Biology Associate Professor Dorothy Kozlowski is one of two researchers awarded a $189,000 U.S. Department of Defense grant to study brain injuries that result from military duty.

The Defense Department authorized the 18-month research grant “because of the growing number of soldiers coming back from Iraq with traumatic brain injuries,” says Kozlowski.

“The traditional definition of traumatic brain injury is that there has to be some sort of physical impact to the head,” Kozlowski says. “People in Iraq are experiencing a very new form of traumatic brain injury called blast trauma, where there is no physical blow to the head, but the injury occurs due to the shock waves impacting the brain.”

Many of the shock waves are caused by bomb detonations. “These shock waves have been shown to produce cell loss in the brain just like that seen following a physical impact to the head,” says Kozlowski.

Through brain injury research, scientists can begin to understand the effects of brain injury and how to rehabilitate the injured.

“Rehabilitation following traumatic brain injury retraining someone to do something they cannot do,” says Kozlowski, whose work centers on physical therapy following trauma. Kozlowski’s co-researcher for the grant is University of Texas psychology Professor Theresa A. Jones. Several DePaul students also contribute to the research project by conducting brain research in the animal laboratory.

From left: Biology Associate Professor Dorothy Kozlowski and two DePaul students conduct brain research for the U.S. Department of Defense.
Entrepreneur students provide marketing insights to local institution

In search of fresh marketing insights, Chicago Franchise Systems (CFS) of Tinley Park, Ill., which licenses 60 Al’s Italian Beef and Nancy’s Pizza restaurants in three states, turned to DePaul students for help.

Since its founding, DePaul’s entrepreneurship program and its affiliated center has helped hundreds of business professionals hone their entrepreneurial skills. More than 400 students study entrepreneurship at DePaul each year.

As part of an undergraduate business course, 17 DePaul entrepreneur students collaborated with CFS to evaluate its operations, finances, marketing and service quality.

From their analysis, the students provided CFS executives with their recommendations for improving operations and growing sales, from new methods for tracking store finances to marketing through social media.

According to Dave Howey, president of Chicago Franchise Systems, the students’ research and ideas were insightful, particularly their recommendations for using social media sites to reach young consumers.

“The students provided a new set of eyes and a new point of view,” he says. “They looked at it from different angles and provided an in-depth, third-party overview, which is very valuable.”

DePaul’s strong network of alumni played a big role in bringing together the franchise and the students. Michael Stadnicki, vice president of franchise development for Chicago Franchise Systems, earned his undergraduate management degree from DePaul in 2000.

“DePaul is Chicago-based, and Al’s and Nancy’s are Chicago institutions. This provides great synergy,” he said.
Real estate industry must return to the basics, says DePaul expert

Succeeding in the real estate market today requires earning money the “old-fashioned way” — that is, of working property at the property manager level, instead of the investment management level, says real estate executive and scholar Charles H. Wurtzebach.

Wurtzebach was recently appointed George L. Ruff Visiting Professor in Real Estate Studies at DePaul University.

“Property managers must return to the basics of working directly with tenants and understanding how the property fits into the local market,” he says. “Investments will pay off if the property can better meet tenants’ needs and offer more than competitors’ properties.”

Wurtzebach suggests the following strategies for property managers:

• Strengthen relationships with tenants by increasing personal contact. Stronger relationships contribute to lower tenant turnover.
• Restructure existing leases to meet tenant and property owner needs. For example, property managers can offer to lower lease payments, while extending the length of the lease.
• Focus on tenants’ credit rating and quality.
• Increase services and benefits for tenants to differentiate your property from others.

The Real Estate Center at DePaul is the premier Midwest center for real estate education, research and career enrichment. The center guides DePaul’s undergraduate and graduate degree programs in real estate, continuing education programs and conferences on the real estate industry.

Ethical leadership contributes to the corporate bottom line

Robert S. Rubin, assistant professor of management at DePaul University’s Kellstadt Graduate School of Business, is nationally recognized for his teaching and scholarship. Recently, Rubin and co-authors DePaul Professor Erich C. Dierdorff and Pennsylvania State University-Erie Professor Michael E. Brown presented their study, “Does Ethical Leadership Make a Difference?,” to the Academy of Management. He was recently the Wicklander Fellow in Business Ethics.

Q What is the business case for ethical leadership?

Rubin: In our study, we find that ethical leadership helps reduce employees’ counterproductive work behaviors — like the misuse of resources — and increase employees’ willingness to report ethical concerns. Our previous research has shown that employees are much more committed and likely to stay with an organization if they work for ethical leaders. This adds up to large savings on recruitment, training and other business resources.

Q Do businesses reward ethical leaders?

Rubin: We found that while ethical leadership factors into supervisors’ evaluation of managerial performance, ethical leadership does not factor into promotion decisions. Thus, while ethical leadership can help an organization be more effective, leaders do not appear to be directly rewarded for their ethical leadership. Clearly linking rewards to ethical behavior is likely to promote ethics among leaders.

The study was based on surveys of 96 managers, 412 employees and 21 vice presidents at a large national insurance company and a mid-sized multimedia company.

E-mail Rubin at rrubin@depaul.edu for more information about his ethical leadership research or for human resources and organization development consulting.
**Partnership supports student achievement and workforce readiness**

DePaul University’s School of Education is partnering with Nicholas Senn High School in Chicago to increase students’ success at high school and college and improve workforce readiness.

The partnership, supported by a four-year, $400,000 grant from the AT&T Foundation as part of the $100 million AT&T Aspire initiative, will focus on expanding the national student achievement program Advancement Via Individual Determination (AVID) at Senn. AVID provides underperforming students with the social, emotional and academic support needed to succeed in high school and postsecondary education.

“The partnership between DePaul and Senn will enable the high school’s AVID program to strengthen all areas necessary for the program to achieve its highest level of success, including student commitment, parent support and involvement, and teacher professionalism,” says Richard S. Norman, the school’s principal.

Senn High School plans to increase the number of AVID-certified teachers on staff and expand the AVID program from the current 100 students to 300 students within five years.

To help enable this growth, DePaul faculty and students will partner with the high school to develop ongoing professional development activities for teachers and counselors, and extracurricular and college-preparatory activities for AVID students and their parents.

AT&T Aspire is the corporation’s most significant education initiative to date and one of the largest corporate commitments ever to address high school success and workforce readiness.

One of the largest schools of education in the Chicago area, DePaul’s School of Education seeks to improve Chicago-area schools through partnerships with more than 200 public and private schools.

education.depaul.edu

AVID students at Senn High School in Chicago
Financial case competition tests analysis and communication skills

In early 2009, honors finance students at DePaul University competed in the inaugural Thomas J. & Diane K. Allison Case Competition, a unique competition which strengthens DePaul undergraduate students’ financial analysis and communication skills by requiring them to analyze a business case and defend their analysis before a panel of professionals and faculty.

“We are excited to be plowing new ground with this competition,” said Thomas Allison (COM ’73, MBA ’79), executive vice president and senior managing director of Mesirow Financial Consulting LLC. “So many new professionals know the textbook solution for financial analysis but can’t interact with other professionals or defend their analysis.”

School of Hospitality Leadership director appointed

DePaul University appointed Chris Roberts to head the new School of Hospitality Leadership in the College of Commerce.

Roberts, a strategic management professor with nearly two decades of professional experience in the hospitality industry, worked previously in the hospitality and tourism management program at the University of Massachusetts at Amherst (UMass), where his teaching and research focused on hotel, resort and casino management.

Prior to his academic career, Roberts worked in corporate management for Holiday Inns Inc. and the Bell Telephone System. He earned his doctoral degree in strategic management from UMass and also holds MBA and bachelor degrees in finance and management.

The School of Hospitality Leadership will launch its first undergraduate degree program in the fall.

MBA degrees awarded in Taiwan

The second class of students graduated in February from a DePaul University program in Taipei, Taiwan.

The 15 graduating students earned MBAs through a program run by DePaul’s Kellstadt Graduate School of Business in partnership with the Pan Asia Human Resources and Consulting Corp. Courses in the 18-month program are taught by full-time DePaul faculty who travel to Taiwan. DePaul also offers a MBA program in Bahrain.

DePaul recognized for community partnership program

A seven-year collaboration between DePaul University and Chicago’s Puerto Rican Cultural Center (PRCC) earned top honors from Illinois Campus Compact when it was named winner of the 2008 Jimmy and Rosalynn Carter Partnership Foundation Award.

DePaul’s Irwin W. Steans Center for Community-based Service Learning and the PRCC will share the prestigious award’s $15,000 purse and continue to jointly address critical health, social and cultural issues affecting Puerto Rican and Latino communities.

“The creation and maintenance of a true partnership between a university and a community is an exercise in listening, planning and mutual respect,” says Howard Rosing, executive director of the Steans Center.
Students craft real-world strategies for lawyers in DePaul’s Litigation Lab

In a unique legal class, DePaul law students are serving as trial consultants for attorneys litigating an active case.

The DePaul University College of Law’s Litigation Laboratory was created by alumnus Michael Panter (JD ’78) in 2008 to reach beyond legal theory and allow lawyers and law students to collaborate on live cases. An experienced trial lawyer, Panter was recently appointed associate judge of the Circuit Court of Cook County, Ill.

“For the students, the Litigation Lab is an opportunity to see how trial lawyers think and how they persuade a judge or jury,” says Panter. “For the lawyers, it’s an opportunity to get the perspectives of students who come from a variety of demographic and occupational backgrounds.”

Lawyers, who receive continuing legal education credit, pay a nominal fee for a two-hour session with 12 law students, all of whom have completed an evidence class. Students serve as mock juries, help prepare witnesses, critique appellate arguments, or suggest ways to improve jury instructions or closing arguments.

James Clark, a longtime instructor and a litigator with the Chicago law firm of Schiff Hardin, currently teaches the class.

“This is the way litigation should be taught,” Clark says. “We expect students to do what a new lawyer does — to be an engaged part of a litigation team. The lab transitions them from students to lawyers.”

The DePaul College of Law is ranked among the 100 best law schools in the nation by U.S.News & World Report.