



The Exponent

November/December 1994

THE UNIVERSITY OF CHICAGO WOMEN'S BUSINESS GROUP

Network ~ Network ~ Network

by Danielle H. Palmer '92

Most Chicago inhabitants dread the arrival of cold, windy, rainy November. Members of the UCWBG, however, happily anticipate the month for the annual networking dinner. This year's event will take place on Thursday, November 17, at the Midland Hotel—well located for both train commuters and drivers.

Highlights of the evening will include remarks by Ellie Workman, the recently appointed director of career placement services for the GSB and an exhibition area showcasing products and services offered by UCWBG members.

So many members participate in this event that the usual round of introductions has become too unwieldy. Instead, the innovative crew on the Career Management committee devised a networking musical chairs, in which each member networks with 23 other members during the three-course dinner. This evening should prove to be fun and productive for all participants.

Those members wishing to display their firm's offerings in the exhibit area should fax their request to Susan Miner at 708/979-5737. Please contact Danielle Palmer at 708/251-7968 with questions. ✍

UCWBG Holiday Party and Annual Meeting

by Lisa Kieres '84

On Thursday, December 8 from 6 to 8 P.M., the UCWBG will celebrate the holidays and a great year of growth and activity at our holiday party and annual meeting. Festivities will be held at the U of C Downtown Center, and will certainly prove to be a valuable evening of networking, raffles, dinner, and a review of this year and the year to come. Meet other members and the group leadership. This is a great event at a great location—make sure you don't miss it. Look for your invitation in the mail.

Attention business owners (and others). We will provide an opportunity for you to showcase your products or services at our annual meeting. Space for brochures and business cards will be available to you. With membership of 400 and last year's attendance at nearly 100, this is a great opportunity for you to get in front of our membership.

Bring a spouse or a guest. We would like to add to the festivities this year by opening up attendance to members and their spouses, significant others, or guests. This should be a good opportunity to introduce our group and its members to others

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- WHAT:** Annual Networking Dinner
- WHEN:** Thursday, November 17, 1994
5:30 P.M. Appetizers and Cash Bar
6:15 P.M. Remarks
6:30 P.M. Dinner
- WHERE:** Midland Hotel
172 West Adams, Chicago
- COST:** \$25 UCWBG members; \$30 non-members
includes food and all non-alcoholic beverages

RSVP by November 11

Annual Networking Dinner Thursday, November 17, 1994

Member Name _____ Day Phone () _____

Guest Name(s) _____

I am interested in _____

Number of Ticket(s): ___ Members (\$25) ___ Non-members (\$30) Total Amount: _____

Select payment option: Check enclosed Visa Mastercard

Card Number: _____ Expiration Date: _____

Signature (required): _____

To register for this program, return this coupon with check payable to UCWBG or credit card information to:
UCWBG, 1805 North Mill Street, Suite A, Naperville, IL 60563-1275.
You may fax a credit card reservation to: 708/369-3773.

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A Message from Chandra Greer

If I were to sing the praises of every UCWBG member who demonstrates a commitment to excellence and to this group, I could fill this entire issue of *The Exponent*. Instead, I would like to celebrate just a few of the many members who give us reason to "Celebrate the UCWBG."

Spotlight on Melanie Joyce

Congratulations to Melanie Joyce (director-at-large), Diane Dahl (president, 1992), Danielle Palmer (VP-Career Management), and Barbara Miner (GSB Alumni Office) for an absolutely superb Anita Roddick event. Under Melanie's outstanding leadership, the description "wildly successful" would not be inappropriate. The surroundings were stunning and Anita's speech registered a perfect 10 on the inspirational scale. If you attended, I hope you found it as valuable and motivating as I did. Many thanks to the many "bodies and souls" who made this event a hit.

Spotlight on Kathy Terman

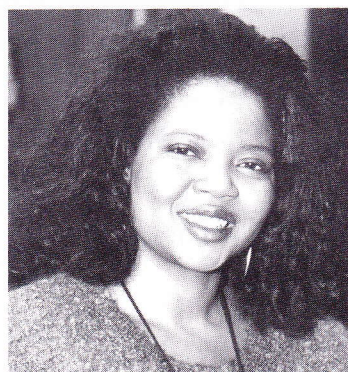
After an extremely thorough and thoughtful search by Kathy Terman (president, 1993), we have hired a new association management company, Lopat Renk Management Team (LRMT). While their considerable credentials were a factor in selecting them, we are also pleased to give our business to a woman-owned company. It has been almost a year since we've had an association management company and the heavy workload of administrative detail has been very taxing for the board. With LRMT handling the details, our board members will have more time to do what they do best... generate the "big idea" and follow it through to completion. Thanks to Kathy Terman, Karin Janowski, and the other board members who tackled and completed this difficult task.

Spotlight on Danielle Palmer

Are the following a coincidence?

1. All alumni clubs, including the UCWBG, have been offered the use of the new Downtown Center for conducting board meetings.

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Chandra Greer '90
President

Profile: Karin Janowski

Current Board Position:
VP-Administration

I lived: in Germany for the first half of my life, so English is actually my second language.

Career Path: My first job in the States was in the Chancellor's Office at the University of Illinois in Chicago. They interviewed me and then dragged their feet, because of my accent. I called them every other day for about two weeks until they gave up and hired

me. It was a great learning experience. My last year there I was the departmental secretary in the German department. Then I went to work for a German bank and learned all about banking operations. My last job was assistant vice president and manager of corporate services at Westpac Banking Corporation. I started working for them when they opened the branch in Chicago in 1982 and we closed the branch in 1993. While working at the university, I started my undergraduate degree and finished as an evening student while working at Westpac.

Why U of C? I liked the fact that the 190 program is essentially the same as the campus program. Besides, I was so flabbergasted that they actually accepted me, I just had to prove that I could finish.

Current activity: I'm on a journey to discover myself and hopefully this will lead to a new and exciting career.

Latest book read: *Motherless Daughters* by Hope Edelman. Losing my mother at age 14 has affected my life in ways I could never put into words. Reading this book was like looking in a mirror.

Last vacation: Rehoboth Beach, Delaware. Life is so simple by the ocean. You get up in the morning and go to the beach...

Favorite Restaurant: Star of Siam. I love Thai food and Siam's is the best.



Karin Janowski '90
VP-Administration

THE UNIVERSITY OF CHICAGO WOMEN'S BUSINESS GROUP

1994 Board of Directors

President: Chandra Greer '90
312/220-5043
President-Elect: Suzanne Keers '88
312/942-7212
VP-Administration: Karin Janowski '90
708/246-4347
VP-Finance: Connie Kantutis '90
312/942-2567
VP-Membership: Julia Hathaway '90
312/281-6396
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708/251-7968
VP-Internal Communications: Kathy Bailey '91
708/387-8822
VP-Marketing/Public Relations: Christine B. Cantarino '92
708/576-4965
Immediate Past President: Kathy Terman '85
312/394-8065
Director: Karin Kurp Halperin '87
312/461-5632
Director: Melanie Joyce '80
312/461-2816

UCWBG (voice mail) 708/256-5804

LifeWorks: Business Babble

by Julie Danis '84

Almost everyone would agree it pays to be bilingual for business today. Many would support studying Spanish or Japanese. But my listening ear suggests fluency in Business Babble would be more useful. From the "opening bell" to the "COB," the work day is full of job jargon that tests the vocabulary and patience of many an educated manager.

Did you know "COB" means close of business? But does that mean 5:00 P.M. or midnight, eastern or central time? See what I mean?

Misunderstood and unclear messages can cost companies time and money. Consider my client saying: "Team, the ball is in our court. There's been a paradigm shift and we must redefine our core competencies and net net, bring something to the party."

This guy is his own Tower of Babel. He jumps from sports analogies to management lingo without skipping a beat. Could he have been more precise and concise? I think so. Is the task at hand clear or perhaps a glossary is needed? And what about this party? Does he want new ideas or guacamole dip?

Every office has its own slang. Consider my CEO's comments on a draft strategy for a client: "We better keep peeling the onion until all our ducks are in a row and we're ready to fall on a sword for our idea." Pardon me, but I believe shedding tears over a vegetable, lining up a flock of water fowl, and committing hari kari gets in the way of bringing something important to that party, whenever and wherever it may be.

Bored, impatient and creative managers often twist the alphabet into acronyms and pseudo-words. What else explains POVs for points of view and SWOTs for strengths, weaknesses, opportunities and threats.

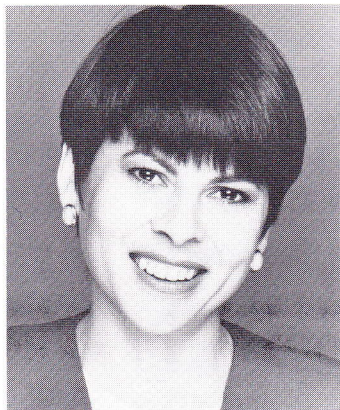
I'm guilty of dropping a few "think outside the box" and "stretch the envelope" phrases into a conversation. I've even urged others to "block and tackle." However, I've found that references from the playing or battle field can illustrate and motivate, while code words can create a sense of belonging and shared culture.

But let's "cut to the chase." Too many "slam dunks" and "circle the wagons" may lead to more time spent in search of a good dictionary than in the pursuit of increased sales, more satisfied customers, and better ideas.

So, the next time you find yourself "yodeling in the canyon," call a "time out" to make sure everyone is "talking your talk." ☞

Julie Danis '84 is a management consultant, business and marketing writer and humorist. She invites you to send her your favorite example of business babble, job jargon, or motivational metaphor. Don't forget to include the definition. Contact her at: The Everest Group, 310 South Michigan Avenue, Suite 2800, Chicago, IL 60604, phone: 312/939-3187, fax: 312/939-8512.

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Julie Danis '84

Coming Out of the Visibility+ Closet: Overcoming your fear of exposure

by Anita R. Brick '81

Stand up and get noticed. Don't run away. If you are like many professionals, you may have a few reservations about exposing yourself in public. Let's talk about some of them.

I'm not a marketing or PR person. Do you feel out of your element? Does the name Kotler only ring a vague bell? Is the idea of gaining exposure outside your "skill set?"

You may not realize this, but you've been marketing yourself since birth. You started off promoting your "assets" to your parents, teachers, friends, and later on to dates and prospective employers. So no matter who you are, you are not starting from square one. All you need to do is polish those marketing skills you have used for years.

If you don't want to fly solo, don't. Implement your VISIBILITY+SM plan with the support of a few friends or colleagues. Chances are someone you know is involved in their own career marketing efforts. Ask them to share some success (and horror) stories with you.

Start paying attention to experts visible in the media. Talk to a few of them. While some people are not accessible (check them off your list and move on), others are. People love to talk about themselves and if you ask them nicely they'll probably talk to you.

I don't know media people. You may have a gnawing feeling in the pit of your stomach or a little voice in your head saying you can't get noticed because you don't know the right people; i.e., editors, program directors, and producers. Sure it helps to know the decision makers, but don't let a lack of connections stop you. There's a good chance you have access to the media you are not aware of. Maybe not directly but through people who have media contacts. Write to the management consultant whose magazine article you read last week. Contact the author you heard on the air yesterday. Find out who they know. This is a great start. See you have media contacts after all.

I'm not sure I'm ready for this. If you are afraid to call people you don't know or put yourself in the public light, that's fine. You don't have to get quoted in *The Wall Street Journal* tomorrow (or ever). You can choose how and where you get noticed. You may want to start within your company and venture out a little. Or you may want to be a guest expert on *Nightline* as soon as possible. It's up to you.

Even if you are shy and would rather run away from the spotlight, there is still hope. Start by choosing certain activities you feel comfortable with—like writing an article or volunteering for your favorite cause. Test the water and if you like what you've done, do a little more. Go at your own pace. Reach a level that's satisfactory and maintain it consistently.

It's good to get some of those pesky reservations out of the closet. Shedding light on them will probably make exposing yourself in public a little less daunting. Remember, you don't have to be pushy or aggressive. Just be yourself. Let your personality shine and give something back. You will attract people ready and willing to help you succeed. ☞

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Anita R. Brick (MBA '81) co-founded a career consulting and outplacement firm and has guided thousands of middle-level managers through the career search maze. She is finalizing a book on professional visibility. Ms. Brick is currently looking for stories of individuals who faced obstacles in their personal or professional lives and fought back for her radio feature "No Matter What." If you have an experience you'd like to share, please forward it to: Anita Brick, c/o No Matter What, P.O. Box 14115, Chicago, IL 60614, call at 312/549-4662, or send her an E-Mail at nmwbrickie@aol.com.

Career Conference Highlights UCWBG Members

by Suzanne Keers '88

On September 17, 1994, more than 200 alumni of the Graduate School of Business gathered at the new GSB Downtown Center for a day-long conference entitled "Expanding Your Horizons: The New Career Agenda." The day, which was packed with excellent speakers and useful information for alumni at any stage of their career, proved to be an excellent forum for showcasing the UCWBG and its members.

The day opened with remarks from Ellie Workman, director of alumni career management for the GSB. Each alumni group was then allowed a few minutes to give information on the mission and current activities of their group. It provided an excellent opportunity for the UCWBG to differentiate itself from the other clubs and also to promote the Anita Roddick event.

The conference then broke into three concurrent tracks: Career Personas, Workplace 2000, and Entrepreneurial Options. To summarize the information that was provided in the twelve break-out sessions would take many pages. The following list of the involvement and contributions of UCWBG members provides a good overview of the usefulness of the conference.

Kathleen Voss, '80: conference planning committee member, moderator for "Integrating Mid- and Late-Life Needs with Work" and "New Work Options: The Executive Temp." **Paula Mikrut, '90:** speaker for "Profile of an Entrepreneur: Do You Have What it Takes to Go it Alone?" **Mary Moosbrugger, '82:** speaker for "Profile of an Entrepreneur: Do You Have What it Takes to Go it Alone?" **Jane Ranshaw, '72:** speaker for "Starting a Consulting Firm." **Suzanne Keers, '88:** conference planning committee member, presented opening remarks, moderator for "Profile of an Entrepreneur: Do You Have What it Takes to Go it Alone?" and "Starting a Consulting Firm." **Susan Marie Larson, '80:** speaker for "Buying, Growing, and Running a Business." **Andrea Yusim Meltzer, '89:** speaker for "New Work Options: The Executive Temp." **Danielle Palmer, '92:** moderator for "Starting a Business Twice: The Tale of Two Companies." **Karin Janowski, '90, Jo Anne McCarthy, '76, and Irene Marquez, '80:** worked as volunteers to staff the registration tables and break-out rooms.

Lunchtime provided an opportunity to network using the UCWBG technique of

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Anita Roddick

by Melanie Joyce, '80

Women should not worry that they are not well represented in the Fortune 500, according to Anita Roddick, founder of Body Shop International PLC. "Who cares about the Fortune 500?" she asked over 400 people on September 27, during a University of Chicago Women's Business Group sponsored lecture.

"It's outdated and a lousy standard for measuring business success. It's the old larger corporations that are dying... it's the women-owned businesses that have been generating new jobs every year," she told the group.

Roddick was the featured speaker at two extraordinary events sponsored by the UCWBG that day. She addressed an audience in the Rubloff Auditorium of the Art Institute about her notions of "Profits with Principles." Immediately afterward, she attended and spoke at a luncheon in the Stock Exchange Trading Room of the Art Institute filled with 167 UCWBG members and their guests.

During the lecture, she spoke of her belief that businesses must empower employees, and that they should get involved in addressing social problems. Her own company has become known for its commitment to social programs—through work with Amnesty International, employee efforts to help orphans in Romania, and by encouraging the US government to reduce military spending in order to fund social programs.

Recently, negative media coverage has visited the company for the first time. Reports allege the company does not live up to



its own social and environmental goals and claim some ingredients in its products have been tested on animals, a practice the company is staunchly and very publicly against.

Roddick maintains that it is precisely its pursuit of social responsibility and its criticism of others which has drawn this fire. "If you go down that route, it's not an easy route," she said. "You wear on your back a bull's eye... but I still recommend [the social responsibility route]. That drives us to a better place."

During the luncheon, she identified the commitment to social responsibility as the differentiator between Body Shop and its competitors and imitators. They can imitate the look of the stores, the packaging, the all natural ingredients, but "they still don't get it" when it comes to how they should treat their employees, respect their customers and deal with the communities around them, she said.

Roddick's comments during the luncheon were casual, as she responded to questions from the audience of mostly women. She did not accept a fee for either appearance, though the UCWBG had to charge for both events to cover the cost of the facilities and the promotion and invitations for the events. Net revenues from the auditorium event will be donated by the UCWBG to the Chicago Abused Women Coalition, an organization identified by and supported by Body Shops in Chicago. ♪



Anita Roddick and Chandra Greer enjoy a light moment together.

Philanthropic Committee

by Rae Fischer '91

A kick-off meeting for the UCWBG Philanthropic Committee was held on September 13. Interest in the effort was strong and the meeting was quite successful. A list of several dozen projects was generated and two are before the board of directors for approval.

The Philanthropic Committee has been formed with a two-fold mission. First, to employ the energy and abilities of the UCWBG membership to benefit the community. Second, to provide an opportunity for all UCWBG members to participate in philanthropic activities. Toward these ends, the committee will sponsor two types of projects:

- Major events: those that are sponsored wholly or in part by the UCWBG and require a significant effort on the part of the committee
- Minor events: those that are sponsored by other organizations and in which the UCWBG is a participant.

Currently, several projects are underway. First, the Philanthropic Committee will sponsor a column in each edition of *The Exponent*. The feature article in this column will highlight the activities of the committee and the philanthropic interests of UCWBG members. (Contributions to the column are welcome.) Second, the committee is discussing the idea of sponsoring a speakers' bureau. Through this mechanism, the UCWBG can match members' expertise with community organizations in need of knowledgeable speakers. And, most significantly, the committee is developing a "project bank" for use in selecting and planning future events. All UCWBG members are encouraged to contribute ideas to the bank.

Will Shakespeare suggested that a name is unimportant since the essence of a thing is not dependent on its name. But then, he didn't have to wrap his tongue around "The University of Chicago Women's Business Group Philanthropic Committee." Several people have suggested that we find a more elegant title. Since GSB (Give Something Back) has been used by another club, we're looking for something more original, more creative, more fun, more daring. What do you think?

Like all UCWBG committees, the Philanthropists welcome new members, willing participants, and suggestions. Just give us a call (Rae Fischer: 312/743-6205).

North/Northwest Networking Group

by Agnes Roach '80

Date: Thursday, November 10, 1994

Time: 6:30 P.M.

Place: Froggy's French Cafe
306 Green Bay Road
Highwood, IL
708/433-7080

R.S.V.P. by 5:00 P.M. Tuesday, Nov. 8, to:

Nancy Gunder 312/296-5533 or

Agnes Roach 708/356-0575 or

Virginia Tomasek 708/835-8475

This is a good opportunity to network and get to know fellow graduates better over dinner. Froggy's is a favorite for many north suburban residents, and has a specially priced three-course dinner on weekdays. If you would like to be on our phone or fax notification list, please let us know when you call to reserve. Dinner is dutch treat.

Directions when coming from the:

South/Southeast: Take I-94 north to IL-41. Exit east from IL-41 at Route 22. Drive about 1.5 miles to Green Bay Road. Turn left (north) on Green Bay and go two blocks, to first stop sign (Highwood Avenue). Froggy's is just north of the intersection, on the left (west) side. Parking is on the street.

West/Northwest: Take I-294 or I-94 to Half Day Road, Route 22. Exit to go east on Route 22 (about 7 miles) to Green Bay Road. Then follow directions above.

Northeast: Take Sheridan Road or I-41 south and follow directions above.

Chicago: The Highwood train station is across the street from Froggy's.

Career Conference, cont'd from page 4

topic tables started by Kitty Voss, '80 for our networking dinners. The day ended with a cocktail reception that featured UCWBG member Julie Danis, '84. Julie, a humorist and columnist, entertained the crowd with several witty and very relevant commentaries on networking and career change.

In all, it was a very successful day and an excellent example of how cooperative efforts between the University and the alumni clubs can be beneficial to all involved.

Holiday Party, cont'd from front page

in your personal and professional life.

Donate a prize and win a prize yourself. Last year at the holiday party, nearly one-third of all attendees won a raffle prize worth \$30 or more. (That's a great return on your investment.) This year we would like to provide the same opportunities for our members and provide a little more incentive to donate. Twenty percent of all prizes will be raffled to those who donate prizes. Help make this event a fun and prosperous one for our members.

For details, please contact Lisa Kieres at 312/472-9366.

President, cont'd from page 2

2. The clubs also have access to file storage at the DC.
3. All club presidents have parking privileges at the DC.
4. For the first time ever, all club presidents have been invited to serve on the Distinguished Alumnus Award selection committee.
5. Danielle Palmer is the new director of alumni relations at the GSB.

Can you say proactive? Thanks, Danielle.

Spotlight on Cathy Rericka and Rae Fischer

Speaking of proactive, UCWBG members Cathy Rericka and Rae Fischer have initiated the development of two new committees. Cathy is spearheading an effort to develop a western suburbs subgroup (similar to the North/Northwest Networking group led by Agnes Roach) to serve members who live in those communities. Rae is leading the launch of a philanthropic committee that will provide members with an outlet for their humanitarian energies. Cathy and Rae, we applaud your efforts and commitment to the group.

Chandra Greer
President

Relatively Speaking . . .

by Trisha Smith Manhard

Are you convinced that your abilities and your sister's ideas could make you the emerging Fendi sisters? Or do you and a former colleague have a service idea so fantastic that there is no doubt that the corporation you plan to create together will be the next Microsoft? Almost all businesses start with great ideas, even better business plans and most likely, the desire to work with other people that you have grown to trust and admire over time.

Basic Business Principles

In the flurry of putting together ideas and people, some basic precautions to protect your investment may be overlooked. Before you actually start your business it is prudent to consider the following.

Never start a business without an executed Shareholders' or Partners' Agreement. This applies whether you are going into business with your mother, your dearest friend, or someone you've only known a short period of time. A shareholders' or partners' agreement may be the paper that saves your relationship or your investment. It simply puts in writing the restrictions and obligations all the owners agree will govern each person's share in the business. With an executed agreement in place there will be less room for future conflict.

At the very least, your agreement should include:

- Description of shares and how they are held
- Purchase obligation upon death
- Purchase obligation upon total disability
- Purchase options upon termination (voluntary or involuntary)
- Simple method of valuation (and your ability to have the shares or partnership revalued)
- Schedule of payments if a buy-out becomes necessary
- Non-compete clause, if allowed

Sign a resolution with your bank that requires two signatures for any checks over a predetermined amount. Unfortunately, everyone has heard stories of people who lost their business because someone had the ability to sign checks for large amounts of money and was able to quickly drain the business of available cash. This step is strictly precautionary but may enlighten you if the same thing is happening in your firm.

From a business standpoint, it is also important because as an owner you should

be aware of any purchases over a certain level. This action will ensure your participation in the decision-making process for purchases or expenditures over this set amount.

Establish a working relationship with a financial institution to increase your chances of obtaining financing if it is ever required. If the need arises, you will be prepared.

Operational Guidelines

Once your operations get underway, it is likely that you will be tempted to devote all your time to the work that generates revenue. While this may seem to be a good idea, in the long run it could have an adverse effect on your company and your investment. An owner of a firm should make it part of her job to get involved in the day-to-day activities of the business. In order to stay abreast of the financial workings of your firm, consider the following.

Review the checkbook and general ledger. As mundane as this may seem, it is possibly the easiest way to know the financial "ins and outs" of your firm's revenues and expenses. Some firms allow only principals to approve bills and sign checks as a way in which to keep track of everyday affairs.

Make certain that as an owner you have knowledge of:

- Total compensation of professional employees
- Staff salaries
- Monthly revenues
- Monthly expenses
- Monthly budget amounts
- Accounts receivable and days outstanding
- Work-in-progress or total inventory (whichever is applicable)
- Total tax bill for the firm for each year
- Insurance owned by the firm (health, professional liability, office contents, workers' compensation, disability/wage continuation, buy-out funding)

Maintain a general knowledge of how each job is done and what part it plays in your business. Would your overall business suffer because one person chooses to leave the company? If so, take measures now to prevent this from happening. For example, one start-up company I am familiar with always requires principals to learn any new software program the company chooses to use as a way of curtailing their dependence on any one person.

Emotional Issues

Finally, as with anything you put all of your time, effort, and heart into, there will always be emotional issues you will need to manage. If you can possibly ponder these along with the more tangible issues, you will be one step ahead. Some issues you may encounter include the following.

Feeling you are doing the lion's share of the work. There will rarely be a time when all shareholders or partners spend an equal amount of time on the business. If you feel you are dedicating more of your time to the business, discuss it openly and work with the other owners to come to an equitable solution.

One firm deals with this issue by making bonuses partially contingent on the total number of hours worked in each quarter (a workable solution for those companies whose time is billable). In another company, one owner realized she would be unable to devote the same amount of time as her partner, so she was willing to reduce her salary for a certain period of time. This in turn freed up the income needed to hire an administrative assistant.

Differing philosophies of direction and management. Once again, frequent communications between owners and principals, such as short-term and long-term planning sessions, can serve as a forum where ideas are discussed and differences can be worked out.

Diminished quality of performance and output caused by personal problems. It is extremely important that as an owner you realize that each partner or shareholder (including yourself) has a life outside of the business. That life, and the relationships in it, requires at least as much work as the business. Make certain that all of you take the time necessary for that part of life. In most instances, a happy home life makes for a happy owner and the business can only benefit from that.

Family Business Considerations

Almost as enticing as being an owner in your own business is the opportunity to enter an established family business. However, before you take the plunge, the following is offered as food-for-thought.

Can you stand to see and work with your brother-in-law, sister, husband, etc. every day? If you dislike any of the people with whom you will be working, realize that you will not feel any differently in a working environment. The feelings will only be intensified because you will be together

every day.

Your opinions or ideas may be overlooked or minimized because of who you are. While you may feel you are uniquely qualified for your position in the firm, your relatives may feel they have "created" a position for you and are doing you a favor. Thus, your ideas and opinions may be looked upon as having less value.

One woman related to me that she would often come forward with ways to deal with various human relations issues. Her father-in-law would listen, but would never implement any of her ideas. However, she discovered if she told her husband or her sister-in-law the same idea and then they related it to their father, he would congratulate them and immediately implement the ideas.

Under these circumstances, will it be possible for you to swallow your pride for the benefit of the company?

Are your values and beliefs similar to those who make the decisions? Most companies have owners with varying ideas on how to handle different business situations. In a family business, however, the values and beliefs of the owners tend to be similar because they most likely grew up under the same roof.

Will you bite your tongue if the owners have a layoff every time there is a money crunch rather than cutting the "fat" from the budget? Will you be irritated if your brother-in-law feels that it is necessary to review every piece of work (including yours) produced in the firm? Will you be able to tolerate the fact that your sister is unable to terminate the incompetent people that she manages?

Will you be able to leave your work at the office? Your business can easily become your entire life, particularly if you work with your spouse. Will it be possible to refrain from discussing the business for at least some portion of time? If not, will your marriage be able to withstand this constant in both of your lives?

Will you be able to survive financially if the business fails? If both you and your spouse draw income from the same pool, what will happen if the business fails?

All told, a position in a family business can have some very strong advantages. Aside from the fact you will be working alongside people with whom you are well acquainted, you will more readily realize the fruits of your labor and if the need ever arises, you will most likely be afforded the ability to design your own schedule. ☞

Trisha Smith Manhard is the business manager for Manhard Consulting, a family-owned civil engineering firm located in Vernon Hills, IL.

SSCI: A Family Business Success

(reprinted from *The Houston Post*,
Monday, May 9, 1994)
by John Ira Petty
of *The Houston Post* staff

When Helen I. Hodges and her husband, Donald Hodges, tired of a commuter marriage went looking for a business to buy, she had in mind a simple manufacturing concern, one whose price they could leverage using its own assets.

A business broker looked at her advanced science and business degrees and her years of experience with Argonne National Laboratory in Idaho and Chicago and recommended a Houston company.

Other businesses she had seen were not in very good shape, and with the broker's urging, she finally looked at SSCI, Separation Systems Consultants, Inc.

SSCI was handling nonhazardous oilfield waste pit closures in Louisiana. It was busy, because law required those pits had to be dealt with by Dec. 1, 1988, in Louisiana.

The owner, Ed Wells, had retired from a major oil company and started SSCI June 30, 1986.

It succeeded so well that it was demanding more of his time than he wanted to give it.

Owner-financed deal

The Hodgeses came up with about \$200,000 and closed an owner-financed deal, including an earnings formula that let the founder participate in profits above a certain level for several years.

In 1990, SSCI sales were \$1.5 million. By 1992 they had grown to \$2.8 million and last year sales reached \$3.5 million.

The company has also diversified to include consulting and a range of environmental remediation activity.

Most of the 22 permanent employees have degrees or technical qualifications in the industry. Other people, individually or through subcontractors, are engaged as needed.

Family concerns

Hodges, 45, is the company's president and makes it a point to have dinner with her family—except when there are very important meetings—each night.

Her husband is a mechanical engineer and a consultant. Most of his work is for companies other than SSCI. Their children are 5 and 7 years old.

The decision to diversify SSCI was made early, largely from necessity.

When Hodges took over SSCI on July 1, 1989, the deadline for closing the Louisiana pits was approaching. Besides, that business had become increasingly crowded as the success of some companies in it became apparent.

"We had to find work for this company, and the diversification had to take several directions," Hodges said. "For example, the underground storage tank market was there and it was heating up because of the realization you had to do something. There was a lot of governmental work starting in that area."

Consulting market

Hodges saw another market early, one involving property transfer, and liability questions if environmental cleanup were required.

That seemed not only a good consulting market but one that could give SSCI business if cleanup were needed.

Property transfer laws affect more and more deals. "Unfortunately, they don't realize it until they're in the middle of it sometimes."

Hodges speaks to commercial and other realty groups to spread the word about liability issues, so buyers and sellers "won't do things they will later kick themselves for."

That can land them in expensive, litigious situations.

One early decision on the direction of SSCI, Hodges said, "was not to specialize in consulting or remediation, but to do both." She believed that if SSCI were diversified enough, a weakness in consulting might be made up for by cleanup, and vice versa.

"A danger"

Both the consulting end and the remediation activity have carried the ball at different times. "But there is danger in trying to do everything," she admits.

SSCI specializes in soil and water projects. "We're particularly good with unusual projects," Hodges said. "For example, if you have a mixture of hydrocarbons, metals and maybe some kind of solvent—that complicates a situation."

She said SSCI tends to analyze and grid a site. Some materials involved might be hazardous but other portions of the area to be cleaned up might be less of a problem and amenable to less costly remediation.

continued on page 9

Celebrating the UCWBG

UCWBG Selects New Management Firm

After a long search headed by Immediate Past President Kathy Terman, the UCWBG board unanimously selected Lopat Renk Management Team, Inc. (LRMT) as its new association management service. Naperville-based LRMT's principals Karen Renk and Paula Lopat have over seventeen years of combined association management experience and a professional staff well qualified and ready to serve us.

The UCWBG account will be supervised by Karen Renk, president of LRMT, Inc. Karen founded LRMT in 1990 to provide cost-effective, quality administrative and full management services to not-for-profit organizations on a shared cost basis. The support person assigned to the UCWBG is Judith Michaud, administrative assistant, who will handle day-to-day management concerns and administrative tasks. Our mailing address has changed, but to provide continuity to our members, our phone number remains the same: 708/256-5804.

Information Exchange

Christine Cantarino, '92, 190, was recently promoted to director of strategic marketing at Motorola. Prior to this new assignment, she was a senior marketing manager for Cellular Infrastructure Group where she headed the Latin American marketing activities. In her new role, Christine leads the new product development group for the Messaging Information and Media Sector at Motorola.

Mary M. Collins, '90, 190, has recently been elected vice president, Central Region, Affiliate Sales and Marketing, for the Television Food Network.

Rae Fischer, '91, 190, has joined ARDIS Company, Lincolnshire, as a product manager. ARDIS Company is a provider of wireless communication solutions.

Lisa Kieres, '84, 190, has taken a previously part-time venture, Daily Money Management, Inc., full time. DMM provides basic financial services for seniors and their families in the areas of bill paying, investment/asset book-

keeping, assistance with business transactions, and assistance with all steps to get a home ready for sale. Details are available at 312/472-9366.

Shari Matzelle, '93, 190, has started a new job with Ernst & Young in the Management Consulting Process Improvement Group. Ernst & Young is a global provider of process improvement and information technology consulting services.

Janet A. Napoli, '88, 190, has accepted a position at the Bank Administration Institute. She is now the treasury program manager working with the banking industry to establish sound educational forums/conferences for the treasury and capital market areas. She was formerly employed at the Federal Reserve Bank of Chicago.

Mary Peterson, '85, Campus, has started a new job as a product program development marketing manager for AT&T Global Information Solutions. She is finding out what being a multinational company *really* means—every market has unique requirements with the painful 14-hour plane rides. Her new address is 3165 Ridgeway Road, Kettering, OH 45419.

Agnes A. Roach, CFP, 180, Campus, was elected vice-president, membership for the Chicago Society of Certified Financial Planners for the 1994-95 year.

Part-time Financial Work Available: Be Part of a Great Team

Lisa Kieres is building a small network of people in Chicago and the suburbs who are available for part-time work (10-20 hours/week) with her in her financial services company. She is looking for PC-literate, personable, interesting people. Call her for details at 312/472-9366.

A New Proposal: West Suburban UCWBG Group

Do you live or work in the western suburbs? Are you interested in having some UCWBG meetings in the western suburbs? Based on our surveys and focus groups, many of our members have indicated they would like to attend some UCWBG functions in the western suburbs. The first meeting is targeted for January 1995. We are looking for anyone interested in participating in the new UCWBG group. We welcome your comments. Please call Cathy Rericka at 708/310-3633 (work) or 708/893-7903 (home) or Christine Cantarino at 708/576-4965 (work) or 708/519-0070 (home) with any suggestions. More details will follow in the next *Exponent*.

Walk Your Stress Away

Walk the World, Inc. can show you how to walk your stress away. They are outfitter to walking enthusiasts... footgear, apparel, books, maps, country road walk weekends, trekking poles, and more... including the Walk the World Exchange. For more information, call 708/858-1028.

Renew 1995! Renew!

You will be receiving an invitation to renew your membership in the UCWBG around the first of November. Once again this year, there will be *no increase* in the membership fee. 1995 membership is only \$55 (\$35 for students) for a full year of *The Exponent*, the directory and invitations to events throughout the year. When you receive your renewal letter, please return the enclosed form, along with your check (payable to the UCWBG) on or before December 15. *Thanks!* Details of our exciting 1995 plans will be coming your way shortly.

Success, cont'd from page 7

Using that approach, "cleanup becomes more manageable in terms of budget for the company involved."

The key, she said, is planning, analyzing and understanding the problem. "Do a good enough job to start with so you really understand what you have, then you can develop options."

Advanced technology

SSCI has used more advanced technology—bioremediation and thermal treatment, for example—selectively. "It's not a good policy to jump into something new just because somebody thinks it's great," she said.

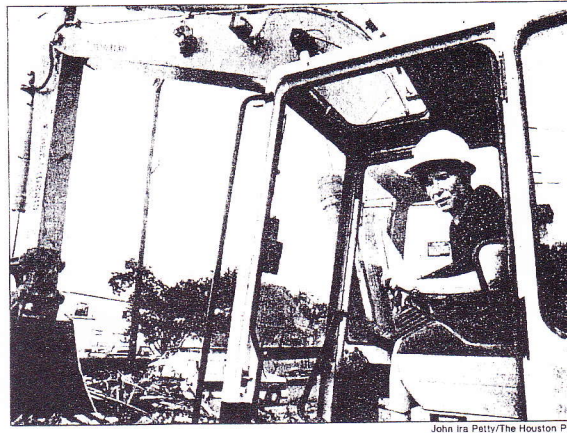
The company also looks at why something works. "You really need to know what you did right in order to get reproducible results," Hodges said.

An example of SSCI analysis and innovation was a pesticide cleanup for the US Department of Agriculture in the Lower Rio Grande Valley.

Careful analysis of the soil, which defined the problem not as waste but as contamination, saved the USDA and ultimately the taxpayer considerable money.

Further savings were realized by using a "thermal stripper" on the site. The device heats soil in a container a little like that on a cement truck to vaporize and separate the contaminant. The soil is returned to the site and the contamination taken from the closed-system thermal stripper to an incinerator.

The alternative would have been to take all the soil to an incinerator, at considerably more expense.



John Ira Petty/The Houston Post

"Good relationship"

Keith Kline is an environmental safety specialist with Hickson Kerley, a chemical company based in Phoenix, Ariz., with operations in Texas and other states. His company has worked with SSCI since shortly after Hodges bought it.

"It's been a very good relationship," Kline said. It began when his company asked for proposals to remove some underground storage tanks from land it acquired in Pasadena. "The only professional proposal I got was from SSCI," Kline said.

When the tanks were removed, it was found the soil around them was heavily contaminated with diesel fuel. "That's when SSCI really became very useful. Not only could they yank tanks, but they had a solid scientific background, too."

At SSCI's suggestion and with state permission it had obtained, "we did a bioremediation job. That worked well.

"Since then," Kline said, "we've done quite a few jobs with them and found them to be really good."

Hodges grew up in Ferndale in Northern California redwood country. She got her bachelor's degree in physics and a teaching certificate from San Jose State University. Later she went to work for Argonne National Laboratory, one of the nation's largest federally funded research laboratories, as a training supervisor. Her first assignment for Argonne was in Idaho. She studied nights for a master's degree in chemistry from the University of Idaho.

Later she was transferred by the laboratory to Chicago. She worked there for the chief operations officer and went into the lab's executive program. Through it she earned a master's in business from the University of Chicago in 1984.

Later she worked for two years at the corporate offices of the Tribune Co. which publishes the *Chicago Tribune*.

Then she accepted an offer from a general management consulting organization called the Carrol Group, that involved international travel for research, "industrial espionage, really."

Plans for future

As for the future, Hodges and others in her company are interested in rehabilitation of wetlands and ecosystems of that type. Significant work of that type may be in the relatively distant future, "but I would love to be doing that.

"I like to work with mid-sized or small firms in particular on these problems of how to be in compliance within their budget," she said. "I like the turnkey aspect of our company, and that will continue."



Connections



Has a special event occurred in your life? Have you been/will be a guest speaker, started a new company, been appointed to a board of directors, started/expanded family, etc.? We'd like to include the information in the next issue of *The Exponent* "Connection" section. Please write to UCWBG Connections, c/o Kathy Bailey, 90 S. 6th Ave. #204, La Grange, IL 60525 or fax changes to 708/387-8565

- New Address
 New Job
 Promotion or Award
 Accomplishment

Name _____
Day Phone _____
 Campus 190 XP _____

Class Year _____

Please describe any change in the space below.

Calendar

Holiday Party and Annual Meeting

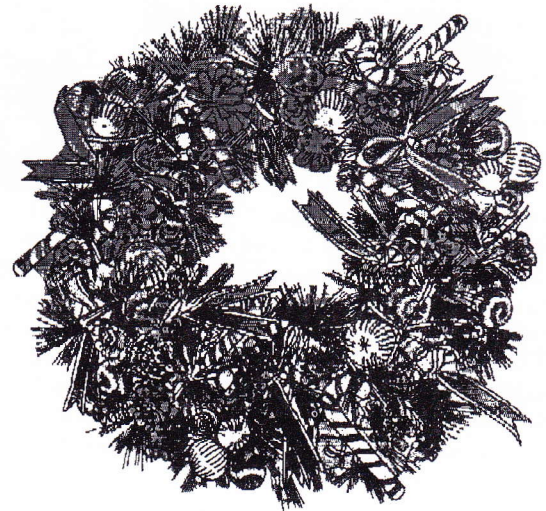
November

- 10 North/Northwest Networking Group, 6:30 P.M.
Froggy's French Cafe, Highwood
Contact: Agnes Roach, 708/356-0575
(See article on page 7)
- 12 UCWBG Board Meeting, 9:00 A.M.
GSB Downtown Center, 450 North Cityfront Center
- 17 Network, Network, Network, 5:30 P.M.
Midland Hotel, 172 West Adams, Chicago
Contact: Danielle Palmer, 708/979-5737
(See article on front page)

December

- 8 Holiday Party, 6:00-8:00 P.M.
GSB Downtown Center, 450 North Cityfront Center
Contact: Lisa Kieres, 312/472-9366
(See article on front page)
- 12 UCWBG Board Meeting, 9:00 A.M.
GSB Downtown Center, 450 North Cityfront Center

Send calendar listings to **The Exponent** at the address below or
phone **Kathy Bailey** at 708/387-8822.



December 8, 1994



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Women's Business Group

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Forwarding and Address Correction Requested

Network

The Exponent is published bimonthly by the
Internal Communications Committee
Address correspondence to:
The Exponent c/o Kathy Bailey, Editor
90 S. 6th Ave. #204
La Grange, IL 60525
fax articles: 708/387-8565

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