founded by Campbell and Thomas that supports the ReLiveIt augmented reality application. The technology allows people to see digital content interact with a physical object, such as a historical artifact. An animal skeleton could be surrounded with fur, for example; a Greek vase accompanied by a taverna where it may have been used; or a historical figure like Martin Luther King, Jr. could be seen giving one of his famous speeches at the location it was delivered.

ReLiveIt’s gotten a huge response from museum directors around the country, making its young owners a shining example of the

“As alumni, Campbell and Thomas continue to work with the Gene Rainbolt Graduate School of Business and utilize its new Oklahoma City campus facility for meetings with established and prospective clients.”
many successes stemming from OU’s entrepreneurial program. Given Thomas’ deep understanding of the athletic industry, the team is also expanding their augmented reality app beyond the historical realm into sports, changing the name from ReLiveIt to “Overworld” to reflect that expansion.

“The relationship that fans have with a team or a player is already an extremely deep connection,” Thomas states. “We believe this technology represents an exciting way to strengthen that bond.” The company recently partnered with OU Athletics for the Switzer Center and South Endzone Dedication Ceremony where fans touring the facility were able to interact with an AR experience about former OU players now in the NFL. OU and Overworld are now exploring other opportunities down the road to embrace this technology. (More information is available at http://overworldapp.com/.)

A ‘Do More Sooner’ Success

Both Campbell and Thomas are quick to praise everyone affiliated with the Price MBA program, and say the flexible class scheduling, team atmosphere, exceptional faculty, professional mentoring, assistance with fundraising and other multi-faceted support has been crucial to their early success. ReLiveIt was one of four businesses to come out of the college’s 2017 summer Sooner Launch Pad program. As students in the entrepreneurship certification program, they say the creation of ReLiveIt was an ideal learning project, requiring them to do extensive research, interviews, prototype demonstrations, fundraising, networking and more. They particularly cite the benefit of working directly with Oklahoma entrepreneurs, as well as professors.

“The classes gave both Ben and I real world experience,” Thomas says. “I’m very happy, very excited about the possibilities that OU provided. No other place would have given us these experiences.”

Entrepreneurial Spirits

Both Campbell and Thomas are thoroughly enjoying themselves growing the new business, and each has multiple additional ventures along with ReLiveIt/Overworld.

Campbell, who grew up in central Oklahoma, says he followed “a strange path” to his current success. Always technologically inclined, he earned a bachelor’s degree in technology application studies/business administration from the University of Central Oklahoma’s Academy of Contemporary Music.

“While in the music business program, I was managing a band and got really frustrated with the booking limitations, so I worked on an app to improve independent concert booking,” he says. “That got me interested in entrepreneurship, and I needed to know more about business, so an MBA was the next step.”

Campbell continues to churn out application platform ideas and is the founder and CEO of RaVulpes Enterprises, which offers not only the concert booking web platform, but also a guided meditation mobile app, board and card games, augmented reality applications and a range of biomedical topical treatments.

Thomas, meanwhile, has literally hit the ground running his entire life. Originally from Olathe, Kansas, he was a standout high school and college soccer star who turned professional after graduating from the University of Notre Dame in 2009. In 2014, he became the very first soccer player, including being both the first American ever to be elected vice-captain for Swedish Second Division team, Ljungskile SK, and team captain for the OKC Energy FC between 2014 and 2016. He draws on those experiences today when mentoring and coaching youth soccer players throughout the OKC community.

Looking to the Future

As alumni, Campbell and Thomas continue to work with the Gene Rainbolt Graduate School of Business and utilize its new Oklahoma City campus facility for meetings with established and prospective clients. Both say they are committed to boosting the high-tech industry in the state.

“I have been frustrated with how many (business) people leave Oklahoma,” Campbell says. “I’d like to think by being one of the people that chooses to stay and develop a tech application company here it will encourage others to do the same.

“We’re in a super unique time right now, with AR technology getting ready for its main stage debut,” he adds. “It’s basically a Wild Wild West development environment and we’re really excited to be a part of it!”

His soccer career ended in 2016, but he’s still running nonstop. In addition to his COO duties with ReLiveIt/Overworld, he is founder, general manager and coach for Soccer Allies, which organizes youth soccer camps and clinics. Thomas has been hired as a consultant for the multi-purpose indoor sports facility and is also an ambassador/spokesperson for the nonprofit Breaking Free From.

The success of both MBA graduates wasn’t hard to predict, as each is the recipient of a lengthy list of awards and accolades, both academic and professional. Campbell, for instance, served on the Professional MBA’s Student Advisory Board and was selected as one of Creative Oklahoma’s delegates to the 2014 Creativity World Forum in Kortrijk, Belgium. He also recently served as an organizer with 1 Million Cups - Oklahoma City, organizing weekly educational meetings for entrepreneurs through the Kauffman Foundation.

Thomas, meanwhile, earned the prestigious Knute Rockne Scholar Athlete Award while at Notre Dame and served as team captain during
A Personal Approach to Professional Integrity: ANNE HEIDEMANN PARRISH

By Jerri Culpepper

If the mantra for real estate agents is location, location, location, then the mantra for University of Oklahoma Price College of Business MBA students might be experience, experience, experience.

For Anne Heidemann Parrish (OU BBA, 2001 MIS, 2005 MBA), that was certainly true. In the summer of 2004, Parrish took part in the Price Scholars program, which offers selected students the opportunity to intern and study in the vibrant city of New York. Parrish interned at KPMG, a professional services company and one of the Big Four audit firms. "With the first year of Sarbanes-Oxley (SOX) compliance requirements for companies, I had an incredible experience as an intern," she recalls. "And at the end of my internship, I received a full-time job offer to start with KPMG LLP in 2005 as an associate."

Parrish lived in the Big Apple from May 2005 through October 2011 and had advanced to manager with KPMG when her then-boyfriend, Michael, a former OU staff member, proposed in the spring of 2011. They decided to look for work closer to Oklahoma and ultimately decided on Dallas since KPMG did not have an advisory practice in the greater Oklahoma City market at the time.

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Parrish calls her time in the OU MBA program "an incredible experience, but also a lot of hard work. Teamwork was essential – we had a great group and spent lots of long days/nights and weekends together to fulfill all the various projects for our first- and second-semester classes," she says.
Parrish made the most of the opportunities afforded her in Price College’s MBA program. She mentions as highlights planning a Big 12 Case Competition, held in the spring of 2004, which has continued to flourish on campus, and helping lead a “Women in Business” group that she and other students established during Parrish’s first year as an MBA student.

KPMG Highlights

Parrish has especially fond memories of her early years at KPMG. “We had a phenomenal team with (OU Price College alumnus) Chris Gillespie, who brought me in as an intern,” she says, recalling that she was the first intern from the NYC Price Scholars program at KPMG.

“For the first few years of my life, I was a road warrior, flying out Sunday nights, coming back Friday nights, week-in, week-out,” she recalls. “It was such an incredible experience to help companies develop their SOX programs and support testing efforts in the U.S. and internationally while traveling the world. I made friends for life during that time, and lots of great OU folks joined us in NYC. The motto, ‘work hard, play hard,’ was certainly true! I was promoted to senior associate in 2006, to manager three years later, and to director in 2013. I have enjoyed my time with KPMG, having had the opportunity to serve many different clients in various industries across the country and the world.”

It was also during this time, Parrish says, that she developed her biggest insight to date: “treat people right, show them respect and make them feel valued and included.”

From the start, Parrish found her niche at KPMG in the Advisory practice. After her early work involving SOX compliance efforts, she joined a large government compliance program in the firm’s regulatory compliance practice, then switched to its contract compliance practice, where she provided advisory support to a large professional sports league for several years.

Last October, she took on an additional role supporting senior leadership within the firm’s risk consulting practice. It’s a move that allows her to stay “mostly local these days,” while providing her flexibility to work from home with 2-year-old son Maxwell. “It also gives me new opportunities to learn more about our firm and to take on new challenges and opportunities within the firm,” she adds.

The Early Days

A native of East Berlin, Germany, Parrish’s road to OU was a bit different than the typical OU MBA student. After the Berlin Wall came down in 1989, Parrish’s parents (her dad is a physicist, her mother a professor) encouraged both their daughter and son to consider exchange programs.

With the added encouragement of her older brother, who became an exchange student in 1994 and stayed with a host family in Topeka, Kansas, Parrish applied to become an exchange student in the United States. She was selected by a family in Meeker, Oklahoma, where she attended high school as a senior. As it happened, the family were huge Sooners fans, and the seeds were planted for her future college career.

Upon earning her undergraduate degree from OU with a double major in international business and MIS in December 2001, Parrish received a one-year Optional Practical Training visa that allowed her to work.

“However, post-9/11, not many opportunities were available to international students,” she says. “Prior to my work visa expiring, I told my parents that I thought I wanted to pursue my MBA degree at OU before returning to Germany, as the undergraduate degree was not an equivalent degree to a Germany university degree and I thought I would have better chances of landing a job back in Germany if I had an advanced degree. I applied to graduate school for the MBA program at OU before moving back to Germany and, while back in Germany at an internship with Allianz Insurance in Berlin, I found out that I had been accepted to the MMBA program. … Once again, my parents were supportive and let me choose my own path.”

Giving Credit and Learning and Growing

Parrish is quick to credit her parents, who she says raised her with “good values, a strong work ethic and an open mind,” for much of her college and career success.

“My personal motto is to ‘exceed expectations’ and to ‘live up to your commitments,’ so when I commit to something – whether that’s at work or in my personal life – you can be pretty sure that I’ll follow through. I’m not saying I always succeed in all aspects of that, but any failures encountered just strengthen my resolve to better assess my own commitments and be true to them as much as I can.”

A self-confessed “people person,” Parrish said she loves “hearing people’s stories and learning about their reasoning, while also providing my view. I enjoy getting to know people on a more personal level, and I think that’s also translated into my career success so far, whether that’s with clients or within our firm.”

Growing through learning also is important to Parrish. “I purposely put myself out of my comfort zone to help myself grow and learn,” she said. “I value getting different experiences and not just do the job/task I’m asked to do. I think that’s developed a reputation where my input is valued and where I’m respected.”

Still shy of her 40th birthday, Parrish foresees continuing her rewarding career with KPMG for many years, but with some adjustments.

“I have a 2-year-old now, and my family is the most important aspect in my life. The road warrior life is of no interest to me anymore. Don’t get me wrong, the occasional business trip still happens, but I do prioritize my personal life over my professional life significantly. Luckily, I have a very supportive husband who allows me to continue to pursue my career.”
An International Perspective

What was intended to be a one semester visit to Oklahoma for Miguel Pardo Marin turned into three of the most important years of his life. Originally from Valencia, Spain, Marin first came to the University of Oklahoma in 2008 as an undergraduate exchange student.

“I loved OU,” he explains. “The campus in general, the hidden places like the coffee shop in the library, the football culture, everything!” After spending a few months in Norman, Marin returned to Spain where he earned a dual degree in computer engineering and telecommunications engineering from the Universitat de Valencia. His undergraduate program also allowed him to study abroad in London and, after graduation, he started his professional career working in Brussels.

“My work experience in Europe made me realize that my future was in business management, so I was excited to gain admission into Price College’s MBA program,” he adds. “Having an international background like mine, it was inevitable that I would be attracted by the summer international opportunities that the OU MBA program offered.”

While working on his MBA, Marin had the opportunity to serve as a Dunham Scholar and spend time abroad in London. “Even though I had studied in London before, it was great to enjoy London from a different perspective,” Marin says. “This time, I was working as well as studying. The 2012 Olympic games were being held in London while I was there, so being in a very central location was a unique experience.”

After graduation, Marin returned to London to be closer to family and to reunite with his girlfriend Lucy. Marin established himself in the London business community and moved into a position as a Management Consultant for RealFoundations, a firm focused on helping real estate enterprises around the globe make more profitable decisions.

Marin contributes much of his success today to his MBA experiences. “At Price College, I learned how to interact, present ideas and sell myself in an appealing way,” he explains. “The highlight of my career to date has been traveling. I have been to many places in Europe and have even traveled back to the U.S.” But of all the places that Marin has visited, he is happy to call London home.

For Love & Music

Texas native Jordan McGregor had already earned a BBA in Finance at the University of North Texas before seeking to study at a large, Division I program...
McGregor explains. Another influence on McGregor’s decision to return to England was personal, as he had met and fallen in love with an English ballerina named Joanna during his time as a Dunham Scholar. The couple married in London in August 2014.

McGregor worked for AEG Presents, the second largest presenter of live music and entertainment events in the world, for four years and was involved with large-scale events such as the Rolling Stones anniversary concerts at Hyde Park in 2013. He currently serves as Head of Financial Reporting for The O2 in London, a 20,000 capacity arena and one of the world’s most popular music and entertainment venues.

“I’m extraordinarily privileged to live in one of the most exciting cities in the world,” McGregor says. “I am a genuine fan of live music. I’ve been to over 500 concerts since moving here. As an international hub, it’s also extremely well-connected with the rest of the world. My wife and I travel a lot, so it’s convenient being able to call London home.”

A Piece of Norman

In addition to being friends and fellow Dunham Scholars, McGregor and Marin also share their continued love of OU. “When Jordan and I moved to London, we realized that we were not the only Sooners living here,” Marin explains. “We decided to organize and set up a club a few years ago with the help of fellow London alum Linsi Crain.”

The OU Club of London & UK alumni group was established in 2013 and has grown to include approximately 25-30 OU alumni and supporters. “We meet for social events, football watch parties and more,” Marin adds. “We even recently reserved a room in the British Parliament in Westminster for an event with Dean Pullin, EMBA students and other OU visitors.”

Both McGregor and Marin say that the Club has allowed them to meet fellow alumni and feel like they have a piece of Norman with them. “In 2013, we hosted a watch party for OU vs. Notre Dame and we decorated the venue with flags, stickers and other items sent to us by the Alumni office,” Marin recalls fondly. “There was this American couple traveling through London who decided to go to a pub see if they could catch the game. They saw our group and were shocked to find other Sooners in town. They joined our group and were shocked to find other Sooners in town. They are now part of the OU Club and they join us for events every time they are in London.”

Interested alumni can find more about the OU Club of London & UK at www.facebook.com/oucluboflondonuk or by contacting oucluboflondonuk@gmail.com.
Many children fantasize about a variety of careers in quick succession. One moment we may have dreamt of becoming an astronaut; the next, a doctor or a writer or a veterinarian. Not so for University of Oklahoma Price College of Business alumnus and Executive Vice President of Midfirst Bank D.J. Morgan. Before he was even 10 years old, he was firmly on his way to being an economics powerhouse.

“I have always been interested in business opportunities,” Morgan remembers. “When I was 7 years old, I drew up my own sports magazine and sold subscriptions to neighbors for a quarter. While I thought this was a profitable endeavor, I am sure my hourly rate was small. In middle school, I created a three-on-three basketball tournament in my driveway that schoolmates would pay to play in.”

Morgan followed his precocious business instincts to Rhodes College in Memphis, Tenn., where he majored in economics before returning to Oklahoma to serve as the director of his childhood summer camp, the YMCA’s Camp Classen. After four years in that position, Morgan returned to school, enrolling in the Price College Master of Business Administration program in 2003. One year later, he enrolled concurrently at the OU School of Law to receive his dual degree. It was an ambitious undertaking for a new family man, but Morgan was confident in his ability to ably manage his time.

“I was married and had my first son, Jack, the day before law school started,” he says. “I learned quickly about the importance of focus and prioritization in the MBA/JD program. Planning and determination allowed me to manage being a student, husband, father, and to take care of myself. I was busy in school, but I started my career already knowing how to organize and balance priorities.”

During his time in Price College and the OU College of Law, Morgan focused on gaining experience at several Oklahoma companies, including the law firms McAfee & Taft and Hartzog, Conger, Cason & Neville. He seemed to find a home at Midfirst Bank, though, and joined the company’s asset liability group upon graduating in 2007. There, he worked to measure and manage interest rate risk for the bank. Little did he know at the time, but he entered his career as one of the most challenging financial climates in American history was looming: the 2008 recession.

“It was an incredible time to be there as financial and interest rate markets began to behave erratically shortly after I arrived,” Morgan says. “The combination of my business and legal background helped immensely as we monitored closely...”
the credit risk posed by large national banks that were suddenly of questionable solvency. The bank needed someone who could understand the underlying financial side of our relationships with the large banks, and who also could speak to lawyers about our contracts.”

Looking back a decade later, Morgan credits his education at OU for his ability to adapt and thrive upon arriving in the dynamic environment of MidFirst — and continues to do so.

“I learned quickly and made meaningful contributions due to my MBA/JD from OU,” he says. “Over time, my role has evolved to where I oversee most commercial banking, private banking and wealth management groups for MidFirst. I also supervise the legal department. My education at OU has allowed me to be flexible and pursue both business and law as part of a single career.”

He also emphasizes how lucky Oklahoma is to be home to such a prestigious educational institution. “As Oklahomans, we are fortunate to be surrounded by great companies and organizations,” he says. “The University of Oklahoma is one of those organizations. The campus, the quality of the education, Price College and the School of Law are all beneficiaries of the dedication of so many who have cared for OU.

“MidFirst is another great Oklahoma story,” Morgan continues. “Headquartered in Oklahoma City and still family owned and operated, MidFirst is a $15 billion financial institution and one of the most profitable banks in the country over the last 30 years. Oklahoma needs organizations like OU and MidFirst, and our state is surrounded by many of these homegrown success stories.”

For those looking to achieve a successful and rewarding career after finishing their education from the Price College of Business, Morgan’s advice is threefold: “Pursue your education like it is your job, learn diverse subjects and remember your body and spirit.”

“FOR THOSE LOOKING TO ACHIEVE A SUCCESSFUL AND REWARDING CAREER AFTER FINISHING THEIR EDUCATION FROM THE PRICE COLLEGE OF BUSINESS, MORGAN’S ADVICE IS THREEFOLD: ‘PURSUE YOUR EDUCATION LIKE IT IS YOUR JOB, LEARN DIVERSE SUBJECTS AND REMEMBER YOUR BODY AND SPIRIT.’”

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-Renee Hunter | Landman, Statoil Oil & Gas LP
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Oil Fields to Executive Suite, Shaping America’s Energy Industry: CATHERINE OSTER

By Staci Elder Hensley

As a senior in high school Catherine Oster knew she loved numbers, puzzles and solving problems. The one problem she hadn’t solved, however, was what career to pursue after graduation.

That all changed after a chance meeting with a University of Oklahoma recruiter who happened to be a petroleum engineer. “By the end of our one-hour talk I had decided I wanted to be a petroleum engineer,” Oster says. “That’s all it took.”

Oster went on to achieve her goal in spades, earning her bachelor’s degree in petroleum engineering and geology from OU in 2000 and topping it off with an MBA from the Price College of Business in 2012. Post graduation her abilities have made her a well-known face among the growing ranks of female leaders in the energy industry. Specifically, she’s become a rising star at one of the giants in her field – Oklahoma City’s Devon Energy – where she was named Vice President of Strategic Planning in October of 2017.

Oster’s aptitude for her chosen career was evident from the beginning. She received multiple scholarships from the now-named Gallogly College of Engineering and as a freshman was chosen for a prestigious internship with Texaco Exploration & Production.

“OSTER’S APTITUDE FOR HER CHOSEN CAREER WAS EVIDENT FROM THE BEGINNING. SHE RECEIVED MULTIPLE SCHOLARSHIPS FROM THE NOW-NAMED GALLOGLY COLLEGE OF ENGINEERING AND AS A FRESHMAN WAS CHOSEN FOR A PRESTIGIOUS INTERNSHIP WITH TEXACO EXPLORATION & PRODUCTION.”

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“I got to work in the field in West Texas in the Permian Basin,” she says. “I absolutely loved it from the very beginning.
In engineering no day is exactly like every other day, and I love the problem-solving part of it. In fact, I’m blessed in that I’ve loved every assignment I’ve had along the way.”

In 2004, after three years working as a production and reservoir engineer for Chevron Texaco, Oster made the switch to Devon. She began as an operations engineer for the company’s Western Division, where among other achievements she significantly boosted a major field’s well production by redesigning the site’s water management system.

It’s no surprise that she’s been promoted steadily ever since.

Getting Down to Business

It was in the late 2000s that Oster decided to go after her MBA degree for professional and personal reasons. First, she wanted to transition from her engineering-focused roles to the business management side of Devon. Second, she wanted the knowledge in order to better assist her husband, Andrew, who owns Triton Wealth Advisors in Edmond.

“I felt getting the MBA would help me to better understand his mindset and business ventures and allow me to be a part of it,” she says. “It helped me become aware of his issues as a small business owner. I work for a big corporation, so I don’t have to think about many of the things he does.”

Oster said the knowledge gained from the MBA program also made her much better prepared for her current position as head of Devon’s strategic planning division and enables her to be a “translator” between the company’s technical, financial and business departments. She currently leads company teams who are responsible for budget, business performance, market intelligence, portfolio modeling, continuous improvement and the project management office.

“I’m really able to bring those hats together, but before business school I had no insights on much of this,” she says. “(Getting the MBA) taught me to see the big picture. As an engineer or even a field supervisor you are only seeing a part of the whole. The program is also where I learned more about leadership and how to think of Devon as a whole company, not just my piece of it.

“This opportunity really hit me at the right point in my career, when I was transitioning into a leadership role,” she adds. “I was able to implement things right away, and just six short years later I’ve put most of it to use. In fact, my biggest professional achievement is being part of the initial team that provided centralized services for reservoir engineering and analytics within Devon and watching how those groups have grown and impacted Devon over the past seven years.”

Making It Happen

Oster said she chose OU for her second degree due to several factors, beginning with support from company management. “Devon is a fantastic employer,” she says. “They encourage you to pursue professional development, and they subsidize you financially while you’re doing it.”

Another key selling point was the college’s Professional MBA location in Oklahoma City - a facility whose close proximity to Devon made it much easier for Oster to juggle the competing demands of work, school and family.

The third factor was that her husband already had his MBA from OU and was a ready source of insights and advice. “He was my secret weapon!” she says.

“It was a two-and-a-half-year program, so you had to be very organized and disciplined,” she adds. “The faculty were great. The program has a great balance of academic and hands-on real world experience. My (student) group became very tight knit. We still work and socialize together.”

Giving Thanks and Giving Back

The daughter of Air Force parents, Oster grew up in many locations around the U.S. and Europe, moving to Norman as a senior in high school. Today she considers herself a dedicated Okie, enjoying Oklahoma City’s unique small town/big town atmosphere. She and her husband are the proud parents of three-year-old twins Christian and Elizabeth. Their golden lab, Calder, rounds out the family.

As if the demands of career and family didn’t keep her busy enough, Oster serves on the board of directors for the Girl Scouts of Western Oklahoma and assists with local day camps encouraging girls to enter STEM-related careers. (STEM references science, technology, engineering and math – career fields where women are typically underrepresented.)

Oster’s enthusiasm when discussing her work is infectious, and it’s obvious she enjoys it tremendously.

“What I love most about my career is working during the advances the industry has made in unconventional resources,” she says. “This was not part of the (engineering) curriculum when I was in college. I have and continue to work with some very innovative and talented people.”

Oster and her husband maintain strong ties to their alma mater and are donor members of the Price College’s prestigious Arthur B. Adams Society. As an alumna, Oster also gives to the university’s Mewbourne College of Earth and Energy.

“On a personal note, when I started college I had no desire to consider business school or management,” she adds. “Some wonderful people throughout various stages of my career encouraged and invested in me to see a broader path. Today, I feel like I have had the best of both!”

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ENERGIZING THE INDUSTRY:
Women of the EMBA in Energy Program Share Their Voice

The Executive MBA in Energy degree offered through the Price College of Business is a 15-month, primarily online program designed for energy professionals with at least eight years of industry experience. Over 120 professionals have earned their EMBA degree since the program launched in 2014, with 37 students currently enrolled in the two latest cohorts. EMBA students have come from 16 different states, four countries and 84 companies – but with such a diverse collection of experiences and backgrounds, female representation is still critically needed, both in higher education and workforce leadership.

Price Magazine interviewed three women who have either graduated from the EMBA program or are currently enrolled. Priscilla Oliveira Blossom graduated from Cohort 5 and serves as a Credit Manager for Shell Chemical LP in Houston. Margot Habiby graduated from Cohort 3 and is based in Dallas as Bloomberg News’ Americas Markets Editor. And Sallie Aman Noellsch is currently enrolled in Cohort 8 and serves as Chevron’s Drilling Planning Engineer – San Ardo & Midway Sunset of the San Joaquin Valley Business Unit in Bakersfield, California.

Why did you decide to earn an Executive MBA in Energy from OU?

Margot: I had spent almost 20 years covering the energy industry, primarily oil and gas, as a reporter and editor for Bloomberg and Dow Jones. While my energy journalism experience taught me a lot about these industries, I wanted a deeper understanding. For example, it’s one thing to read an earnings release or a decision about a new investment or write a story about a trade that was done and another to approach the same topics from the industry side. How were those earnings generated? What’s the process that went into that 10-Q or 10-K you’re reading? Why did the trader decide on that particular hedge or instrument? You can’t ask good questions or explain complex topics to others without comprehending the underlying issues.

Sallie: I was attracted by the prospect for formal, academic training with a dedicated energy focus that would create value for Chevron and for me personally. I was interested in a program that would develop my skills in strategic thinking, critical analysis, communication, team building and management. I was looking for an opportunity to collaborate with professionals outside of my current work environment. The OU EMBA answered all of those needs and provided a chance to move ahead with my academic studies without interrupting my career.

What aspects of the program did you find the most challenging?

Priscilla: One of the most challenging aspects of the program is getting back in the routine of studying again. I had been out of college for quite some time and setting aside the time to read, complete assignments and attend lectures in the beginning was hard.

Margot: The real challenge was time management and the fact that the short duration of the program meant that we didn’t have any weekends off – beyond Thanksgiving and Christmas – during the first year of the program. I typically spent my weeks “off” from school between modules catching up at the office since so much got pushed aside at other times because of classroom demands.

How did you find the time and energy to work on your EMBA while continuing to work full-time and take care of everyday responsibilities?

Sallie: I find balancing work and academics quite challenging. I work 9-12 hours a day. I’m “on call” nights and weekends. I typically get anywhere from zero to three phone calls through the night with work issues, and my job responsibilities require work on the weekends too. Monday through Friday, I get up at 3:00 a.m. to find time to study before I go to work at 6:00 a.m. to...
classes that provided tools for me to improve the quality of my work. Oil and gas responsibilities in the field are 24/7 jobs. The timeframe and workload of the EMBA are particularly demanding for individuals with jobs that do not fit neatly within an 8-5 work schedule. But the quality of the academic work fuels my energy and inspires me to find the time required.

**Margot:** At work, I was managing 15 people during the program but was able to rely on a very good deputy. At home, I was the primary caregiver of my nonagenarian father during the program. So there wasn’t anyone else around to take care of household chores for him or for me. I started doing a lot more online. Grocery and prepared-food delivery services became my friend. I used them for both of us and called Uber when I needed to transport my father and couldn’t get away. I also tried to communicate clearly with the professors so they knew if I had either personal or professional challenges during a particular period. I think the more you communicate and the earlier you loop the faculty in, the more they’re willing and able to accommodate.

**Priscilla:** It could be challenging at times, but incredibly rewarding, to find the time and energy to work on my MBA, work full-time and take care of my family, especially having a newborn. Although I didn’t sleep much over the 15 months, I had an outstanding support system that was critical to my success. My exceptional and immensely patient husband, who was the center pillar of my support system; my family and in-laws; amazing friends in my cohort; and a great Shell Downstream Credit Leadership team were all factors in helping to juggle these tasks.

**What aspects of the program did you find the most rewarding?**

**Priscilla:** The people I met and the friends that I made in the program were the most rewarding. Several members from my cohort are still close friends, and we continue to reach out to each other for help or advice both personally and professionally. Also, having a cohort full of industry professionals allowed me to see a bigger picture. Our cohort had everyone from upstream to downstream and in every class, we were able to understand the full value chain impact during class discussions. My cohort was very talented and was key in exceeding my expectations of the program. In addition, the opportunity to learn from industry professionals and highly recognized professors was fantastic. Lastly, the chance to learn on a global stage was a great experience. The week we spent in London was a great reminder to think outside of U.S. activities and issues.

**Margot:** My teammates (you know who you are) were my lifeline when I was struggling with a concept or with math or Excel. And I tried to use my very different skills in writing and journalism to help them in the same ways. But I really miss these guys and talking to them every day.

**Sallie:** The collaborative experience among my cohort and professors has been particularly gratifying. I love the collegiality of the experience, the discussions and the assignments. Since I do not have a background in business, each topic presents a unique challenge.

**How has your EMBA experience impacted your career?**

**Priscilla:** There were a few classes where I could see an immediate impact to my mindset at work. Economic Evaluation, Energy Policy and Regulation and Strategic Management were classes that provided tools for me to improve the quality of my work. They challenged me to think broader in the obstacles our customers could face in the future and the potential impacts to our business. Leadership and Negotiations made me realize the kind of leader I was and the kind of leader I wanted to be. Also, by completing my EMBA, I demonstrated to my organization a willingness to pursue my growth and development on my own. A number of doors and opportunities have and will be opened for me that I believe would have not been there had I not pursued my EMBA.

**Margot:** I’ve certainly got a broader approach to the energy industry now, and have used that to segue into new things. I’ve recently moved onto our power and renewables team as the power markets editor. That’s outside my oily comfort zone but I’m convinced after doing the program that it’s the wave of the future.

**How can the energy industry better diversify its leadership and encourage upward mobility for female professionals?**

**Sallie:** Women remain underrepresented at every level in corporate America. Despite having the degrees, women rarely advance. There is abundant lip service about the value of gender diversity and the critical perspective women bring to the workplace, but an apparent unwillingness to provide work environments that foster that diversity and encourage the woman’s perspective. The energy industry reflects these attitudes that prevail in the workplace. Our industry needs more mentors in positions of influence to actively challenge and encourage women in their careers, as well as a flexible work culture that recognizes family responsibilities and provides opportunities for crafting a delicate balance between family and work obligations. The energy industry is wasting a value asset and should develop returnee internships that provide opportunities for women who want to re-enter the workforce to sharpen their technical skills. I am witness to a paradigm shift in the culture at Chevron as more women are beginning to be identified for leadership roles. I hope to be a part of that leadership, and the EMBA is fundamental to developing the skills I need.

**Margot:** Getting more women into programs like this is a start. While we need our own networks, it’s crucial to find men who are allies. So I also have a message for the men. Some older men are getting nervous about sponsoring the careers of younger women, particularly in the era of the #MeToo movement. But the lines aren’t as fuzzy as you may think. And if you’re ever in doubt, we’re awash in programs that can help banish your insecurities. Your HR department probably has some. Or find a female peer and listen to her stories about her early career. But please don’t turn your back on the women. We need you now more than ever.

**What advice would you give someone, particularly a female energy professional, who is thinking about or is about to start the OU EMBA in Energy program?**

**Priscilla:** Go for it! Think of every excuse you could possibly have and throw it out the door. I was five months pregnant when I started this program and also had a two year old. I was working full time and had a husband who has a leadership position within his own company. I was often asked how crazy I was for doing this. That was nothing. I had cohort members that had much more going on in their lives than I did and they finished. This program makes it possible to manage pursuing your EMBA as well as manage work and home life.

**Margot:** Bring your voice. Your skills and experiences are needed, and they’re especially important as cohorts have historically trended predominantly male. Even if you feel patronized or that your opinions aren’t particularly valued, stick with it. You have an important perspective. So please show up.

**Sallie:** One of my favorite quotes comes from Sterling K. Brown, the Emmy award-winning actor on the NBC drama This is Us. “As you ascend, make sure you bring other people along up with you.” Formal academic training requires motivation, time and money. It is a difficult step along your career path, but you can do it!
FACULTY IN MEDIA

Mark Bolino, 
Michael F. 
Price Chair in International Business

“Ways Employees Quit Jobs”
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“Why We Don’t Let Coworkers Help Us, Even When We Need It”
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Robert Dauffenbach, 
Senior Associate Dean for Economic Development and Impact

“Price of oil has topped $60 per barrel, but industry taking tempered approach”
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“OG&E rate request tempered greatly by new tax law.”
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Dean Daniel Pullin, Fred E. Brown Chair in Business

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Price College

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“Senior BP Executive to Give Keynote Address at 2018 Energy Symposium”
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“OU Innovation Hub brings law students hands-on experience”
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“Norman fashion line aims to reshape macho man’s perspective on fashion, women”
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“Stubblefield: Federal bill on patent reform would streamline innovation for universities”
- The Journal Record

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- The CW Tulsa

“Energy executive focuses on carbon reduction”
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- BP

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- Oilman Magazine

“OU Energy Symposium Finds U.S. Must Embrace All Forms of Energy in Marketplace”
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“BP official: Energy industry must incorporate more renewables”
- The Oklahoman

“Global energy demand to grow”
- The Oklahoman
While our faculty serve as educators, leaders and mentors for our students, a vital component of their role at the university is to generate valuable insights into the greatest business issues of our time. This spring, we focus on the work of Dan Ostas, James G. Harlow, Jr. Chair in Business Ethics and Professor of Legal Studies. Ostas teaches both undergraduate and graduate students at Price College. He is also actively engaged in our Executive Education Partnership Program. In a series of articles written over the last ten years, Ostas explores the ethics of corporate legal strategy, which can now be found in a coauthored book entitled *Corporate Taxation and Social Responsibility*, published by Wolters Kluwer International.

The cover photo gives a clue to its contents. If told that Ostas’ topic is corporate taxation, one might expect a photo depicting Wall Street or perhaps businesspeople carrying briefcases through the lobby of a bank. Instead, one finds a century-old photo of human laborers complete with an on-looking mother and her children. This image reminds us that taxation is about human beings and human values and not just an abstract game played by clever consultants and financial advisors. The ideas on taxation and responsibility are readily accessible and thought-provoking for any type of industry professional.

Tom and Judy Love Foundation Makes Transformational Gift to Entrepreneurship Initiatives

OU President David L. Boren announced Jan. 24 a leadership gift to the university from the Tom and Judy Love Foundation in support of Price College’s entrepreneurship and economic development initiatives. In appreciation of this gift, the Division of Entrepreneurship and Economic Development, the Innovation Hub, the Center for Entrepreneurship and the Entrepreneurs-in-Residence Program are named after Tom Love in honor of his visionary leadership.

“We are grateful to the Love family for continuing to promote opportunities for our students so that they can build a better future for our state,” said President Boren.

Tom Love, who attended OU in the 1960s, is founder and executive chairman of Love’s Travel Stops & Country Stores, which he and his wife Judy started in 1964.

Coverage of the May 2018 dedication of the Tom Love Innovation Hub, located on the University Research Campus in Norman, will be provided in the next issue of Price Magazine.

The Future of Energy Addressed at 2018 Symposium

The sixth annual Energy Symposium, hosted by the Price College of Business Energy Institute, took place March 15 in Oklahoma City at the SandRidge Energy Auditorium. This year’s focus was on The Future of Energy, with nearly a dozen industry leaders from across the globe taking part in panel discussions about the future role of hydrocarbons, as well as alternative energy and related technologies.

The keynote address was provided by David Lawler, CEO of BP America, Inc – U.S. Lower 48 Onshore. Lawler stated that through investments in U.S. wind farms, biofuels ventures and other initiatives, BP has become “the top renewable energy company in the world.” Yet he and other speakers stressed the continuing importance of hydrocarbons in the global energy future for decades. “Natural gas in particular has a crucial role,” he said, “not just as a bridge fuel, but as a destination fuel.”

Visit price.ou.edu/energysymposium to watch the symposium video, view photographs and learn more about this year’s and past year’s discussions.

Entrepreneurship & Economic Development

Tackle Big Issues

Energy

David Lawler
OK Coders Give Crash Course to Oklahoma Tech Entrepreneurs

OK Coders was founded in 2014 as a partnership between the Ronnie K. Irani Center for the Creation of Economic Wealth and local startup Tailwind to meet Oklahoma’s growing demand for software developers. As Oklahoma’s first developer bootcamp, it has now trained over 200 new developers in Oklahoma City and Tulsa. The programs are accessible to both professional developers and beginners with limited programming experience and cover a range of technologies and tools needed to build complete web applications and kick-start a career in programming. Three OK Coders boot camps were offered this spring, including the addition of an eight-week Data Analytics course that covers relational SQL database, how to break down analytical questions into small sub-problems, and how to solve each with the “R” programming language. Visit okcoders.com to learn more and sign-up for upcoming programs.

I-CCEW Students Expand Innovation to Energy Sector and Beyond

Each semester, student interns within the Ronnie K. Irani Center for the Creation of Economic Wealth (I-CCEW) work alongside industry professionals to advance innovative solutions for start-ups and programs in Oklahoma and beyond. This spring, the I-CCEW’s energy internship track launched with three petroleum engineering students and an energy management student analyzing an area in East Texas to create a full drilling and financial strategy, essentially operating as an independent O&G exploration startup.

Another spring project includes student interns working with an OU alumnus at MetaFund, which purchases mortgages from local Habitat for Humanity operations to allow them to free up capital to build more homes. The group is currently working on ways to expand MetaFund’s partnership with Habitat for Humanity.

Also included in the slate of I-CCEW spring collaborations is a project between a student intern and local start-up VIMA, a novel vision training technology used for athletes in elite sports. The intern is looking at secondary markets for the technology, which include physical therapy and video gaming.

2018 TedxOU Conference Showcases Oklahoma Roots

The 2018 TedxOU conference took place Jan. 26 at the Oklahoma Memorial Union with over 300 attendees. This year’s theme was ROOTS, giving the stage to OU students and Oklahomans to talk about the origins of some of today’s most innovative ideas, movements and people. A broad range of topics were addressed, including Power Without Press: The Foundation of Authentic Communication by Rena Cook, a voice and presentation coach; The Future of Water Security in Oklahoma and Texas by Will Shelden, an OU senior geology major; Don’t Feed the Trolls: How to Handle Jerks on Social Media by KFOR Meteorologist Emily Sutton; Own It: Combatting Imposter Syndrome by Meredith Peebles, COO of the Lobeck Taylor Family Foundation; and many other engaging presentations and speakers. Visit tedxou.com to view all of this year’s presentations.
Health Care

Business of Health Care Expert Stanley Hupfeld Presents at Price College

The first Price College Distinguished Speaker Series of 2018 was held Feb. 27 and featured Stanley Hupfeld, former president and CEO of INTEGRIS Health. With health care comprising nearly 20% of our nation’s GDP, the size and complexity of the industry is presenting increasing business challenges impacting America’s competitiveness. Accordingly, Price College established the Center for the Business of Healthcare in 2017 to focus on high-impact business research, educational programs, and programmatic outreach to healthcare enterprises in Oklahoma and beyond. To this end, Hupfeld’s presentation to students, alumni and friends outlined the difficulty of health care reform, including 14 reasons why the system is so hard to restructure and how thinking differently might unlock important opportunity for future generations of patients, caregivers, insurers, and governments alike.

Globalization

Semester-long Marketing/Supply Chain Courses Offered in Italy

Price College continues to expand its study abroad opportunities for undergraduate and graduate business students. This spring semester, the Division of Marketing and Supply Chain Management launched its first semester-long study abroad program in Arezzo, Italy. Both lower and upper division courses in marketing and supply chain management are offered, including an internship abroad that is required of all students during their semester in Italy. Any business student, regardless of major, is able to earn a minor in marketing by participating in the new program.
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TACKLE BIG ISSUES — College News

Education

Gene Rainbolt Graduate School of Business Showcased at Annual Adams Society Dinner

After a full day of celebrating the dedication of the Gene Rainbolt Graduate School of Business on Nov. 10, the festivities carried into the evening at The Bolt with the eighth-annual Arthur B. Adams Society dinner. The evening included a keynote address from the school’s namesake, Gene Rainbolt, as well as a university welcome by OU Health Sciences Center Provost Jason Sanders and the annual toast delivered by the 2017 Adams Society chair Art Alexander. The society, which began in 2009 with 164 founding members, has since more than doubled to over 350 members. The 2017 induction class also broke records with 39 new members joining in a single year.

Gene Rainbolt Graduated School of Business

Showcased at Annual Adams Society Dinner

National Recognition Continues at Price College

Price College has once again landed at the top of several national rankings, with over 28 undergraduate and graduate programs receiving recognition. Programs in Price College’s Gene Rainbolt Graduate School of Business received praise with the full-time MBA full-time program appearing in Bloomberg Businessweek’s Top 25 public programs and the Tom Love Center for Entrepreneurship appearing in Princeton Review’s and Entrepreneur magazine’s Top 10. Elsewhere, the school’s energy programs are ranked in the Top 3 worldwide by Find-MBA, and the Master of Science in IT Data Analytics is ranked in the Top 25 by TFE Times.

In addition, Price College was featured in an exclusive two-page spread in The Knowledge Review magazine’s list of The 10 Most Valuable Business Programs of 2018.
Record-breaking Number of Price Faculty Receive University-Wide Awards

Seven Price College faculty members were recognized at the spring 2018 OU Faculty Tribute ceremony, making it the fourth year in a row that at least four Price faculty have won university-wide awards and totaling 20 honors since 2015. Finance Professor Ilhan Demiralp received the Good Teaching Award; Finance Professor Lubomir Litov received the Merrick Foundation Teaching Award; Management Professor Ana Bolino received the David L. Boren Award for Outstanding Global Engagement; Management Professor Mark Bolino and Legal Studies Professor Dan Ostas both received the Regents’ Award for Superior Teaching; Accounting Professor Wayne Thomas received the George Lynn Cross Research Professorship; and MIS Professor Matt Jensen received the President’s Associates Presidential Professorship.
Breea Clark Joins Price College as Director of the JCPenney Leadership Program

After an exhaustive, collaborative search process involving representatives of Price students, faculty, staff and the JCPenney Leadership Alumni Advisory Board, Price College proudly welcomed Breea Clark as the new JCPenney Leadership director in March 2018. Clark graduated from OU with a law degree and after passing the bar exam, she began her career at OU under the Provost in the Office of Academic Integrity Programs where she recently served as associate director.

Clark also serves as Norman’s Ward Six councilmember and is incredibly involved in the community. She served on the Tree Board, Library Board and the Norman Forward Sales Tax Citizens Financial Oversight Board before being elected to City Council. She also served on various task forces with Norman Public Schools. Having recently served as president of Norman PTA Council, Clark remains involved with PTA at the local, district and state level. She has two sons and is married to her high school sweetheart, Kevin.

Student-Led JCPenney Leadership Events Discuss Action and Diversity

Each semester, the JCPenney Leadership Program hosts several events that are entirely organized and executed by student leaders. On Feb. 16, JCPenney Leadership associates hosted the annual Parker Leadership Conference, which allows attendees to identify and hone their individual leadership qualities by listening to several speakers and leaving with passionate discussions over what it means to be a leader. This year’s theme, entitled Higher! Faster! Stronger!, was orchestrated by JCPenney student Jayden Lasley, the program’s director of conferences. “My vision for this year’s conference theme was inspired by an anonymous quote, which has resonated in my mind since I stumbled upon it: ‘The distance between your dream and reality is action.’ With an emphasis on hard work and dedication, my goal is to highlight the importance of proactively building your character and the skillsets needed for the nearing workplace,” said Lasley.

2017 Graduates Celebrate at Fall Convocation

Over 200 graduates participated in the Price College Fall Convocation ceremony Dec. 16 at the McCasland Field House. Alumnus Steve Swatek of Kansas City addressed the crowd to share his advice as the retired senior vice president of Garney Companies, Inc., and how he turned obstacles into opportunities throughout his career. “Be aggressive, have a great work ethic, be self-confident and put your family first,” he advised. “Your family support structure is necessary for you to be a successful human being as well as successful in your career.”

The graduate address was provided by MIS senior Lindsay Beck, from Stroud, Okla., who maintained a 4.0 GPA at OU as a National Merit Scholar and served as an active member of the MIS Student Association and the Center for MIS Studies.

Lindsay Beck gives student address
Steve Swatek gives alumni keynote
Families celebrate at the EMBA in Energy graduation reception
1980s

**Beverly Carmichael** (BBA, Business, 1980; JD, 1991) joined Red Robin as executive vice president, chief people, culture and resource officer. She is a recognized human resources executive and licensed labor and employment attorney. In her new role, Carmichael is responsible for leading Red Robin’s human resource and legal teams.

David C. Joseph (BBA, International Business, 2000) was recently sworn in as the U.S. Attorney for the Western District of Louisiana, after he was nominated by President Donald Trump and confirmed by the U.S. Senate. Prior to becoming U.S. Attorney, Joseph served as an Assistant U.S. Attorney in the Western District of Louisiana, where he prosecuted a wide variety of offenses, with a focus on fraud, public corruption, white-collar crime and crimes committed on the District’s military installations.

2010s

**Leslie McCalister** (BBA, Economics, 2010) joined the St. Charles Health System in Madras, Oregon as a provider. After graduating from OU, she went on to earn her medical degree from the University of Texas Southwestern Medical School, and completed her residency in family medicine at Cascades East Family Medicine in Klamath Falls, Oregon. Her clinical interests include addiction treatment, psychiatric disorders, geriatrics and chronic conditions.

Michael Cromwell (BBA, International Business and Economics, 2007; JD, 2010) joined St. Louis-based law firm Capes Sokol. Cromwell joins as an associate in the Litigation practice group, where he works with clients to litigate complex, multi-party, civil litigation matters including toxic tort and environmental matters, corporate governance disputes, and personal injury cases. Cromwell has developed a niche understanding and appreciation for issues that arise in the manufacture, distribution and sale of agricultural and manufactured products.

Shawn Bean (BBA, Accounting, 2011; MAcc, 2013) was recently hired as a tax advisor for wealth management firm Wymer Brownlee, the largest independent advisor affiliate of HD Vest Financial Services, in Oklahoma City. In his new position, Bean determines each client’s tax liability and collaborates with in-house wealth advisors to maximize tax benefits in conjunction with their long-term financial plans. He also collects and analyzes clients’ financial information to prepare federal, state, local and special tax returns.

Nicole Lynn (BBA, Management, 2011; JD, 2015) is a sports agent with Young Money APAA Sports and practicing attorney. After graduating from OU with honors, she worked on Wall Street as a financial analyst and obtained both her Series 7 and Series 63 certifications through FINRA. Lynn is the first female sports agent to join Young Money Sports and represents NFL and Millennial generations on the same problems most companies deal with today, but haven’t had the courage or the tools to address.

1990s

**Eric Maloy** (BBA, Accounting, 1994) joined Gladstone Companies in Dallas to serve as managing director, where he leads business development efforts in the Southwest to deliver cash flow oriented debt and equity co-investments financing solutions to lower middle market businesses in the region. Prior to joining Gladstone, Maloy was a managing director at MUFG Union Bank, N.A.

**Daniel Hare** (BBA, Finance, 2000; MBA, 2003) is a licensed Texas attorney residing in Waco, where he has recently run for District Attorney of McLennan County. Before returning to Waco in the fall of 2012, Daniel was one of the youngest athletic directors in the NCAA, leading a staff of 50 with a $5M operating budget at Western Oregon University.

Philip Houchin (BBA, Finance, 2000) was recently appointed CFO of Mid-Con Energy Partners LP. Houchin has 18 years in the commercial banking industry and most recently served as executive vice president and chief lending officer of Patriot Bank.

2000s

**Robby Riggs** (BBA, Management, 2008) co-authored a book with his father Kelly Riggs, titled “Counter Mentor Leadership: How to Unlock the Potential of the 4-Generation Workplace.” The father-son duo apply their 25-year combined experience as business consultants who work with organizations grappling daily with multi-generational conflict. The book shares their very different perspectives from the Boomer and Millennial generations on the same problems most companies deal with today, but haven’t had the courage or the tools to address.

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players, professional softball players, and a professional ballerina, while practicing law at an international law firm.

Isaac Helmerich (MBA, 2012; JD, 2012) is an associate at Hall Estill, a regional Southwestern law firm headquartered in Tulsa. He represents clients in the areas of business and corporate law, estate planning, commercial transactions, complex commercial litigation and insurance company liquidations.

Jonathan Holly (BBA, Energy Management, 2012) recently joined Prairie Oil & Gas in Norman as a title manager, where he oversees the workflow, reporting and training of Prairie’s title land men. He previously served as a project manager at MidCon Land Services, managing more than 20 land men in three states for multiple projects and clients. Holly also has experience running title and determining mineral ownership in West Texas, Oklahoma, Colorado, Kansas and West Virginia.

Aaron Wright (EMBA in Energy, 2015) serves as chief commercial officer of Great Salt Plains Midstream, a newly formed joint venture between MVM Midstream LLC (an entity formed with Energy Spectrum Partners VII LP and MVP Holdings) and Chisholm Midstream, LLC (a subsidiary of Chisholm Oil & Gas, LLC). The new JV expands crude oil and gas infrastructure and provides more optionality for producers in the rapidly growing STACK play of Central Oklahoma. In addition, GSPM enables its producer customers in the area multiple marketing options, including a direct line into the strategic Cushing crude oil complex.

Matt Farley (MBA, 2016) joined Insight Creative Group as their business development executive. Insight Creative Group is a full service branding, marketing and advertising agency in Oklahoma City. Before joining the agency, Farley served as vice president and director of marketing for Freestyle Creative.

In Memoriam

Kenneth John (Ken) Clary passed away November 2017 in Sarasota, Florida. The legacy of Ken and his late wife Dena live on at Price College through their generous naming of Clary Lounge, located on the first floor of Price Hall.

Clary rose from a humble upbringing in rural 1930s Georgia, to a long and storied business career. Hard-charging and competitive but a genuine person, he was beloved by his employees and colleagues. From Hallmark rookie salesman of the year to a swift rise up the management ranks at Dow Jones, Clary was an often-recruited marketing whiz and team builder before taking a turn as a successful entrepreneur with a fishing tournament business he later sold to his top national sponsor. Coming out of retirement for one more career stop, his last was his favorite: president of an oil industry supplier which yoked his accrued business acumen with his much earlier experience working as an oilfield roughneck during college summers. He served in the US Navy during the Korean War and was a proud 1959 OU alumnus. It was there he first saw his future bride, Dena, walking into a school cafeteria. Their 59-year marriage ended with her passing in 2016.

Clary generously gave to charity, loved serving on church boards, and especially supported The Salvation Army and Pioneers. He leaves to cherish his memory, three children, John Clary (Mistii), Susan Clary (Patric Dietrich), Kay Clary, and eleven grandchildren: Megan Clary, Colin Clary, Ethan Clary, Kyle Maher, Owen Maher, Breen Nabors, Jake Jones, Jenny Jones, Will Jones, Andrea McLenon, and Evie McLenon.

Amanda Curtis (MBA, 2017; MS-MIT, 2017) and Charles Burkardt (MBA, 2016) are engaged to be married in the summer of 2018. The couple met as students in the OU MBA program where they regularly competed and placed in business plan competitions across the country. Curtis and Burkardt now live in the Kansas City area where Curtis has continued to pursue her venture she developed in the MBA program, Nutripeutics. Originally formed as an alternative to antibiotics and founded to meet the current needs of the livestock industry to combat antibiotic resistant bacteria and the elimination of antibiotics in the use of livestock feed, Nutripeutics has expanded with a consulting wing that is currently serving several different animal and human health, pharmaceutical and technology start-ups. Serving as a battery commander before joining the MBA program, Burkardt is now a student at the U.S. Army Command and General Staff College in Ft. Leavenworth.

We want to know what you’re up to these days! Submit a Class Note online at price.ou.edu/ClassNote or e-mail pricecollege@ou.edu to have your news appear in the next issue of Price Magazine.
Due the unwavering support of our alumni, friends and corporate partners, the Gene Rainbolt Graduate School of Business has been funded solely by private funds. Thank you to those who have named the following areas of the school.

The Gene Rainbolt Graduate School of Business
Chickasaw Nation Grand Lecture Hall
Dodson Family Graduate Programs Suite
SONIC, America’s Drive-In Kitchen
Inasmuch Foundation Executive Conference Room
Don T. and Carolyn T. Zachritz Conference Center
Larry H. and Susan H. Lemon Conference Center
Deborah Kitchens and Jack Goddard Office
Daniel and Tamara Pullin Study Room
Renzi and Lee Anne Stone Study Room
Elaine and Gene Edwards Family Executive Director’s Office
Oklahoma Innovation Suite – a gift from WR & Judy Howell
Charles and Darlene Bowline Faculty Office

Frances L. and Thomas A. Ayres Faculty Office
Presbyterian Health Foundation Faculty Office
Aimee and David Harlow Faculty Office
Robert and Mary Dauffenbach Study Nook
Anu and Laku Chidambaram Study Nook
Study Nook Gift in Appreciation of the Faculty and Staff of Price College
MBA Board of Advisors Office
Lloyd and Marilyn (MBA ’87) Korhonen Locker
MBA Class of 2017 Locker
Rob Maburger Office
Micah Praytor Locker
BG (Ret.) James Brickman, Sr. BBA ’65, MBA ’73 Study Room

There are still plenty of opportunities left to name a space or day locker and leave your legacy for the next chapter of the Gene Rainbolt Graduate School of Business! For more information, please contact Kristen Lazalier, Price College Executive Director of External Relations, at (405) 325-7670 or klazalier@ou.edu.