

# THE EXPONENT

THE UNIVERSITY OF CHICAGO  
WOMEN'S BUSINESS GROUP

N O V E M B E R / D E C E M B E R 1 9 9 9

## Inspiring Extraordinary Lives

Speaker Series:

### Brenda Barnes

#### Former President and CEO of Pepsi-Cola North America

By Susan L. Kane '91



Don't miss the opportunity to attend an exceptional event at the final presentation of the 1999 *Inspiring Extraordinary Lives* Speaker Series.

Brenda Barnes achieved phenomenal corporate success during her career at Pepsi-

Cola North America which culminated in her appointment as President and CEO in 1995. Ms. Barnes' accomplishments are even more impressive considering she had three children during her rise to the top.

Yet even Presidents and CEO's of major corporations face the issue of balancing career, family and personal issues. In late 1997, Mrs. Barnes resigned from Pepsi-Cola North America to devote more of her time, energy and creativity to her family.

It was a personal choice that launched a national debate. "Her retirement sparked a debate in the business community between those who applauded Barnes' commitment to her family and those who criticized her choice as an affront to the ambitions of career women." (*Directors & Boards*, "Brenda Barnes", Summer 1998).

Brenda Barnes has agreed to share her personal story on November 16th so that others may learn, by her example, of the choices and opportunity that exist for women. We look forward to hearing her definition of success and how she achieved it, the choices she made, the corresponding trade-offs, her personal struggles and lessons learned.

**Speaker Series: Brenda Barnes**

**Date:** Tuesday, November 16  
**Time:** 5:30-9:00pm  
**Place:** The University of Chicago Gleacher Center  
**RSVP:** 847-256-5804 (voice mail reservation with credit card)  
**Price:** \$48 per person (members)  
 \$55 per person (non-members) including dinner catered by Wolfgang Puck (cash bar)  
**Contact:** For more information, contact Susan Kane 773-774-2454 or e-mail: skane0329@aol.com

Don't miss this exciting event. To increase networking opportunities for UCWBG members, the event is being co-sponsored by Business Women's Network, Financial Women International and MENTTIUM 100<sup>SM</sup> Chicago. A sell-out crowd is expected. Reserve your spot now! Reservations must be made and prepaid by November 9, 1999.

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## Inspiring Extraordinary Lives Speaker Series:

### The Entrepreneurial Spirit: Success on Your Own Terms

By Barbara Hausman '93

On October 7th, our most recent event in the continuing series, *Inspiring Extraordinary Lives*, focused on "The Entrepreneurial Spirit: Success on Your Own Terms." This event featured some amazing stories of challenge, achievement, setback and recovery from several notable women entrepreneurs. The evening opened with a panel presentation by three entrepreneurs and members of the UCWBG and CREW. The panel was moderated by ex-UCWBG President, Chandra Greer, who artfully prompted the

panelists with questions designed to bring forth their stories of inspiration and success.

The panelists and moderators included:

**Merilyn Hackett**, Owner of *Word Algebra!* Computer Products, a technology services and product firm.

**Andrea Meltzer**, President/Owner of Executive Options, Ltd., a search firm placing professionals in part-time, consulting and interim positions.

**Laurie Price**, President/Owner of Catalyst Development, Inc., a commercial general contracting and residential development firm.

**Chandra Greer**, Founder/Owner and Designer of Outer Sanctum, a provider of creative, exotic and provocative stationary and paper art.

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# President's Letter



Mary Lynn Faunda, '86

## "Women's Lives: A Kaleidoscope of Choices"

Dear UCWBG Member:

Many of us have confronted the challenges and dilemmas of "having it all": a challenging work life where we are passionately devoted to achieving a common good; a loving and enduring relationship with our spouse; a family life where we create a nurturing environment for those in our care to grow and create the lives they want; time to give back to the community in which we live; and time for ourselves to discover and create who we are.

Success at creating a perfect balance among these competing interests is virtually impossible. Yet, many of us strive to do so and often times feel overwhelmed. In the final analysis, life is about choices. And the results of those choices impact where we are on any of the various dimensions of life—career, family and personal success. This issue of *The Exponent* is devoted to exploring the challenges of "having it all."

At our fourth gathering of the *Inspiring Extraordinary Lives* Speaker Series on November 16th, we will explore the challenges and dilemmas of seizing the opportunities available to us. We will hear the inspirational story of Brenda Barnes, former CEO of Pepsi-Cola North America, as she discusses the choices she has made in achieving phenomenal corporate success and in "creating the life that she wants."

In the course of the evening, we will continue to reach out to each other in sharing our own stories to create a stronger sense of community among our members. We have also invited other communities of women to join us in this exploration and will co-host the event with the Business Women's Network, Financial Women International and MENTTIUM 100<sup>SM</sup> Chicago.

We will also explore the challenges of "having it all" in a series of new columns we have introduced this year. In our just introduced technology column, we will discuss the variety of web sites devoted to women's issues. In our entrepreneurial column, we will explore how the entrepreneurial

lifestyle provides the flexibility of balancing a family and career. In our just introduced career management column, we will discuss the growing role of the Internet in a job search. We are also pleased to bring you the fourth in a series of Interviews with Truly Extraordinary Women featuring alumnae Jane Witheridge, '97, XP, CEO, Organics Company. The introduction of these four new columns this year has significantly increased the business content of our newsletter and provides a more valuable information resource to our members.

Hearing Brenda Barnes represents the culmination of an extraordinary year of programming. We have heard a multitude of powerful and provocative women tell "their stories" and have shared our own stories with each other and other communities of women including the Chicago Real Estate Executive Women, Women Health Executives Network and Northwestern's Kellogg alumnae. We have been inspired by the personal stories of the following remarkable women:

**Jocelyn Carter Miller, '81**, Chief Marketing Officer, Motorola, Inc.

**Sheila Lyne, XP-44**, Commissioner of Public Health, City of Chicago

**Sue Ling Gin**, President and CEO, Flying Food Group

**Merilyn Hackett**, Founder and Owner, *Word Algebra!* Computer Products

**Andrea Meltzer, '89**, President and Owner, Executive Options, Ltd.

**Laurie Price**, President and Owner, Catalyst Development, Inc.

**Patricia A. Wier, XP-41**, President of Patricia A. Wier Inc., Retired President of Encyclopaedia Britannica N.A.

**Jean Allard**, Sonnenshein, Nath & Rosenthal

**Joan E. Steel, '77**, Senior Vice President, Corporation Communications, Aon Group.

### The University of Chicago Women's Business Group 1999 Board of Directors

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At our Annual Meeting on January 27th, we will kick off the second year of our *Inspiring Extraordinary Lives* Speaker Series and begin a year of celebration of the UCWBG's 20th anniversary. We will recount the progress made in 1999 and in prior years that propelled the UCWBG to become the premiere alumnae networking organization among the top 10 business schools. We will honor our founders and look to the future. We will chart our course to increase our power and influence as an organization within the GSB community and larger business community. Our keynote speaker for the evening will be GSB alumnae, Polly Kawalek, '78, President, Hot Breakfast Division, The Quaker Oats Company. We are fortunate to have Polly to kick off our year of celebration, since she was one of the earliest members of the UCWBG.

As my time as UCWBG President draws to a close, I look back on a tremendous year of accomplishments and personal growth as a result of leading a truly outstanding and committed Board of Directors. The following 1999 strategic milestones lay the foundation for entering and excelling in the new millennium:

**Achieved record event attendance and profitability** with the introduction of the *Inspiring Extraordinary Lives* Speaker Series.

**Created a stronger sense of community** at our events through facilitated networking.

**Increased the UCWBG's visibility and maximized networking** by strategically partnering at events with six well-known business women organizations.

**Developed strategy** to create a senior women's advisory and mentoring group to increase our sphere of influence.

**Created a sponsorship program** to increase financial support for UCWBG member services and programs.

**Improved board continuity** by adopting two-year board terms.

**Contracted with a new management company** to provide increased services and sophisticated database management.

**Improved member communications** by introducing a highly professional web site.

**Served as a more valuable information resource** to our members by enhancing the organization and content of *The Exponent*.

**Increased the visibility and celebrated the achievements of GSB alumnae** by compiling an Anthology of Extraordinary Women.

**Increased the UCWBG's visibility** through the development and implementation of a publicity program.

**Enhanced "brand identification"** by creating branded event invitations, new member brochure and speaker gifts.

The UCWBG has much to be proud of as we savor our past achievements and chart our future in the new millennium. I have been honored to serve as your president and will look upon this year as one of my most rewarding endeavors as we embark upon the next 20 years of organizational excellence.

Best regards,

*Mary Lynn Founda*

Mary Lynn Founda



(Left to right): **Chandra Greer** (Panel Moderator), **Merilyn Hackett**, **Andrea Meltzer** and **Laurie Price** at the entrepreneurial panel discussion.

The following is an excerpt from the evening:

***What led you to want to become an entrepreneur?***

**Andrea:** It started with a personal need. When I looked around in the business community, I wasn't finding the kind of flexibility I needed to be the kind of businessperson and the kind of parent I wanted to be. I thought there must be people out there who have the same needs. As I looked around in the marketplace, I found companies that were willing to consider hiring people on a more flexible basis. Then it hit me that if I had could help myself meet these needs, then I could help other people meet their needs as well.

***How have marriage and family influenced your life choices and how do you balance your professional and personal lives?***

**Merilyn:** My daughter will tell you that she's always said that we're so glad you work. My husband had a business and I worked very hard to support him. When word processing came into being, it was a natural for me to take over and start my own business. My husband and I still work together and we made time for each other and for our family. The one thing about being an entrepreneur is that you can take time off as you need it, in the afternoon and go back and work late into the night if you need to. You have the freedom to do whatever is needed to get the job done to your satisfaction.

***What is some of the practical advice you would pass on to emerging entrepreneurs in the audience?***

**Chandra:** My advice would be to have a supportive person in your life who believes in you as much as you do and make sure you have the sufficient financial resources to get going.

**Merilyn:** Never buy anything you can rent. Never invest in buildings, bricks and mortar, even though that's what gets you bank loans.

**Andrea:** Be prepared for constant change, because nothing about business ever stays the same. Having it all is having what you value most. That changes too and you have to change with it. You just have to keep your eye on the prize.

**Laurie:** Write a good business plan, because the ideas you have in your head look very different when they reach paper. It's really important to write the mission statement and look hard at the numbers. Also talk to other entrepreneurs. Really do your homework.

## The Question of Balance: Research at the Alfred P. Sloan Center

By JoEllen Vanek '95

How do people find the time to manage all the conflicting responsibilities—work, marriage, children, community, and spiritual to name a few—that families face on a daily basis? While few of us have come up with perfect solution to the question of balance in our lives, it is helpful to know that the University has created a Center to study such issues. Recently, the University of Chicago established the Alfred P. Sloan Center on Parents, Children, and Work, funded through the Alfred P. Sloan Foundation. The Center is co-directed by Professors Linda Waite and Barbara Snider. The professors' research focuses primarily on the family, including how working families use strategies to successfully balance competing demands.

Professor Waite is co-author, with Frances Goldscheider, of *New Families, No Families: The Transformation of the American Home*, published in 1991. One topic that the book addresses is how the division of labor within households has changed as families have changed. As women's presence in the workforce increased, their responsibility for household tasks did not decrease. It's no surprise that, on average, women continue to do a majority of household tasks. What is surprising is that, as family roles have changed over the years, women have taken on more of what have traditionally been viewed as male household chores, like financial tasks and yard work. This seemed to be true of all families, regardless of the number of hours worked or the amount of money earned by women.

As far as how children contributed to the household, teenage girls tended to help with household chores a great deal, compared to their boy counterparts. This gap between teenage girls and boys narrowed for families headed by women with higher education. Teenage girls in those families contributed less, presumably, because their parents prioritized education and extracurricular activities over household chores. Another interesting finding is that teenage boys in single parent families tended to do more household chores than those in traditional families.

Finally, mothers who worked part-time had more help with housework than mothers who worked full-time and full-time homemakers. The thought behind this finding is that housework needs to be taught and often (unfortunately!) supervised, and mothers with full-time careers did not have the time to invest in this activity. Full-time homemakers presumably feel less pressure to ask for assistance with household tasks.

Professor Waite, along with Maggie Gallagher, is also working on *The Case for Marriage*, which asserts that marriage changes individuals' behavior in positive ways. Some interesting findings from this study suggest that married men tend to earn a wage premium over single men, presumably because they are more stable and focused workers. In addition, spouses might be a source of help, either practically, with paperwork, appointments, and such, or emotionally, by offering advice and acting as a sounding board.

In contrast, married women earn the same wage premium as their unmarried counterparts. Married mothers, on average, earn less than their married counterparts, suggesting perhaps that they've chosen to focus more energy on their families. Single mothers tend to earn more than their married counterparts with the same number of children, again, perhaps due to the decision to focus more energy on their careers.

Finally, Professor Waite's *Dual-Career Families: The Lives of Women, the Lives of Children*, with Mark Nielsen, addresses the impact of the change in family structure on children. In the mid-1960's, the typical family was traditional in the sense that it was comprised of a breadwinner and a homemaker. Today, the typical family has one parent working full-time and one working part-time. Interestingly, married women (with or without children) almost exclusively accounted for the monumental increase in the percentage of women in the workforce over the past thirty years. That, obviously, has had a dramatic impact on the family!

Professor Waite and Professor Snider are currently working on an analysis of workplace characteristics and how they affect parents' ability to "parent". The Center began the project in early 1998 and plans to report some preliminary findings in the Spring of 2000.

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## January 2000 Annual Meeting & 20th Anniversary Celebration Kick-Off

Preliminary plans are underway for the UCWBG Annual Meeting to be held on Thursday, January 27, 2000 at the Gleacher Center. In addition to the usual activities of the Annual Meeting, this event will kick-off a yearlong celebration of the founding of the UCWBG twenty years ago!

Although details are still being worked out, the Annual Meeting will feature a panel of UCWBG founders. We will hear about the original vision and mission of the UCWBG and how it has changed over our twenty-year history. We will honor our founders and past presidents and the legacy that they established.

The keynote speaker for the evening will be alumna Polly Kawalek. Polly is currently President, Hot Breakfast Division,

The Quaker Oats Company. As one of the UCWBG's early members, Polly's perspectives and comments promise to be thought provoking.

The Annual Meeting will also feature a "progressive dinner" used very successfully in the past where table seating is rotated during the evening to maximize networking opportunities for our members.

UCWBG Board Member Pamela M. Peterson is coordinating the 20th Anniversary Celebration. Pam would welcome any suggestions for the celebration including format ideas, individuals to be recognized, etc. She can be reached at (312) 654-8431 or e-mail [ppeter2@gsbalum.uchicago.edu](mailto:ppeter2@gsbalum.uchicago.edu).

Mark your calendars. Further details will follow.



## The Entrepreneurial Spirit: Success on Your Own Terms

### Sue Ling Gin Shares Wisdom

By Barbara Hausman '93

On October 7th, our keynote presenter for the evening was Sue Ling Gin, President/CEO of Flying Food Group, Inc. Sue Ling Gin is an established and renowned Chicago business leader having achieved great success in the real estate and food industries. Her company has revolutionized the airline catering business and now provides food service to over 80 airlines worldwide. Crain's

Chicago Business has listed Flying Food Fare as Chicago's #2 woman-owned company. She also owns New Management, Ltd., a firm that sells, leases, manages, and develops properties in the Lincoln Park and West Loop neighborhoods.

Sue Ling Gin shared her personal story about growing up near Chicago. Her parents owned a restaurant in Aurora, Illinois which was the center of family life. Her father died when she was 13 and left her family without its principal breadwinner. Her brother was drafted into the Korean War. Those were the circumstances that in many ways left her with no choice but to create a business, a life for herself. She never knew any other world other than the world of entrepreneurship.

The defining event in her business life occurred on an early morning flight to Washington, D.C. to see her then boyfriend and eventual husband, Bill McGowan, the founder of MCI. It was a Midway Airline flight and she was looking forward to a warm sweet roll and a hot cup of coffee. Instead she was served a cold sweet roll and cold coffee. When she returned to Chicago, she wrote to the President of Midway Airlines and asked him for an interview to discuss providing baked goods for the Midway flights. When she met with him, he complained about the overall poor quality of food on airlines and asked her if she could do better. She assured him that she could exceed his expectations on food variety and quality, and eventually won a contract to deliver 10,000 meals per day to Midway Airlines. In a period of 35 days, she built a kitchen, hired and trained a kitchen staff, designed and delivered a menu of cold, innovative healthy food. She was now in the airline food business competing with such giants as Marriott and Sky Chef.

Sue Ling Gin described times when the obstacles seemed overwhelming. In 1991, Midway Airlines, her largest customer, went bankrupt and shut down. She was left with 220 employees and was owed over a \$1 million by Midway, money that she would never collect. Her lawyers and accountants recommended bankruptcy. She thought about bankruptcy for about 10 seconds,

but then realized that everything she stood for, her credibility, her feelings about her employees and her business, was too important to abandon. Her answer was to reinvent the company. Flying Food Fare generates \$100 million in annual revenues and employs close to 1500 in 9 locations that include JFK, Los Angeles and Shanghai.

Sue Ling Gin shared her insight and experience through her 5 major principles which she described in the following excerpts:

I am a firm believer in networking. In 1979, I was one of the proud founders and Board member of the Chicago Network, an organization of distinguished Chicago women in arts, government, and academics. At that time, there were no groups or places where like-minded women could congregate and talk about their needs and achievements. I knew that in order for women to be successful in business, we needed to band together and talk about our mutual

problems. I found that in joining community organizations that I also met the movers and shakers of Chicago. They provided me with excellent contacts and business advice. As my first principle, I believe that it is essential that women business leaders enthusiastically serve the broader community. It is our obligation to make the community a better place socially, politically, and economically, because major companies are being merged and taken over and often leave our community. It is essential that women business leaders go to civic meetings and share talent with charities and citizens and help form a true

public private partnership in Chicago. As women business leaders, if we let our social-political responsibilities falter, so will our economic opportunities.

My second principle is always reach for the top. I am sure that you all remember the famous car rental advertisement, "We are #2 and we try harder." I never found that to be an acceptable position. When you are #1, you have fewer problems, deals come to you, and good talent seeks you out. The real problem with being #1 is the threat of complacency. I try to fight that with my own company and myself by constantly challenging my business to make a better product, provide a better service and grow in markets where we have an advantage. Today, we need to answer questions about efficiencies and alliances as businesses continue to combine. And we need to answer this threat of consolidation. It is my job to create the resources and to reassure the workforce that we can continue to be #1, not 2, not 3 or 10.

My third principle could be called time management and living a personal life. For all of us who accept the challenge and responsibility of leadership, it seems that we work seven days a week, nonstop. I know that when we look at the increasing time that we are putting in at work, it becomes a challenge to know how to balance, family, work, and personal relationships. Several weeks ago a study was reported that Americans spend more time at work than any other nation, including the legendary



(Left to right): **Joanne Klononski (President of CREW), Mary Lynn Faunda and Sue Ling Gin enjoy the entrepreneurial event.**

*continued on page 11*

## Women's Websites

By Mindee Wasserman '87

*The internet and technology have become an ever more prominent part of business. In keeping with The Exponent's theme of balance in our lives—balance between career and personal, I've chosen to highlight several websites dedicated primarily toward women: iVillage.com, Women.com, Oxygen.com, Oprah.com, and MarthaStewart.com. Content on these websites range from cooking, health & fashion; to home, parenting & relationships; to reading lists, money management & career advice. These sites also represent successful and innovative women's businesses.*

**iVillage** was founded in 1995 by Candice Carpenter and Nancy Evans. According to Nancy, it's the largest collective of women gathered together in one place. It is a leading online women's brand. iVillage was the first women's site to become a public company, with an IPO in March 1999. The site offers information on a wide variety of topics including: cooking, health, fitness, beauty, parenting, books, career, work from home, and money among others. There's also shopping central including shops like ibaby and imaternity; a gift reminder; email; advice from 60 experts; chats; options for personal home pages; and a column about inspiring women. The site aims to provide practical solutions, everyday support, and a focus on important issues to women.

**Women.com Networks**, founded in 1992, is chaired by Marlene McDaniel and founded by Ellen Pack. The site is a close competitor to iVillage, offering many of the same special interest topics. This was the second women's site to become a public company, with an IPO in October. The company is a leading internet network dedicated to women featuring original content, personalized services, community and online shopping. The site will host individual women's web-pages. The site also provides access to 11 Hearst women's magazines including: Cosmopolitan, Good Housekeeping, and Redbook. Women.com describes their audience as: educated, professional, internet savvy, independent, and fun. Women.com is running a column about top women of the millennium.

**Oxygen.com** is chaired by Geraldine Laybourne, former head of Nickelodeon, the children's cable channel and former president of Disney/ABC Cable. Geraldine is starting a women's media company based on honesty, humor and heart. Oxygen Media, Inc. will consist of an online service, already in operation, and Oxygen, the cable channel, expected in February 2000. The cable channel will be geared toward women's programming as an alternative to Lifetime and other cable programming. Ms. Laybourne has attracted the talent of Caryn Mandabach, TV producer of Roseanne, Oprah Winfrey, and some of AOL's women's programming. Special interest areas on oxygen.com include: thrive online (for health), moms online, electra (about real women and careers), ka-ching (about money), the ladies room (for chats and message boards), and Oprah's site (described next) also has a link.

**Oprah.com** is chaired by Oprah Winfrey and is part of Harpo Productions, Inc. Rather than an independent online service, oprah.com is another form of distribution for the Oprah Winfrey show. The site highlights the day's show and several behind the scenes. There are sections on cooking, health and fitness, 2000 Time

Capsule with Dr. McGraw, and a thought for the day. The site also highlights some of Oprah's special features: her book club, her angel network, and how we remember the spirit. Oprah is expected to produce a program on how the web will change women's lives.

**MarthaStewart.com** is part of Martha Stewart Living Omnimedia. The company is now a public company, with an IPO in October. The website is part of Martha Stewart's overall business, which includes: Martha Stewart Living, her magazine; Martha by Mail, her mail order company; At Home with Martha Stewart, her television show; and her radio shows and her many books. The website offers a new media, a new means of communication, and a new form of distribution. Areas of interest on the site are specific to Martha Stewart and are thus less comprehensive than the first two sites I listed. Categories include: cooking and entertainment, weddings, gardening, crafts, home, holidays, and keeping. There's also shopping, station guides and transcripts to programming, bulletin boards, Q&A, and live discussions.

In addition to these sites, also check your favorite magazines and stores. Condenet.com is the website for the Condernast publishing company. They are in the process of upgrading their site. They publish such magazines as Vogue, Glamour, Mademoiselle, Bride, Self, and Vanity Fair among others. The site includes special sections on Vogue fashions, food, travel, fitness and health, and swoon or dating, mating and relating.

Two of the leading department stores with online shopping options at the time of this publication include Sears and Macy's, thus bringing the web to major Chicago and New York stores. Keep checking your favorite stores and products as more businesses are adding online options.

While I have mentioned specialty sites don't forget to check the online services. Search engines may also offer new ideas. AOL, for example, has interesting channels to help us balance our lives, including channels on lifestyle, health, family, entertainment, and interests.

This article has focused on women's web sites. Business resources may be the topic of future articles. In the meantime, business web resources are on the Chicago GSB Club website under references. (This can be found at [gsbwww.uchicago.edu/alum/index.html](http://gsbwww.uchicago.edu/alum/index.html) by going to Club pages, then Chicago, then references.)

### New Members for August, September, & October

**Barbara C. Johnson**

**Shelley Mulconrey**

Harris Trust and Savings Bank

**Georgine Muntz**



# CALENDAR OF EVENTS

S	M	T	W	T	F	S
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7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

## NOVEMBER

### Saturday, November 6

**UCWBG Board Meeting**  
9:00 - 11:45am at the Gleacher Center.  
Call Cindy Rasche at 312-322-2121.

### Tuesday, November 16

**Inspiring Extraordinary Lives  
Speaker Series—Corporate Event**  
5:30 - 9:00pm at the Gleacher Center.  
Brenda Barnes, Former CEO,  
Pepsi-Cola North America  
Call Susan Kane at 773-774-2454 for  
more information.

### Saturday, November 20

**North/Northwest Networking Group**  
9:30am at Walker Brother's Original  
Pancake House in Lincolnshire, IL.  
Call Nancy Scott at 847-215-7316.



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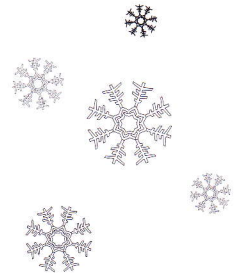
## DECEMBER

### Wednesday, December 1

**Business Forecast Luncheon**  
11:30am - 2:00pm  
at Chicago Hilton and Towers.

### Saturday, December 11

**UCWBG Board Meeting**  
9:00 - 11:45am at the Gleacher Center.  
Call Cindy Rasche at 312-322-2121.



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## January

### Saturday, January 8

**UCWBG Board Meeting**  
9:00 - 11:45am at the Gleacher Center.  
Call Cindy Rasche at 312-322-2121.

### Thursday, January 20

**North/Northwest Networking Group**  
Details to follow.  
Call Nancy Scott at 847-215-7316.

### Thursday, January 27

**Annual Meeting and 20th Anniversary  
Celebration Kick-Off**  
Details to follow.



# The UCWBG Charts Future Direction at Strategic Retreat

By Mary Lynn Faunda '86



Left to right, front row: **Christine Cantarino '92, Mary Lynn Faunda '86, Dubravka Deppen XP-60.** Second row: **Lori DeCicco '91, Myrna Newman XP-65, Barbara Hausman '93, JoEllen Vanek '95.** Third row: **Eva Ziegler '97, Melinda Reck '95, Rose Brintlinger '89, Cindy Rasche '92, Susan Kane '91.**

On August 20 and 21st, the UCWBG Board of Directors held its annual strategic retreat to begin the formal planning process for 2000 and establish next year's programming. "Next year represents a significant milestone in our organization's history as we celebrate our 20th anniversary," states President-Elect, Christine Cantarino.

At the retreat, the board reflected on the last two decades of accomplishments and began to lay the direction for its future direction. The board discussed how to celebrate the 20th anniversary and how to honor the UCWBG founders and their

contributions. Due to the popularity of this year's programming, the *Inspiring Extraordinary Lives* Speaker Series will continue throughout next year. The board voted on an exciting slate of dynamic speakers for next year's programming. The direction set at the retreat will be presented to the membership at the January Annual Meeting.

The board would like to formally thank 1996 UCWBG President, Lisa Kieres, and her husband, Frank Salathe, for allowing us to use their lovely home at the Indiana Dunes for our retreat.

# North/Northwest Group

North/Northwest Group members enjoyed networking at Daniello's in Wheeling for our September meeting. We were delighted that Agnes Roach, the group's Founder, and Pam Russell, the group's most recent Coordinator, were able to join us. We hope that you can join us on November 20th for breakfast at Walker Brother's in Lincolnshire. Enjoy a delicious apple pancake and fresh squeezed orange juice to boost your energy for holiday shopping at nearby stores. In keeping with this year's theme of *Inspiring Extraordinary Lives*, our topic of conversation will be personal inspiration. Please think of a story about someone who has been inspirational to you in your personal or professional life to share with the group.

The North/Northwest group meets bimonthly, on either the Wednesday or Thursday of the third week of the month. Mark our next meeting dates: January 20, 2000 and March 22, 2000 on your calendar, and plan to attend. These gatherings provide an opportunity for informal networking among new acquaintances as well as with old friends. Any UCWBG member or prospective member is welcome!

If you are considering attending a North/Northwest meeting and would like to receive a reminder via e-mail, contact Nancy Scott with your e-mail address: [nlscott@aol.com](mailto:nlscott@aol.com) RSVP's may also be sent to this address.

**Note:** Walker Brother's does not take reservations, and they only seat entire/complete parties. Nancy will be arriving

## Next Meeting

**Date:** Saturday, November 20  
**Time:** 9:30am  
**Place:** Walker Brother's Original Pancake House  
 200 Marriott Drive  
 Lincolnshire, IL  
 847-634-2220  
**Contact:** Nancy Scott '91  
 847-215-7316  
**RSVP:** Required by Thursday, November 18 to Nancy Scott, '91 at 847-215-7316

early so that the group does not have to wait in line and can be seated at 9:30 am when everyone arrives. Please be prompt, so that the group will not have to be seated without you. Thanks!

## How to get to Walker Brother's:

The restaurant is located on Marriott Drive in Lincolnshire, one half block south of Half Day Road at the southwest corner of Milwaukee Avenue and Marriott Drive. From Half Day Road, turn south on Milwaukee to Marriott Drive. Turn right (west) on Marriott Drive. Turn left at the first driveway to enter the Walker Brother's parking lot. (The restaurant is across the street from the Marriott Lincolnshire.) Marriott Drive. From Half Day Road, turn south on Milwaukee to Marriott Drive. Turn right (west) on Marriott Drive. Turn left at the first driveway to enter the Walker Brother's parking lot. (The restaurant is across the street from the Marriott Lincolnshire.)



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## The Internet's Value in a Career Move

By Mary Kehl '90

***"Nothing was happening, not a call or interview—until I tried using the Internet."***

Have you been involved in a job search lately? If you haven't and it's time to look for new opportunities, you may find that many of the rules have changed! Recently, I began my own search for new career opportunities. I began by using the traditional methods I had been taught and used successfully in the past. I networked using contacts from the GSB, my undergraduate school, as well as friends and family. I also responded to many postings provided by the GSB in The GSB Alumni Career Newsletter (which is now available only in electronic format, by the way). I responded to ads in The Chicago Tribune and Wall Street Journal. I worked with several search firms, and wrote letters and sent resumes to companies who I thought might need someone with my skill set.

Nothing was happening, not a call, or interview—until I tried using the Internet.

At first, I posted my resume on The Monster Board, the most well known of the boards, and what I thought, the most "generic." I then searched for words such as careers and jobs, and soon I discovered that there are over 50 sites in which jobs and resumes are posted. Some are just for MBA's, one is just for women, some are free, others require a payment to post and distribute your resume. I signed up on about 20 boards, it is generally easy to do, just copy and paste or attach your resume. Some boards, like Bloomberg and Monster allow you to set up an "agent" that searches for the types of jobs you are interested in, and e-mails you the results of the query on a daily basis. Korn Ferry has partnered with FutureStep and The Wall Street Journal to produce a board that was the topic of a recent presentation by The Chicago GSB Club.

One service is called Resume Blaster <[www.resumeblaster.com](http://www.resumeblaster.com)>. It allows the user the option of several targeted approaches in which the firm will send your resume to 300 search firms and 4000 companies, for under \$100. In addition, it allows the user the ability to let their name and/or current firm to be blocked out. Inquiries are then made through Resume Blaster, who contacts the user via e-mail. The day after my resume was blasted, I received about 40 phone calls and had 64 e-mails waiting for me at home. Naturally, after that, interviews began at a rapid pace, and just last Friday, I received two outstanding offers, one for a small consulting firm in Chicago and another for one of the ten largest companies in the country located in Silicone

Valley, both in treasury positions, exactly my objective! Where did these two firms get my resume? The Monster Board! About ten of the firms I interviewed with said they received my resume via Resume Blaster.

It appears that searching for keys words on a resume through a scanning process is on the upswing. Therefore, I would suggest, whether using the Internet or not, to use key words such as finance, audit, foreign exchange, instead of vague, indirect adjectives that will not be scanned for (e.g. hard worker).

One firm that I interviewed with, Disney, admitted that they scanned for the top ten business schools, along with the words foreign exchange in their search.

Additionally, what I found to be a major time saver and convenience was the ability to conduct research on the firms I was to interview with at home on my own schedule. Also, the quality and timeliness of the information obtained about a firm and/or topic can really help you sell yourself in the interviewing process. And, if you really want to write a targeted cover letter (most Web sites allow for the option of writing cover letters, or if you are mailing one the usually way), here is your change to shine with knowledge about the company and its industry.

In addition, one may access, for a fee, the most updated version of the *Kennedy Book of Executive Recruiters* (<http://www.kennedyinfo.com>) and query for search firms based upon geographic location, functions, specialties and type, and whether they are retainer and/or contingency based. For an additional modest fee, one may request the results of the query to be printed as address labels. This method is much more time efficient than paging through the big red book in the library and jotting down names and addresses, and then producing individual envelopes. Using the mail merge function allows you to produce customized cover letters, as well.

The fact of the matter is either I was extremely lucky, or the Internet decreased my search time to less than a quarter of what the axiom says about it taking a month for every \$10,000 to find the right position. I also admit we are in a very competitive labor market, which plays a large role.

Lastly, if you are unsure of what you want to do, or want to discover more about your strengths and weaknesses, all of the interest assessment and personality tests are offered either free or at a minimal charge on the Web. These include Myers-Briggs, Ennigram, The Birkman, and many others.

Good luck on finding the job and career of your dreams. Increase the tools you currently use by adding The Internet to the other tried and true methods!

# Interviews with Truly Extraordinary Women:

## Jane G. Witheridge '97, Founder and CEO of Organics Management Company

By Debbie Wang '96

Within the first 5 minutes of my conversation with Jane Witheridge, her passion immediately struck me. Jane is a dynamic leader who cares very much about articulating a vision and motivating people to want to achieve that vision. Of course, this means she's particularly well suited to turning around her recently acquired entrepreneurial venture at Garden-Ville, a manufacturer and seller of soils, organic fertilizers, mulches and other specialty garden products.

Having graduated in the early 70's from Lafayette College with an engineering background, Jane was first drawn to the environmental industry at Waste Management, Inc. She proceeded to spend nearly 20 years at Waste Management (WMX Technologies, Inc. by 1993) in a range of capacities, from environmental management, to recycling and joint ventures, to vice president of strategic planning. During this time, she married and had a son; then divorced and juggled home life as a single mother.

By 1995, Jane came to realize that she had reached a point in the organization where she could recognize what needed to be changed at WMX Technologies, but could not quickly and easily affect those changes. At that juncture, Jane chose to pursue a new direction, and establish her own firm. This new pursuit led to a recent relocation to San Antonio where Jane now finds herself in a new home, with a new husband, in the midst of turning around a new acquisition.

### **Can you tell me a little about what drew you to the environmental industry?**

Back in the early to mid 70's, there were two issues that were overriding. One was Earth Day. That was part of it, but it was actually secondary to my primary passion, which was the idea that people who pick up garbage are the lowest on the totem pole, sociologically speaking. When Martin Luther King went down to Memphis and was shot, he was actually protesting for the rights of the sanitation workers. The people in landfills wanted access to toilet, as opposed to having to go out to the back dump. It was the social issue that garbage men did more, in my opinion, to keep a community clean than any single doctor.

### **It sounds like social justice is very important to you.**

The company I started working with, Waste Management, was one that recognized the value of the truck driver. They really understood that it was those folks who got their hands dirty that made the company what it was. It was also about affecting a difference from the inside. I liked the fact that I was on the environmental compliance side and could make sure the company did things right.

### **How prevalent were women when you got into this field?**

I was the third woman hired in a salaried position in the entire corporation, which at that point had about 3700 employees. I almost

was not hired because I was a woman. They didn't think women could talk to operators. They didn't think women could travel alone. It served me well, on the one hand, because I was extraordinarily visible. I tried to leverage that into new opportunities for myself. I was always out there raising my hand, and trying to stand in front. They couldn't ignore me. In that sense, being a woman helped. And then, in all the traditional ways, being a woman didn't help, like being a part of the good old boys club, etc.

### **How did you land on organics?**

A man who worked for me said to "get into compost". I spent about a year looking at compost, and it didn't make sense to me. Finally, I saw the company I ended up buying, and saw how the business model could make sense. I raised a little money, and then tried to raise enough capital to have a national company in composting. As it turned out, I failed miserably at the capital-raising part, but was able to negotiate a good enough deal that I ended up buying a company. Now I have an operating company, Organics Management that owns a couple of manufacturing facilities and four stores. I sell to distributors who then sell to garden centers or nurseries, wholesale people, such as garden centers or landscapers, and directly to end users.

### **So how do you like it?**

I like being a person who can affect change. I typically don't affect the change by a top-down management style. I try to draw people up, and I'm continually pleased and delighted by the people working for me, two-thirds of whom don't have a degree above high school, and one-third who don't speak English. They understand what needs to get done.

### **What did you learn when you failed to raise enough capital?**

It is a very difficult thing to be told "NO," over 100 times. It is very difficult to get up again and be told "NO." I had great support, but when people say it's lonely at the top, it's lonely at the bottom too. I was naive enough to believe that my passion, my ability, and my experience were enough to have people believe in what I believe in. In terms of raising capital, I was naive in thinking that I could do it without having somebody there to give me the nod, and say "Yeah, I would bet on her." It was a very hard lesson to learn.

### **As an entrepreneur, how do you know when to keep plugging away, and when to call it quits?**

I had that moment where I said, "I've got to fold and do something else." [This new venture is] a huge leap of faith, but I'd rather do this and fail, than go to an organization where I could be a vice-president. I've already done that. It just doesn't do it for me. I have never measured success by title, by office size, by salary. I have always measured it by my ability to influence an organization in the manner in which I think it should behave. That's why I left Waste Management because I could not influence the organization. As it turned out, the people didn't want to change. If I weren't doing this, I'd start a different venture. Whatever I did, I wanted to exert sufficient influence to affect how the organization behaved.

***"I like being a person who can affect change."***

Japanese who had set the workaholic benchmark. There are no simple answers to this situation. Every one of us must make his or her own peace with this difficult issue. In this fast-paced, ever changing world, you must be willing to find time to spend with family, friends and colleagues. If you are willing and creative you can combine these important activities.

My fourth principle is about the absolute joy of building a business. One of my greatest pleasures in life has been to see the benefits that my company has brought to my employees. When we started, we had a handful of people, and I began to offer English as a second language class for my immigrant workers, who struggled in a new environment to make a life for themselves and their families. Many of these workers bought houses, raised families and gave back to their communities and religious affiliations. If you are an entrepreneur, no matter what the economic gains, building a company that adds value to your community and enriches the lives of your employees is the pot of gold at the end of the rainbow.

My fifth and final principle is the answer to how we should prepare ourselves for the next century. Times have changed and rules have changed. Everything has become faster and sometimes we feel like we're on a fast elevator with no stop buttons. But even in my advancing age, I recognize that all of these changes have given me more opportunities to solve problems and has leveled the playing field. The information age has made it possible for a small player like myself to compete in ways that were impossible when I first started. The opportunities for women, minorities and small business people have never been greater. When I started, I was a member of all three groups. I would attend meetings where I was surrounded by white males and business organizations with deep pockets. Today we have an increasing number of seats at that table and our voices are being heard. My call to you is to take advantage of this new environment and technological advances and become active in civic and social organizations. Integrate your business and personal lives to your satisfaction and enjoy whatever endeavor you choose.

### The Entrepreneurial Notebook:

## Entrepreneurship With a Life

By Lisa Kieres '84

Pursuing entrepreneurial interests has been my adult career goal. But how do you craft an entrepreneurial career, which supports the often-elusive quality of life balance? As an equity owner in 3 businesses, a member of several Board of Directors and wife and mother of two, I believe balance and a satisfying entrepreneurial career are achievable. Some thoughts:

**Be realistic about what it takes to lead a small business.** What do you do when your drive is to lead a small business but 70-hour workweeks are inconsistent with your life mission? In my 30's I reached a difficult conclusion that I have the ambition and passion, but not the will to close out other aspects of my life by putting all my eggs in one small business basket. I realized I could not be a classic full time executive and business owner.

**Look at your career and wealth building beyond your "job".** My interests are broad, and my "W-2" is just a part of my professional aspirations. I've crafted a satisfying career model by looking at career in terms of overall development and wealth building. This means real estate, investments, relationship building, sitting on boards, identifying and growing businesses, etc. are all a part of my entrepreneurial "career".

But how do you effectively pursue entrepreneurial interests "part-time"?

**Utilize your experience and focus on high value contributions.** I would love to run a good sized organization, but I choose instead to focus in specific areas- Take the lead to grow a business through acquisition or business development, create the organizational and financial model for others to implement, etc.



**Seek out partners and put "skin in the game".** Collaborate! My model has been to work closely with business owners, develop relationships, show value and become a "part-time" executive and business partner with them. I take "risk", by spending time developing ideas, working for modest fees during start up, and sometimes making capital contributions, but in the end, I work at a very high level and benefit from equity participation. It is very satisfying and supports my life goals.

**Consider spin-offs or related entities.** I have learned the hard way that meaningful equity negotiation in established businesses is difficult. But I have been successful as a partner and executive in business spin-offs or acquisitions. A business owner and I will identify related business areas, create a new entity and partner. Although I often run into start-up opportunities, they are more risky and can be all consuming. I am a founding shareholder in one, but it is an Internet venture with nearly \$10 million in venture capital funding, thereby reducing risk and reliance of the business on me.

**Make time for other wealth building.** If your financial goals are broader than a paycheck, carve out time to spend on your portfolio, seeking new opportunities, and other investments such as real estate. It doesn't just happen. These activities are often more conducive to family life, so make the time.

**Consider the realities of sequencing.** It may be the buzzword today, but sequencing is key. Set your goals and be patient. For example, my consulting practice has a staff of three. I would love to grow, but without a partner to help me, this is not the right time, so I self-limit growth. Set your life goals, focus, and remember, there is always tomorrow.

*Editor's Note: Lisa Kieres, '84, President of Emerging Business Services, has been selected as a judge of middle market businesses for Crain's Chicago Business Excellence in Manufacturing Program in November. Also look for her Business Advisor column in the November 8th issue of Crains.*

# UCWBG's New Sponsorship Policy

by Nancy L. Scott '91

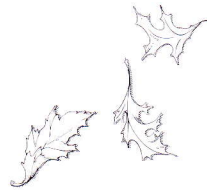
At the October meeting of the UCWBG Board of Directors, a new Sponsorship Policy was approved. The Policy's goals include:

**Increase financial support** for UCWBG events and operations. (e.g., provide funding for invitation costs, mailing costs, management company fees, etc.)

**Provide expanded services** to the UCWBG membership including: greater diversity in speakers, additional opportunities for meeting locations, enhanced administrative services for the UCWBG Board, and improved opportunities for continuing education through programming.

**Increase the visibility** of the UCWBG within the Chicago metropolitan and suburban areas.

The policy contains five levels of general sponsorship of the UCWBG as well as sponsorship of specific activities such as speakers, events, meals, invitations, newsletter, as well as advertising on our Web page and in our newsletter. Our target sponsors are alumnae, UCWBG small business owners, executive search firms, corporate recruiters and businesses whose products target the UCWBG constituency. We will provide more details of the levels of sponsorship in our next issue of The Exponent. If you are interested in learning more about this program, please contact Mary Lynn Faunda at: [mlfaunda@ameritech.net](mailto:mlfaunda@ameritech.net) or Nancy Scott at: [nlscott@aol.com](mailto:nlscott@aol.com) for more details!



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## Theme:

***Women's Lives:  
A Kaleidoscope of Choices***

***Inspiring Extraordinary Lives Speaker Series***

Brenda Barnes - November 16

Annual Meeting Celebration - January 27