

Sample pages as part of a job application.
I used the existing magazine; the following pages being my redesign.

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For Stanford's ambitious MBA students, Myra H. Strober's *Work and Family* course can be full of aha moments. They hear, for example, that women who wait to have children may have trouble conceiving, and that child care can take a big chunk out of a manager's income or eat up the whole income of some workers. Yet the cost of not working can be greater. And even workers without children may face challenges balancing work and family, including care for adult relatives.

For those not currently in business school, it may be surprising that the course exists at all or that the proportion of men enrolled in it has grown to 40%.

"The men are fully engaged here," said Strober, professor emerita of education with a courtesy appointment as a professor of economics at the Business School. Some are motivated by a



Myra Strober

desire to be a good father; others want to understand workplace barriers that affect their wives, friends, or employees.

Enrollees in the 10-week course are almost exclusively second-year MBA students, whose "thoughts have turned to life after the GSB," Strober said.

Strober started teaching the course — then titled *Women and Work* — in 1972, to undergraduates and a handful of female MBA students. Later, she taught it at Stanford's School of Education. She started teaching the renamed course at the GSB in the early 2000s.

Students write two group papers, one on combining work and family and one on elder care, plus one individual paper on a topic of their choice. Through readings, lectures, class discussions, and talks by guest speakers, students look at the challenges and explore strategies for dealing with them. "A lot of women and men in the class have very, very strong career goals," Strober said. "They want to be successful at their careers, successful financially, and also have a family."

One example is Collin R.

Before heading off to high-pressure careers, both male and female MBAs explore how they can save bandwidth for their families.

Hathaway, MBA '07, founder of Skylight Capital, who was one of the men in the class two years ago. He returned this year, along with his Kellogg MBA wife, as a panelist. "My perfect relationship, if you'd asked me and I'd been really honest, was with a beautiful, smart woman with an MBA who then wants to stop everything and put me first," he said. "It sounds cool, but it's not a fair or reasonable request of someone you care about."

Hathaway said the class which he counts among the most valuable courses he took at the Business School changed his thinking on balancing his career goals, political aspirations and family life. One idea that was new to him: looking at earnings over the long term, not just in a given year. Because workers who stop out



Illustration: Courtney Wotherspoon

generally earn less later on, dropping out of the workforce to save on child care costs can be costly.

Strober lists other strategies used by high-performing workers — usually women — to make family life more manageable. Some have only one child. Some have "who play a bigger role in the family than most husbands," she said.

Guest speaker **Sandy Takahashi Shirai**, MBA '89, Northern Pacific regional managing director for Deloitte Consulting, talks to the students about the pros and cons of having children

BALANCING Career and Family

later rather than earlier. "If you're the boss, it's easier to be flexible, and you have more financial flexibility," said Shirai, who had her daughter at 40. On the other hand, having children later is physically harder she said.

As Deloitte's lead partner on the HP-Compaq merger, Shirai said she worked "night and day on the biggest technology merger in history" before and after her daughter was born. Then Michael Capellas moved from Compaq CEO to WorldCom MCI CEO and asked Shirai (and Deloitte to work for him in Virginia. Shirai's daughter

was a baby broken her leg.

"I was very tempted not to do the job," Shirai said. "On the other hand, I was very dedicated to Michael and his need to have the company emerge from bankruptcy. Thousands of peoples' jobs depended on it."

Her husband a dentist couldn't leave his practice. "I would never ask him to give up something he loves doing," Shirai said. So he and their daughter stayed near their extended families in California. Later, a colleague asked Shirai what she had done for her husband. Shirai said she had

taken him out for dinner. The colleague said, "No, no, that's not big enough. You've got to get him a boat," Shirai recalled. She protested that her husband doesn't like boats, but she got the point: "I was taking my husband for granted. When other people help you, you need to absolutely make sure you acknowledge it."

Some workers choose their field with work life balance in mind. **Steve Dostart**, MBA '90, president of Dostart Development Co. in Palo Alto, tells students how he decided to go into real estate development after

a summer internship in finance.

"I liked the excitement," of finance, he said. But when he asked one vice president whom he admired how he balanced work and family, the man started laughing. He said he was going to sneak away from a work event that evening to attend his daughter's sixth birthday party. "I saw him at six o'clock, darting out through the cubicles, putting his head down so no one would see him," Dostart said. "I decided that's not going to be me."

No Silver Bullet

Lindsey Maynard Cooksen, MBA '09, however, is drawn to finance. An advisor at Morgan Stanley, easier to go back to work after having children if she is doing work she loves. In the class, she learned "there's no silver bullet to managing a lifestyle with two working parents but if you can make it work it's beneficial to both your marriage and your children."

Dostart and his wife, Sharon Meers, also talk about building a marriage based on equal sharing of household work and importance placed on their careers. "It's a mindset that says dads are equally important to kids, and moms need careers as much as men do," said Meers, a former managing director at Goldman Sachs and the co-author of the book *Getting to 50/50*.

Not everyone follows the same model for having children. **Sharon Tetlow**, MBA '86, senior vice president and chief financial officer at Cell Genesys Inc. adopted a child as a single mother. Although she continues to work full time at a high level

job, she has taken a job closer to home and less demanding than she might have otherwise. "Stepping back in my career is just not something I ever planned to do," she said. "Talking on a child completely changes your ability to focus on your career."

Some parents find that the demands of parenthood are not compatible with high powered careers and they opt out of the workforce at least for a time. One of the class sessions has a panel of graduates who are current and former stay at home moms and dads.

"We talk a lot about whether or not people have a moral obligation to work and remain in their field given that they've taken up a slot at the GSB," Strober said. If they do, she adds, then do employers have a corresponding obligation to try to make the workplace more accommodating to workers with families?

"The women in the class feel very strongly that they don't want to be pushed into working," Strober said. "They don't want people to tell them that if they need to leave the workplace, they have sinned in some way."

In recent years, the course has added discussion of elder care, a

subject that's important even to students who don't plan to have children. "It was really not on many people's minds that all of a sudden you could have four parents to deal with," Cooksen said.

Guest speaker **Esther Koch**, MBA '79, a gerontologist and elder care advisor, encourages students to think not just about practical issues but about the emotional ones: "How would you like it if your kids come to you and say you can't drive? How do you want to be treated when you're older?"

She also emphasizes that "elder care is not child care for the aged." With children, the needs are usually predictable, revolve around logistics, and decrease over time. "With elders, the needs increase over time, are frequently emergency in nature, and involve more complex and emotional family dynamics," said Kotch, who is president and founder of Encore Management.

Students in Strober's course look at all these issues not just from a personal perspective but through the eyes of a manager. What does it mean to be leading a team or company where some workers are juggling family obligations?



Stanford students attend Myra Strober's 1972 Women and Work class, the precursor to the Work and Family course she now teaches.

Alumnus Hathaway runs a private equity firm that owns and manages a plumbing company. He has lots of employees — mostly women who work in the call center — who have to take time off because their children are sick. "This class made me a little more empathetic about what our employees face," he said.

A big part of the class is students sharing their own experiences and ideas. When the class is discussing whether it's a good idea to leave the workforce while your children are young, students whose parents are divorced speak up about their mothers' struggles to support them- selves.

"They are very vocal about telling the other women in the class to keep their skills alive if they drop out of the workplace,"

Strober said.

Cooksen said she enjoyed hearing about how her classmates were raised: some by nannies, some by single parents, some by stay-at-home moms. "I think it was very advantageous to see, one, that all of those methods are used and, two, that all of those children turned out just fine," she said.

At one evening session, students were invited to bring their significant others. They questioned a panel of three couples, all students or recent MBA graduates: When you're both job-hunting at the same time and one gets an offer, do you accept it without knowing if your partner will have work in that city? How do you handle your finances: Is money pooled or do you each

have separate accounts?

Many of the questions the course raises haven't changed over the years. "But I think our answers become more and more sophisticated," Shirai said, as more women reach the top levels of corporate America.

Meers agreed. "What Myra is doing is revolutionary in the best sense. If every university in the country did it, corporate America would be dramatically more productive and save billions in needless turnover."

Watch Esther Loch's Alumni Weekend lecture on elder care at bizonline.stanford.edu

Ways to Calculate Costs of Break from Paid Work

When new parents are struggling to juggle high-powered careers and young children, they sometimes do a quick calculation: Add up the cost of child care, commuting, and other work expenses; subtract it from the family's second income after taxes (using the couple's marginal tax rate).

Because u.s. childcare costs can run \$15,000 per child per year at a child care center or \$40,000 for a nanny, this calculation often shows that the family isn't benefitting much financially from that second income. This can lead couples to decide that one of them — usually the wife — should stop working, at least for a time.

In Professor Myra Strober's Work and Family course, students learn to also take into account the impact on lifetime earnings.

When highly educated women leave the labor force for two years, they earn an average of 18 percent less on their return than they would have had they continued working, according to a study published in a 2007 book by Sylvia Ann Hewlett, *Off-Ramps and On-Ramps*.

The difference between dropping out and continuing to work could be larger or smaller for any individual, Strober points out. For example, a person who stays in the workforce might aggressively pursue promotions and earn

more than average, or he or she might decide to pull back while continuing to work, earning less. The same is true for individuals who leave the workforce and return: The time it takes to regain a former earnings trajectory depends on the kind of job they get, which can be affected by everything from the industry to the strength of their networks.

One alumnae group is trying to help GSB women go beyond the drop-out or stay-in calculation to focus on developing skill sets for juggling parenthood with work, says Mercy Eyadiel of the MBA Career Management Center. One of the projects of the Business School's Women's Initiative Network (WIN) is collecting insights from alumnae who have handled transitions such as becoming consultants in order to better manage their careers and personal lives. "In our current work environment, knowing how to parachute into a position and work efficiently with a team is a great skill set that many successful women have developed. WIN would like to see more get training in those skills," Eyadiel says.

In any case, it is critical that both men and women value their careers equally, Strober said. "A couple shouldn't think that the cost of child care has to be covered by the wife's salary."

Michael Beugg's career path has about as many plot twists as did a recent Oscar-winning movie for which he was executive producer, *Little Miss Sunshine*.

TINSELTOWN TACTICIAN

by Arthur Patterson

You're producing a motion picture and you need a snowstorm at the St. Louis airport--during the summer. Done. You have to film daytime scenes at night because a certain starlet isn't a morning person. Difficult, but done. A Teamsters Union official pulls a baseball bat from behind his desk and says that's how problems are dealt with in the Big Easy. You run!

Luckily for Michael Beugg, MBA '90, who's been on the production side of film and television projects for the past 15 years, the union official said it was only a joke and proceeded to finish labor negotiations for workers on Hurricane Season, a film that recently wrapped up production in New Orleans.

"I'm the guy who's working behind the scenes up until filming ends," Beugg said, "at which

point approximately 90% of a project's budget is spent."

If it's not hammering out labor contracts or working with airport security officials on filming around daily operations in a soon-to-be-released film about a corporate downsizer starring George Clooney, it's putting out unexpected fires. Jeff Probst, host of reality television show *Survivor*, was set to parachute and then ride off on a nearby waiting motorcycle for the show's season finale. Two days before the start of filming, however, Beugg learned that Probst had never parachuted before, nor had he ridden a motorcycle. After Beugg coordinated some hasty training sessions, the show went off without a hitch.

Beugg, whose projects include *Thank You for Smoking*, *America's Most Wanted*, and *He's Just Not That Into You*, is primarily

responsible for bringing a project to completion on schedule and within budget. His current responsibilities make his days of producing the GSB student show — where he wrote, sang, acted, and directed — seem like kid's stuff.

The business side of Hollywood, however, wasn't his first calling, nor his second, or third. Beugg's career path has about as many plot twists as did a recent Oscar-winning movie for which he was executive producer, *Little Miss Sunshine*. From his pre-med days at Yale to his current post as producer for hire at his Federal Films, Beugg has never been afraid to give a new line of work a try.

Halfway through his undergrad years, he changed to a major in business while still making time to take a few film and music courses. Then he went into an associate's program at Boston



Photo: David Strick

Michael Beugg, MBA '90, on the Paramount Studios lot in Hollywood, Calif. His most recent production, *Up in the Air*, is slated to be released by Paramount in early December 2009.

Consulting Group's Chicago office but spent his evenings at an acting studio.

Giving consulting a fair shake but learning it wasn't for him, Beugg came to the Business School in 1988. After graduation he joined the White House Budget Office, where Bob Grady, MBA '88, was associate executive director. Beugg's three-year post bridged the elder Bush and Clinton administrations. He continued to take acting classes while in D.C. and in 1994 heeded a childhood friend's persistent requests to come work in Hollywood, where he helped produce a short film for then little-known actor Billy Bob Thornton. That short was the precursor to the Oscar-winning full-length feature *Sling Blade*.

As they say in the movies, "the rest is history." In the past 15 years Beugg has produced nearly

three dozen film and television projects while raising three children with his wife, Linda. When he started in the industry the studios were resistant to MBAs, he says. But as they became more like Fortune 500 companies, MBAs started filling many of the divisions.

Despite his interest in acting and years working in the industry, don't expect to see Beugg in any leading roles. "Right now my dream would be to get more producing jobs here in Los Angeles," he said, referring to how working on a filming location can keep him away from home for weeks at a time. "That way I can spend more time with my family."

ClassNotes

...news about your classmates

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