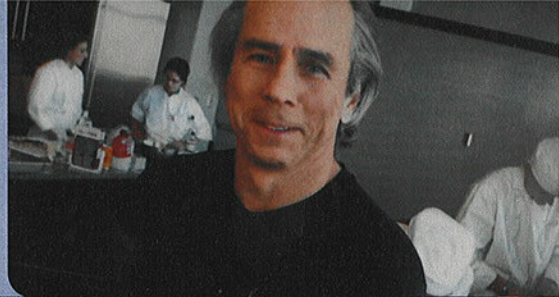


N V I S I O N

news and conversation for NORTHWESTERN LAW'S ALUMNI COMMUNITY

Winter 2006

*A turnaround for
Kendall College à la
Howard Tullman (JD70)
See page 8.*



Shake well: Howard Tullman's recipe for a turnaround well done

"There's nothing more entrepreneurial than starting a restaurant," says **Howard Tullman (JD70)**, and he ought to know: He's founded or run more than a dozen companies, including a video game developer, a music web site, and a data provider for the auto insurance industry. Then again, while he's invested in restaurants, he's never been a restaurateur.

But in late 2002, "with no background in food and no interest in food," Tullman became president of Kendall College, long regarded as one of the nation's best culinary schools but with a future threatened by financial distress. The board of trustees gave him carte blanche, including the option to close Kendall's doors after 67 years.

Tullman, however, had a turnaround in mind and took on the challenge with the boldness and flair of an artisan chef. For starters, he moved Kendall from its aging

Evanston facilities to Chicago's industrial Goose Island neighborhood. It's now in an eight-story building combining classrooms and kitchens, financed in part by such food giants as Kraft, Leo J. Shapiro, and Sara Lee, which use space at Kendall for product development, focus group testing, and special events. There's even a kitchen that doubles as a TV studio. Postmodern art is everywhere, on loan from Tullman.

He also partnered with for-profit Laureate Education on a \$25 million loan to cover the balance of the relocation costs, a step that brought Laureate's renowned Les Roches School of Hotel Management to Kendall. If all goes according to plan, Laureate will exercise an option to buy Kendall in 2007.

So far, so good. But then he told the faculty he was eliminating tenure.

THE EDUCATION BUSINESS

In a letter to Kendall College faculty, CEO-turned-college president Howard Tullman (JD70) wrote, "We are proud to be building and running a first-class business.... Anyone who thinks that 'business' is a bad word has no business at Kendall." But Tullman sees a critical distinction: "If you're negligent or sloppy in a business, so what? It's just a business. If you're lousy at educating people, it's a sin — you're screwing up people's lives. It's a sacred trust."

1960

Chicago White Sox owners **Jerry Reinsdorf** and **Eddie Einhorn** saw their team end Chicago's 88-year World Series drought by sweeping the Astros in baseball's 2005 Fall Classic.

1967

James Jones, who served two terms as Idaho attorney general, is now a justice on that state's Supreme Court.

1969

Antitrust litigator **Byron L. Gregory** joined **Foley & Lardner** as a partner.

After retiring from Chapman and Cutler, **George Sullivan** joined the Jesuit-sponsored ministry **Ignatian Lay Volunteer**

1970

Robert Charles Friese joined the board of directors of environmental group **Worldwatch Institute**.

1971

John Ross was a finalist for the American Tree Farm System's Southeastern Tree Farmer of the Year award. He also was appointed to Tennessee's State Forestry Commission. He practices law at **Ross & Barlow** in Savannah, Tennessee.

1972

The National Association of State Universities and Land-grant Colleges gave its 2005 Michael P. Malone International Leadership Award to **Daniel O. Bernstine**, who is

Justice Dalveer Bhandari

joined the Supreme Court of India after serving as chief justice of the High Court of Bombay.

1974

The French government awarded Yeshiva law professor **Michel Rosenfeld** membership in the National Order of the Legion of Honor in recognition of his scholarship and interest in French law and culture.

Pete Wentz joined the Chicago office of Washington, D.C.-based public affairs consultancy **APCO Worldwide** as executive vice president.

1975

Jill Berkelev received the

John Henry Wigmore and the Center on Wrongful Convictions are noted in *True Witness: Cops, Courts, Science, and the Battle against Misidentification*, **James Doyle's** new book.

1977

Nelson Chun was promoted to senior vice president and chief legal officer of Honolulu-based **Alexander & Baldwin, Inc.**

The Chicago Bar Association named **Michael Hyman** of **Much Shelist** its president.

1978

Charter Communications named **Grier Raclin** executive vice president, general counsel, and corporate secretary.

1982

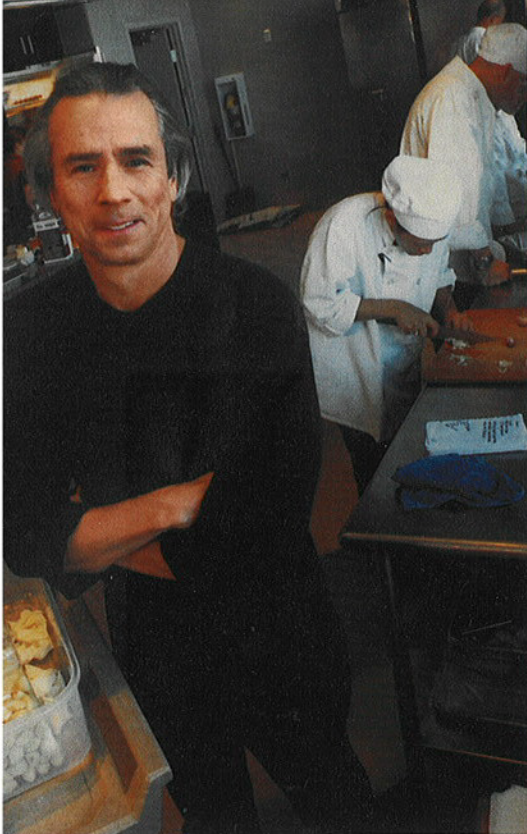
Transportation company **Ryder** promoted **Vicki O'Meara** to president of U.S. Supply Chain Solutions.

1983

Lonni Berkley joined **McGuire Woods** as a partner in the real estate and environmental department.

Terrance L. Bessey joined the Washington, D.C., office of **Patton Boggs** as a partner in the corporate finance practice.

Leslie Leeb Machado is of counsel to **Ruben & Goldberg, LLC**, in Northbrook, Illinois, specializing in commercial and residential real estate work.



Veteran entrepreneur Howard Tullman (JD70) says the methods in his "cookbook for change" can be consistently successful "provided you have people willing to put in the time and make the commitment."

Gulp.

"I told them, 'You may sleep with that three-year contract under your pillow, but you're kidding yourselves. The school doesn't have enough money to last three months, and I'm not signing anything that makes a promise I can't keep,'" recalls Tullman.

Not everyone responded positively, and as Tullman points out, "the fact that these

chefs were working with fire and knives made it even more challenging."

And he didn't stop there. He demanded more hours from faculty, brought in new technology, and expected longtime chefs to learn how to use it. He hired new faculty with different styles and backgrounds. And he did it all in his exceptionally blunt, extremely demanding style.

"If I had it to do over," he concedes, "I would be less profane." But even as Tullman made what he calls "ridiculous and disproportionate demands," he earned the faculty's respect with his hard work, caring, and honesty.

"These were people who had gotten stale," says Tullman, "but it's not like their heart wasn't in it. They were educators. Our job was to reinvigorate them.

"All authority comes from authenticity, and I never said one word that wasn't true. Over time, if you are consistent, do what

you said you'd do, and you see small victories and show progress, people of goodwill give you the benefit of the doubt."

Now that Tullman's ways are working at Kendall, he's already started his next venture, also in education: a company that gives upper-elementary school kids the chance to see what it's like to run a city. Tullman isn't leaving Kendall just yet, but he knows that the shelf life of a turnaround artist is short.

And before he leaves Kendall he wants to pass his entrepreneurial "cookbook for change" onto a few of Kendall's budding restaurateurs: "I can't teach somebody to be an entrepreneur, but I can teach entrepreneurs to be a lot smarter about how to face common, recurring business problems. You don't get to be Emeril until you've spent five years chopping extremely rigid corners on cubed carrots." — *SH*

1985

Now a full-time clinical assistant professor at Northwestern, **Sue Payne** is teaching basic contract drafting to first-year students this spring.

Shimer College of Waukegan, Illinois, named **Anne Levinson Penway** its admissions director.

1986

Timothy Donnelly is vice president and general counsel at American Vanguard Corporation, an agricultural products company based in California.

Michael J. Legamaro joined the Chicago law office of Schwartz Cooper Greenberger & Krauss as a principal.

Patricia M. Logue won an award from the Chicago Council of Lawyers and the Chicago Appleseed Fund for Justice for her legal and public policy work, which includes protecting the rights of lesbian and gay parents.

1987

MobiTV, a provider of live television content for mobile phones, appointed **Andy Missan** vice president and general counsel.

Amy K. Singh joined the Entertainment & Intellectual Property Group LLC as senior counsel.

1988

The Anthony Robbins Company promoted **Cynthia Rold** to master elite coach.

1989

Mark Anson is relocating to the United Kingdom to become CEO of Hermes Pensions Management.

Hal Liebes joined New York-based Fred Alger Management as executive vice president and chief legal officer.

1990

Meena Alagappan was appointed executive director of HEART (Humane Education Advocates Reaching Teachers).

Rebecca Mitchells returned to Wilson Sundt Goodrich &

GET INVOLVED

At www.law.northwestern.edu/alumni, you can

- contact a long-lost classmate using the alumni directory
- read more class notes and add your own
- volunteer to mentor a student, judge a moot court competition, or interview a prospective student
- give to Northwestern Law
- make plans to attend a Law School event
- read *Envision* online