MEET OUR NEW DEAN
Alex Triantis on the future of Smith
Real individuality. Unreal togetherness.

Meet one of our people and they’ll ask about you. Not your resume. Because it’s you, the person, we’re interested in. After all, it’s a big, diverse world out there. Tackling global business challenges takes different viewpoints and fresh thinking. Listening. Sharing. Debating. It’s all part of the job. All we’re missing is you. Visit ey.com/careers.

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Smith’s new dean wants to grow the connections between the school and its students, faculty, alumni, corporate partners and community.

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We show up to an event in the Wienermobile... hand out Wienerwhistles, and spread miles of smiles.”/ 5

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LAST WORD
Getting “REAL”
MBA Entrepreneurship Course
Has Students Launch Businesses

ASSOCIATE PROFESSOR BRENT GOLDFARB’S RESEARCH indicated that mere business plans don't help entrepreneurs looking for venture funding. So he ditched the curriculum in his business plan course. Instead, his MBA students start and run a real business in just seven weeks.

In REAL660, named for the experience and the course number, students face challenges related to marketing, strategy, social media and teamwork. Students who can’t turn their idea into a moneymaker have to join another business. At the end of the semester, one winning business stands supreme.

It is an intense, frustrating, enlightening experience for Smith students, and one of the most innovative entrepreneurship courses around. See the highlights from the spring 2013 REAL660 in a five-episode online series at rhsmith.umd.edu/REAL660.

**Episode 1**
Students pitch their businesses, recruit team members, and launch a fleet and district delivery. Both propose to deliver lunches to Van Munching Hall: Can both teams survive?

**Episode 2**
Teams struggle to get a prominent entrepreneur or businessperson to post a video of support on social media and make their first-week sales goals.

**Episode 3**
With the competition narrowed to four teams, students pitch their businesses to Dingesman Center judges.

**Episode 4**
Operational challenges and team dynamics create problems for the remaining three teams.

**Episode 5**
Profits are counted and lessons recounted, and the winning team is crowned.

**VIDEO:** Check out the REAL660 series at rhsmith.umd.edu/REAL660.
CUPID’S CUP GOES NATIONAL; WINNER IS LOCAL

The Cupid’s Cup business competition this year expanded beyond the university to award cash prizes to the most promising entrepreneurs in the country. But the April 5 competition, sponsored by Under Armour founder and CEO Kevin Plank ’96 and hosted by Smith’s Dingman Center for Entrepreneurship, found its top winner close to home.

Started by Philip Weiner UMD ’11 and John Gorby UMD ’10, Earth Starter took home more than $50,000 as the grand-prize winner for its creation of the Nourishmat modular garden kit.

Nourishmat takes the guesswork out of gardening, as users simply spread the fabric mat in a suitable growing space and plant the included seed balls in the marked holes. The mat uses companion planting techniques, which eliminate the need for pesticides. The weed-barrier mat also includes a built-in drip irrigation system that connects to a regular garden hose.

“I was really interested in being a social entrepreneur, and I always wanted to develop a product — to build stuff that matters,” says Weiner. “We want to help people turn their brown thumbs to green thumbs with our Nourishmat, so we launched Earth Starter to give people a healthy alternative to mass-produced food without having to spend a lot of time in the garden.”

The eighth annual Cupid’s Cup attracted 24 applicants from 16 states and six finalists from Maryland, Virginia, Ohio, Florida and California.

“Our commitment to entrepreneurship extends far beyond this competition,” says Elana Fine, managing director of the Dingman Center. “We are working with our campus counterparts to inspire a community of entrepreneurs. We want to help develop the entrepreneurial mindset here on campus and throughout the region that gives people the courage to take their fearless ideas to market.”

ELANA FINE
Alumnus Guides Health IT Company to Record Profits

WELLFORD DILLARD, MBA ‘97, has a track record of turning around struggling companies. Today he’s using his financial expertise in a company that helps sick people get well.

Dillard is CFO of GetWellNetwork, which provides interactive patient care solutions to hospitals around the country. The company’s subscription-based software controls in-room TVs that provide instructional videos to hospital patients to help them understand their condition and treatment. Patients can also use the device to ask doctors and nurses questions before seeing them in person. A mobile app helps patients remember the names of their medications and treatment directives after they are released from the hospital.

At the 2013 Social Enterprise Symposium, Dillard discussed the company’s strategy for growth with 19 MBA and undergraduate students during an invitation-only boardroom discussion.

Originally, GetWellNetwork’s goal was to be profitable by 2012. Dillard showed the board how the company could instead make investments to improve patient outcomes, which would also improve the company’s ROI story, which would then drive sales.

“Those things are not obvious from a [profit and loss] perspective,” says Dillard. “Today we have fantastic ROI and new products that have been important for patient outcomes. And our sales were three times that of the previous year. We’re going to double in size and revenue this year.”

One hospital experienced a 60 percent reduction in its readmission rate, he says. Another realized a 24 percent increase in staff responsiveness. A medical center saw its pharmacy revenue rise by $1.6 million, just because GetWellNetwork’s software reminded patients to fill their prescriptions. The company is so highly regarded that last year it was sold to Wells Fargo, a private equity fund that specializes in health care IT.

Fiscal responsibility is important to investor-backed businesses, says Dillard, but “every time we’ve made the right decision for the patient, it’s been the right decision for the company.”

2013 SOCIAL ENTERPRISE SYMPOSIUM

“You can market and create good at the same time,” Elva Hammond told the crowd at the Smith School’s fifth annual Social Enterprise Symposium on March 1, 2013. “Business has been part of the problems we are facing today, and business needs to be part of the solution.”

Hammond, director of environmental stewardship for Clif Bar, has a passion for sustainable business practices and creating social value that was palpable during her morning keynote speech. The free Clif Bars were a bonus.

Hosted by the Center for Social Value Creation, the conference took place at UMD’s Stamp Student Union. More than 1000 people attended the 14 presentations and panels.

SMITH SCHOOL LAUNCHES ONLINE MBA PROGRAM

THE SMITH SCHOOL WILL LAUNCH an online MBA program in January 2014 designed to accommodate working professionals.

The academic rigor, experiential learning, and top faculty that make Smith’s other MBA degree programs so successful will still be in place, with the key difference being the level of flexibility for students. The program will begin and end with in-person residencies in College Park; students complete the remainder of the 21-month program online, on their own time.

Students can select an MBA concentration — accounting, finance, information systems and analytics, or marketing — or choose the general track. They will log online at specific times twice per week, with additional coursework and team projects completed in between.

The program is fully accredited. For more information about the curriculum or the program requirements, visit onlinemba.umd.edu.
Franks for the Memories

Samuel Blum '13 is one lucky dog. He's hitting the road this year as one of 12 Oscar Mayer Hotdoggers, driving the company's Wienermobile from sea to shining sea.

Blum and a fellow Hotdogger are sharing driving duties during their six-month tour of the Northeast, after which he'll be assigned a new partner and a new region. Altogether, six Wienermobile vehicles will be touring the United States as part of the extremely visible marketing program, "meating" up with eager fans across the country. "We show up to an event in the Wienermobile, take photos, hand out Wienerwhistles and spread miles of smiles," says Blum.

Blum, who learned of the program in a travel magazine, was one of only 12 Hotdoggers chosen from more than 1,000 applicants. He took a two-week training program at "Hot Dog High" in PR and social media and logged more than 40 hours of driver's training.

"It's been interesting to learn about public relations at such a large company. I think it is really cool that I get to represent such a large brand," says Blum, who was a marketing major and Design and Innovation in Marketing Fellow at Smith.

"Whatever field I go into next," he says, "I'll have an excellent experience to talk about." / SB /
It’s Not All Business at Smith

Who said business school had to be all business and no fun? Certainly not the students at the Smith School.

With semesters packed with classes, study groups, exams, and projects — not to mention a plethora of academic events, including the CEO@SMITH speaker series, Cupid’s Cup, the social enterprise symposium, and many more — sometimes our students need to kick back, relax and have fun.


“Being part of the inaugural Smith Senior Cruise this year was the ideal way to acknowledge the graduating seniors and recent alumni and also bring the year to a memorable end,” said Manas Kulkarni ’13. “It was an absolute privilege to be part of what I believe should become a tradition at the Smith School; an effort toward celebrating not just the end of our undergraduate career but also the beginning of our future as alumni.”
Third Annual Smith's Got Talent / April 18, 2013. MBA students showcase their talent during the annual variety show as faculty, staff and fellow students look on.

Monte Carlo Night / Feb. 16, 2013. Students play blackjack at Monte Carlo Night at the historic Andrew Mellon Auditorium in Washington, D.C. The black-tie-optional gala is held each year as a fundraiser to honor Michael Scott Lamana and Eric Cranford, Smith School part-time MBA students who were victims of the Sept. 11, 2001, terrorist attacks. The proceeds support a merit-based MBA scholarship fund established in their memory.
"Calculating the gains associated with increased security is problematic, given that cybersecurity is a cost-saving, rather than revenue-generating, project. If you do the job right, you don’t see the benefits."

/ LAWRENCE GORDON, ERNST & YOUNG ALUMNI PROFESSOR OF MANAGERIAL ACCOUNTING IN A FINANCIAL TIMES ARTICLE, "MARYLAND PROFESSORS WEIGH UP CYBER RISKS" / MAY 20, 2013

"The distribution logistics in India are very poor. But they’re poor also for Wal-Mart’s competitors, and Wal-Mart has to beat only its competitors in India. Wal-Mart does not have to beat what its competitors are doing in the U.S. or Germany."

/ ANIL GUPTA, PROFESSOR OF GLOBAL STRATEGY AND ENTREPRENEURSHIP, DISCUSSING WAL-MART’S PROSPECTS IN INDIA ON CNBC’S "SQUAWK BOX" / APRIL 7, 2013

"Traders able to see market swings milliseconds before others gives them an informational advantage. The activity is like a tax on other traders because you get all the gains from being the first guy to trade."

/ PETE KYLE, CHARLES E. SMITH CHAIR PROFESSOR OF FINANCE, IN A WALL STREET JOURNAL STORY, "MARYLAND PROFESSORS WEIGH UP CYBER RISKS" / MAY 1, 2013

"The brand should be appealing closer to a customer’s sense of identity rather than looking at this as a functional product where you take a notebook and write something down."

/ P.K. KANNAN, RALPH J. TYER PROFESSOR OF MARKETING SCIENCE, DISCUSSING MOLESKINE’S ITALY STOCK MARKET IPO ON AMERICAN PUBLIC MEDIA’S "MARKETPLACE" / APRIL 2, 2013

"It’s not a new story that women are discriminated against or judged upon in the process of being selected for these advisory boards, but what is actually intriguing and novel is that very few people in the past have nailed down reasons. In this particular setting, it’s more about the evaluation process rather than intention and qualification of women."

/ WEVERLY DING, ASSISTANT PROFESSOR OF MANAGEMENT AND ORGANIZATION, FROM AN INSIDE HIGHER ED REPORT ON HER STUDY INTO THE GENDER DISPARITY ON SCIENTIFIC ADVISORY BOARDS / MARCH 19, 2013

"Young founders need to ask themselves: ‘Does [the city] have critical mass in one or multiple sectors? Does it have both young and seasoned entrepreneurs? Having a diverse community of peers doesn’t just mean surrounding yourself with other 20-somethings or founders of similar socioeconomic status. You should be looking for a strong community from which to draw mentorship, as well.”

/ ELANA FINE, MANAGING DIRECTOR OF THE DINGMAN CENTER FOR ENTREPRENEURSHIP IN AN INC. MAGAZINE ARTICLE, "BEST PLACES TO LAUNCH: 5 THINGS TO CONSIDER," / APRIL 30, 2013
If You’ve Got It, Don’t Flaunt It

Whether people wear sunglasses with Gucci’s enormous double-G, or they name-drop the label on their designer handbag, people who boast about the brands they use in a conspicuous way turn off many others. That’s the conclusion of Smith researchers who studied how people display the brands they use.

The researchers found that these show-offs can reflect poorly on a brand and cause brand dilution. For consumers not connected to the brand, seeing someone flaunt it conjures negative feelings toward the brand itself. But other consumers who are so bonded with a brand that they consider it a part of their self-concept easily dismiss the behavior, says Rosellina Ferraro, associate professor of marketing and co-author of the study. She did the research with Amna Kirmani, professor of marketing, and Ted Matherly, a Smith PhD graduate who is now an assistant professor of marketing at Oklahoma State University.

The researchers tested participants’ reactions to two well-liked brands, Apple and Tiffany, in a variety of situations that showed subjects either flaunting or inconspicuously using branded products. For example, one test had subjects react to a mock Facebook post of a man showing off his iPad in a specially designed T-shirt with a chest pocket for the device.

The research raises a warning for companies, whose future customer base lies in the people who are currently not connected to their brand. “With the prevalence of social media, now everybody is a brand ambassador, and companies are trying to get everyday users of a brand to promote it,” Ferraro says. “While companies want to encourage this behavior, they don’t want people to do it a way that’s going to potentially turn off other consumers.”

So what’s a marketer to do? Getting people so connected to a brand that they can forgive and forget fellow consumers’ behavior is a good idea, all companies, says Ferraro. She recommends brand managers focus on messages about how the brand relates on a personal level. One effective example she points to is Dove’s “Campaign for Real Beauty,” which challenges beauty stereotypes with messages aimed at making women rethink their own images.

Companies can’t control how consumers use — or flaunt — their brand, but they can control their own brand messages, she says. “It’s in a brand’s best interest to try to discourage flaunting behavior, but also encourage people to get excited about the brand,” Ferraro says. “It can be a fine line to walk.”
FEMALE LEADERS HOLD BACK OTHER WOMEN, STUDY FINDS

GENDER EQUITY AT THE TOP of U.S. companies is falling, partly because female executives aren’t mentoring the next generation of female leaders, according to researchers at the Smith School and Columbia Business School.

Women comprise 13 percent of C-level professionals in chief officer roles for human resources, finance, accounting and others. The figure peaked at 15 percent about four years ago and is even lower in firms with a female CEO, says Christian Dezso (right), assistant professor in Smith’s Department of Logistics, Business and Public Policy.

Unwittingly or intentionally, many companies have token representation of female leadership Dezso concludes from data covering S&P 1,500 top management from 1995–2011.

For some firms, having just one female executive signals to stakeholders and externally that the company is gender-equity progressive. And these lone women at the top “seem unwilling to help groom up-and-coming female execs,” he says. “These dynamics compel top female managers to conform to, and reinforce, an ‘old boys’ club’ culture.”

“Truly progressive corporate leaders should guard against lack of solidarity (among women) and norm satisfaction,” says Dezso. Top executives can then better enable women holding power to “flourish as dynamic agents of change, making their companies more flexible, open and hospitable to gender equity at the top.” /GH/
Traditional News and the Link Economy

“News outlets that function as both attractive landing sites and savvy aggregators can make the digital news ecosystem more robust and attractive to consumers.”

First it was The New York Times. Then The Baltimore Sun. Now The Washington Post is requiring online readers to buy a subscription.

Traditional news organizations say these paywalls are critical to making money amid competition from news “aggregators” that freely collect and post content from a variety of sources. But Bill Rand, assistant professor of marketing and director of Center for Complexity and Business, says such efforts are questionable and misguided.

By hyperlinking to stories, aggregators are supporting traditional media by increasing access and exposure, according to the study with co-authors Chrysanthsos Dellarocas (Boston University) and Zsolt Katona (University of California at Berkeley).

They recommend that the old guard of media — especially daily newspapers that previously thrived through regional monopolies — embrace the trend, specialize their content and link to one another. “Envision The Washington Post as more explicitly specializing in government and political coverage and linking readers to Los Angeles Times’ arts and entertainment news,” Rand says.

News outlets that function as both attractive landing sites and savvy aggregators can make the digital news ecosystem more robust and attractive to consumers. The strategy would follow that of such newer, innovative content creators as the Huffington Post and Politico.

But transforming such a networking-based theory to practice is not simple, Rand says, because it’s counterintuitive to the competitive nature of the traditional news industry.” Nonetheless, he also urges against taxing aggregator sites, an approach recently taken by Germany. (Its new law targets links displaying more than “single words or very small text excerpts”). Doing so would hamper innovation “by essentially transferring money from sources delivering high-volume traffic to online content, to companies with some stake in older forms of publishing.”

Moreover, Google — a lightning rod for tax lobbying despite paying for content access and not selling advertising space on its news search engine — has a vested interest in keeping regional newspapers viable because their content fuels the Google News product.

“...The Internet ultimately has provided access to quality, low-cost or free news and increased the medium’s appeal,” Rand says. “To paraphrase a former Google executive: ‘The Internet has revolutionized many businesses, from Craigslist and eBay, to travel services that have figured out how to monetize their enterprises. Newspapers can do so as well.’”

Outsourcing Information Technology? Invest Also in Internal Brain Power

Companies get better results from outsourcing IT operations if they also bolster their own internal IT investment and expertise, according to research by Sunil Mithas, associate professor of information systems.

In-house IT managers and negotiators can ensure that vendors customize the outsourcing to the company’s strategic needs, says Mithas. His findings, co-authored with Kunsoo Han of McGill University, cover data from about 300 U.S. firms and build on Mithas’ 2012 study linking IT investments with profitability.

Companies outsource their IT to save money, but hidden transaction costs in the contract can nullify much of the potential gains. “A firm’s own IT professionals can mitigate those added expenses by acting as boundary spanners, ensuring incentive alignment and brokering disputes if something goes wrong,” Mithas says.

Mithas points to General Motors as an example of outsourcing done right. Staffing multiple, new “software innovation centers” has enabled GM to cost-efficiently split its IT outsourcing among several service firms under shortened terms.

In the big picture, companies should avoid the common notion of IT outsourcing as a substitute for internal IT investments. “Investing your IT budget through both outsourcing and internal expertise gives you more bang for your buck,” Mithas says, “and in the process you can reduce your non-IT operating costs, which can be up to four times the IT costs.”
It Takes a Village ... to Blow the Whistle

Common wisdom says managers set their firm’s ethical tone. But new research finds that employees are more likely to report wrongdoing in the workplace if they believe the entire firm has a zero-tolerance policy on misconduct.

“It takes a village to create and sustain an ethical organizational culture,” says Debra Shapiro, the Clarice Smith Professor of Management and Organization. The weighty decision to internally report unethical conduct is a social process, she says, not simply a decision carried out inside one’s own head. “Employees who perceive managers — not co-workers — as their company’s ethical actors are likely to believe wrongdoing is tolerated in the organization and internally reporting it would be futile.”

Shapiro and co-authors David Mayer and Samir Nurmi Mohameda (University of Michigan), Linda Klebe Treviño (Pennsylvania State University) and Marshall Schminke (University of Central Florida) drew this conclusion from a series of three studies.

About 200 new hires of a U.S.-based multinational firm indicated a greater likelihood of reporting internal misconduct if they perceived their supervisors as ethical, and even more so if they perceived their co-workers similarly.

The trend repeats in responses based on actual experiences of 6,500-plus employees from U.S.-based technology and management consulting firms. Moreover, “fear of retaliation” factored significantly among respondents perceiving their supervisors and/or colleagues as unethical.

Similar motivational dynamics for whistleblowing emerged from test subjects (working students at a Midwestern university) led to believe they were competing in virtual teams alongside cheating colleagues for status- and cash-based incentives.

The findings, Shapiro says, are significant for organizations looking to make employees feel secure in reporting wrongdoing internally instead of externally and risking the firm’s public image.

Organizations can establish a “village of ethical support” targeting employees at all levels and built on ethics training plus a zero-tolerance policy for misconduct. Non-supervisory employees should learn the importance of, and embrace, their role in supporting each other’s ethical behavior.

Managers, meanwhile, need to protect whistleblowers from retaliation and reward them discreetly. Reporting channels via outside vendors, for example, can be instituted to protect anonymity.

A credible and effective zero-tolerance policy should clearly link wrongdoing and consequences without exposing the reporter or wrongdoer.

“Instead, draw attention to subsequent organization-wide improvements such as more accountability-enhancing procedures, reduced rates of budget overruns or reduced errors,” Shapiro says. “Celebrate these collectively and in ways that employees value.”
LEADing the Way
Smith Advances Diversity Efforts with Corporate Partners

This summer, Smith joined the ranks of other LEADing business schools.

From July 14 to Aug. 1, the Smith School hosted the first Leadership, Education and Development (LEAD) program, bringing 30 minority students from across the nation to Van Munching Hall to learn more about business. The program was designed to increase the number of underrepresented minority students who graduate with a business degree.

“We want to have the student community as diverse as possible. My goal is to have more than 10 percent of the incoming freshman class filled with these exceptionally qualified African-American and Latino students,” says Victor Mullins, associate dean of the undergraduate program.

“I was excited to have these 30 bright students on campus and to connect them to the wealth of talent within Smith.”

During the program, students experienced life on campus by visiting the ropes course and attending lectures about financial analysis, entrepreneurship, strategy, social value, and more — all taught by Smith professors. They also went to New York City to see a Broadway play and hear from executives about careers in specialized fields.

The LEAD program was created in 1980 by a group of professors from the Wharton School at the University of Pennsylvania, and today serves 500 high school students yearly. It boasts more than 9,500 alumni, known as LEADers.

Students invited to apply to the LEAD program rank the schools they’d most like to visit. The students who came to Smith this summer indicated a strong interest in visiting the University of Maryland and the business school: “LEAD taps into their thinking early before they even consider applying to college or applying to Smith. After spending three weeks as a high school student on a college campus, they will consider Smith.”

Mullins continues, “The goal of this program is to have them feel connected to Smith and to feel like they belong in the environment here. We don’t simply tell the students about the school, we show them what it feels like to be a part of the Smith community.”

The summer program went off without a hitch, thanks to help from nearly 50 dedicated faculty and staff members and the support of alumni, donors and corporations that sponsored the first year of LEAD.

“LEAD has given us an opportunity to have conversations with many new companies,” Mullins says. “It was a great chance to show them that if they are going to get excited about our LEAD students, they should get excited about all of our talented students.”

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2013 LEAD PROGRAM SPONSORS INCLUDE:

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Coast & Cairns

Goldman Sachs

Google

Kaplan Mobyray

Marriott Hotels & Resorts

NFL

National Football League

Richard L. ’62 and Laura Novak

Team Business
Whiz Kid

At first glance, the new dean of the Smith School might strike you as a little laid-back. But don’t let the calm Canadian vibe fool you. The Smith School’s new dean is savvy, ambitious and determined to take the Smith School to the top.

Photography by Tony Richards
MEET THE DEAN: Meet Dean Alex Triantis at an event near you.

SEPT. 25    JAN. 15
NEW YORK CITY    SAN FRANCISCO

NOV. 7    JAN. 29
BALTIMORE    PHILADELPHIA

More information about these and other Meet the Dean events can be found at rhsmith.umd.edu/alumni.
Alexander Triantis, the Smith School’s new dean, has always been a whiz kid. He took his first college-level math class when he was just 13 years old, at the University of Toronto, where his father was a professor of economics. In addition to the partial differential equations, Triantis learned two important things: that he loved math, and that a boy whose voice hasn’t yet changed really stands out in an evening calculus class.

Perhaps it was that sense of being on the outside that gave Triantis his warmly inclusive world view. Ask students or colleagues to describe Alex Triantis, and you’ll hear words like charming, friendly, relaxed, thoughtful, and calm. He has a reputation for being even-keeled. In fact, if he were any more even-keeled, he’d be a schooner.

The other word you’ll hear, over and over again, is smart. Triantis, who graduated from high school at 15 and was teaching college classes by the time he was 25, is a highly respected researcher in the field of financial strategy and valuation. His early love of math led him to study electrical engineering and then get a master’s degree in industrial engineering. While studying for his PhD, he grew fascinated with the complexities of finance, and that’s where his career has focused ever since. His CV is pages and pages long, listing scores of papers published in journals and presented at conferences.

He is a top teacher at Smith, having won numerous teaching awards, including the school’s prestigious Krowe Award. Twice Businessweek named him an outstanding professor at the University of Maryland.

So the new dean of the Smith School is an easygoing, friendly, laid-back, extremely smart guy. If you want to see the calm and composed Dean Triantis light up, though, you just have to get him talking about Smith, and his hopes for the school’s future.

SMITH, THE LEARNING COMMUNITY

Triantis sees Smith as a learning community, one in which faculty, students, and the local community have close ties from which they all benefit.

He’s thought a lot about the ways to improve the student experience, informed by his 18 years of teaching Smith students. In the classroom Triantis is a master instructor, infinitely patient as he leads students through complicated financial concepts. “I love teaching,” he says. “I love seeing that connection, when students apply what they’re learning. I love when students come back and say, ‘Wow, I kind of got it when I was taking your class, but now I’m really using it all the time.’ That’s what I’m passionate about.”

Technology is going to be very disruptive to traditional teaching models, says Triantis. Giant online courses now offer functional content to students for free. The upcoming generation of students is accustomed to conducting much of their lives online. It is where they are entertained, informed and socialized. Increasingly, says Triantis, it is also where they expect to learn.

This presents Smith with an opportunity to change how curriculum is delivered, says Triantis. “Lectures are a one-way communication. If we take that one-way communication online — through media like video lectures delivered asynchronously — we can do a lot more with students during our face-to-face time,” he explains. “That would let us deliver much of the functional knowledge online and then spend in-class time working on active learning. Part of my vision is to figure out how we can leverage technology to provide a more challenging, exciting, engaging student experience.”

Less class time on lectures means more class time devoted to experiences that allow students to develop critical thinking and communication skills. Case studies, consulting projects, negotiations, and action learning projects give students the

“I LOVE TEACHING,” HE SAYS. “I LOVE SEEING THAT CONNECTION, WHEN STUDENTS APPLY WHAT THEY’RE LEARNING. I LOVE WHEN STUDENTS COME BACK AND SAY, ‘WOW, I KIND OF GOT IT WHEN I WAS TAKING YOUR CLASS, BUT NOW I’M REALLY USING IT ALL THE TIME.’ THAT’S WHAT I’M PASSIONATE ABOUT.”
opportunity to learn how decisions are made in the real world.

MAKING THE CORPORATE CONNECTION

Those cases and consulting projects should come from within the business community and, whenever possible, from the companies “in our own neighborhood,” says Triantis.

Smith’s learning community should include strong ties to the corporate community, says Triantis. He would like the school to bring in more business leaders to share their experiences with students in the classroom.

And he’d like to connect students, faculty and executives through more experiential learning projects. He believes they have the potential to transform the way students think about decision-making. Triantis is enthusiastic about the potential of active learning to help students synthesize the many issues that go into corporate decision-making.

“Traditionally, business schools have taught in a way that is very functional. They teach students about analytical techniques in finance or supply chain or marketing, but don’t have decision-making courses that teach you how to integrate the analytics with the ethics, and with the long- and short-term vision of your organization,” says Triantis. “But I think that is changing. We know that simple functional solutions generally don’t work in the real world, so we’re teaching a more systemic approach.”

Students will learn from practitioners, but executives and faculty also have much to learn from each other, Triantis believes. Years of corporate consulting have given Triantis a keen appreciation for the challenges executives face. He has been a sought-after consultant for companies like Morgan Stanley, Dupont, Marriott, Ernst & Young, and Airbus Industrie. He has also taught many executives through the Smith School’s executive education programs. His own research has often revolved around finding solutions to complex corporate problems — for example, the ways that real options can help companies better evaluate their strategic opportunities. Faculty research can be a big boon for corporate leaders, he believes, but only if they are aware that it exists and are able to access it.

Getting more of Smith’s big ideas into boardrooms as well as classrooms is important to building the feedback loop that characterizes a vibrant learning community. When faculty and executives are able to exchange questions — and answers — both research and practice are strengthened.

“We have extraordinary intellectual capital at Smith. We are already finding ways to get the impact of our big ideas out to companies, but I’d like us to do a whole lot more,” says Triantis.

ALUMNI ENGAGEMENT

The learning community isn’t complete without Smith alumni.

Triantis is hoping to lure more graduates back to Smith with opportunities to mentor, judge case competitions and engage with students. But he’s also hoping to create

“Part of my vision is to figure out how we can leverage technology to provide a more challenging, exciting, engaging student experience.”
more opportunities for the Terp diaspora around the globe to engage with Smith and with each other. He’d like to offer opportunities for lifelong learning that help alumni continue to build the skills they need to grow and progress in their careers.

A true learning community is interconnected, and communication runs back and forth along the intersections, says Triantis. Students, faculty, corporate partners, and alumni all learn from each other, each interaction creating value for everyone in the network. As students and executives receive even more value from their association with Smith, the school’s reputation and rankings will grow, and it will be able to attract even more of the best students, top corporations and preeminent faculty.

When the learning community is fully fledged, everyone in it will be both giving and receiving value, and the school will go from strength to strength. That is what Dean Triantis hopes to nurture at Smith.

“SKATE WITH YOUR HEAD UP”

Triantis is both an optimist and an optimist. Like most finance professors, he has a bent toward the analytical. He has a thoughtful, nuanced view about almost everything, and despite his inclination toward the sunny side, is under no illusions about the challenges the Smith School faces. Fierce competition for students, new programs from competitors, increasing costs, and the very future of the higher education model are all shaping Smith’s future. Triantis knows that Smith will have to be ever more flexible and innovative to compete head-to-head with elite business schools.

“We have to be very entrepreneurial. We will have to be ambitious and determined, given the fierce competition among business schools at all levels,” he says. “How we leverage technology, how we customize the experience for students has the potential to really distinguish us.”

In many ways, he says, Smith is dealing with the same kinds of issues that keep corporate executives up at night. “Globalization and advances in technology have really increased the risk level in general in corporations. Most companies struggle with how to manage risk in a systematic and enterprise-wide fashion,” he says. “I don’t mean purely quantitative approaches, though that is important, but having a cohesive, enterprise-wide risk management approach that involves the judgment of many people in the organization. What strategic and tactical activities do you undertake in order to mitigate risk while taking advantage of opportunities? How do we prepare students to manage under uncertainty?”

Teaching students how to manage under uncertainty will mean marshalling all of the Smith School’s resources. Every Center of Excellence and corporate partner will have to be fully engaged with the learning community to give students the experiences that allow them to practice decision-making. That’s why Triantis is so focused on creating even more connections between the people and organizations affiliated with Smith.

Much of Triantis’ recent research has examined risk management. How do organizations protect themselves against risk while at the same time exploiting uncertainty? What he’s learned is that a company’s strategy has to be staged over time. It’s got to build in flexibility in order to deal with disruptors. And companies should invest in “growth options”—putting small amounts of funding into projects that have the potential for big payoffs.

Triantis thinks about the process in hockey terms — not surprising for an avid fan of the sport. “Hockey players are taught to skate with their heads up and their eyes forward,” says Triantis. “That lets you see where the play is developing, to let you get to the right place at the right time to take the shot. It lets you see where the other players are, so you can make a clever pass, and even more importantly avoid an opposing player’s check.”

For Smith to progress, the dean will need to skate with his head up. But in typical Triantis fashion, he is positive: “There is a lot of uncertainty, and a lot of risk. But there is also great potential for us to be innovative and leapfrog our competition.”

There’s plenty to do, and Triantis is eager to get started. “I think we have yet to achieve all that we are capable of achieving,” he says. But he’ll go about managing change in his typical inclusive, friendly, even-tempered way: “I view this as a servant leadership role. I’m here to benefit the organization and the community.”

DEAN TRIANTIS ON LEADERSHIP

“Ultimately, people make decisions, not models. We clearly saw during the financial crisis that despite having sophisticated risk management models, most financial firms still took on too much risk. Executives have responsibility for the long-term sustainable growth of their companies, even in the face of strong market forces that seem to encourage short-term decision-making. We can be as quantitative as we want, but if leaders aren’t principled, if they aren’t thinking about the long-term consequences of their decisions, all the rigor in the world isn’t going to help them.”
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NEGOTIATE LIKE A BOSS

6 Tips to Help You Get What You Want

ILLUSTRATIONS BY JEANETTE J. NELSON

NEGOTIATION IS CRUCIAL for your career. Wages and promotions aren’t like grades awarded on merit. If you want a raise, you have to persuade someone to give it to you.

Whether you’re looking for a new job or asking for a raise at your current one, Vice Dean Joyce E.A. Russell can help you achieve the results you want. Russell — Tyser Teaching Fellow, executive coach and director of the Smith School’s Executive Coaching and Leadership Development Program — has been helping Smith students make the most of their opportunities for more than 25 years. Here are some of her top tips for successful negotiations:

1. **BE PREPARED.**
Sites like salary.com, payscale.com and glassdoor.com can help you determine reasonable salaries for your position in your industry.
Consider the cost of living in your location. Set your target salary figure about 20 percent higher than your desired figure to give yourself room to negotiate.

2. **KNOW YOUR BATNA.**
The most powerful weapon in your negotiating arsenal is your Best Alternative To a Negotiated Agreement (BATNA). If you don’t get what you’re asking for, what is your best alternative? If you have a good alternative, you can negotiate from a position of strength.
3. **SHOW YOUR VALUE TO A FIRM.**
Talk about your salary requirements in the context of your role and its value to the organization. Document your accomplishments, including money you have saved, clients or project you have brought to the firm, employees you have trained, awards you have won and unique skills you possess.

4. **BE CALM AND COLLABORATIVE.**
When discussing salary with your boss or your prospective employer, keep your cool — even if you feel tense, angry or frustrated. A confident, pleasant tone and a collaborative approach are more effective than an aggressive one.

5. **USE SILENCE STRATEGICALLY.**
Sometimes saying nothing can be an extremely powerful tool. People often try to fill the silence, and this can reveal valuable information — or even result in a concession.

6. **TAKE YOUR TIME.**
It is natural to want to wrap up a difficult negotiation. But Russell advises going slowly. Don't try to finalize all the details in one conversation. Power rests with the person who controls the timing of the conversation. So after you receive an initial offer, ask for time to think about it, and then counter-offer.

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**INTERVIEWERS OFTEN ASK** for salary information, but you have no obligation to provide it, says Russell. In fact, you’re better off gently deflecting those questions. Here are some great phrases to have in your back pocket.

**WHAT WAS YOUR PREVIOUS SALARY?**
- Salary matters, but to me this is more about the fit between me and the job.
- Do you see that as relevant to my fit for this job?

**WHAT ARE YOUR SALARY EXPECTATIONS?**
- I will consider any reasonable offer.
- I am open.
- It is negotiable.

**WHAT SALARY WERE YOU LOOKING FOR?**
- I'm much more interested in learning more about the work and the company than I am in the size of the initial offer.
- I'm open to reasonable offers.
- I'd like a salary commensurate with my value to the organization.
- You are in a much better position to know how much I'm worth to you.

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**READ THIS**

- “Getting to Yes: Negotiating Agreement Without Giving In”
  BY ROGER FISHER, DAMIEN URIE AND BRUCE PATTON

- “You Can Negotiate Anything”
  BY HERB COHEN

FARYAR SHIRZAD ’86

WHAT I DO: Global co-head of government affairs at Goldman Sachs. “I manage the firm’s public policy and government relations worldwide — the ways we interact with governments, particularly on regulatory issues that affect the firm.”

EDUCATION: Majored in finance at Smith; went on to get a master’s degree from the Kennedy School of Government at Harvard followed by a law degree from the University of Virginia. Worked in international litigation in Washington, D.C.

BIG BREAK: Hired as international trade counsel for Senate Finance Committee in 1997. “I advised the Finance Committee chair (William Roth, R-Del.) and the committee staff on policy for tax and trade legislation. I prepared the legislation and helped them get it through the House in a way that got the president’s signature on the bill at the end of the day.”

1999: Asked to join the White House staff as special assistant to President Bush for international economic affairs; later became deputy assistant to the president and the deputy national security advisor for international economic affairs.

NICKNAME: As the person who staffed the president at economic summits, was known as the “G-8 Sherpa.” “I was responsible for preparations, and often the only person allowed in the room with the president when the leaders were meeting.”

PROUDEST ACCOMPLISHMENTS: “We passed legislation that normalized trade relations with China, created a new trade benefit program for sub-Saharan Africa, and renewed and expanded Caribbean basin trade program. This gave U.S. businesspeople more access to foreign markets under transparent trade agreements.”

2006: After G-8 summit, recruited by Goldman Sachs to help bankers deal with political risk.

BIG CHALLENGE: “Banks and international financial institutions are going through a big wave of regulatory reform that is being implemented all across the world. It’s the most fascinating and consequential public policy exercise we’ve seen in decades. Major economies are agreeing to common framework for regulatory reform and doing it at the same time, but all slightly differently.”

BIG TIP: “There are a lot of cool jobs out there, but you don’t know what they are when you’re 22. Over the course of your career they will reveal themselves to you. Put the building blocks in place so when you see the dream job, you’re prepared to step into it.”

SOMETHING I’M EXCITED ABOUT: “Endurance mountain bike racing with my son!” / RW/
ANDY ENFIELD, MBA ’94

It was the Cinderella story of March Madness season when Andy Enfield, MBA ’94, coached Florida Gulf Coast University’s men’s basketball team to the NCAA Sweet 16. Enfield has always loved basketball, from his undergraduate days as an All-American for Johns Hopkins University through his stints as an NBA assistant coach with the Milwaukee Bucks (1994–96) and Boston Celtics (1996–98).

But Enfield also has an entrepreneurial spirit. During his time at the Smith School, Enfield started his own company with an assist from then-Dean Rudy Lamone and the Dingman Center’s Charlie Heller. Enfield, one of the best career free throw shooters in NCAA history, started All Net Shooting to teach shooting camps and clinics to kids and offer consulting “shot doctor” sessions for NBA players.

In 2000 he left basketball for a different kind of challenge: working with TractManager, a startup health care software firm. “At a certain point in everyone’s career, an opportunity presents itself,” says Enfield. “Working with TractManager made me a better basketball coach. It helped me become a more effective manager and made me much better at dealing with people.”

After his winning stint in Florida, Enfield was named the new head coach of the University of Southern California’s men’s basketball team. Being a coach is a lot like being a CEO, Enfield says. He spends his days strategizing how to make his players better on and off the court and recruiting the best new talent.

But the business aspect of his job is just as important. Enfield is keenly aware that to be successful he can’t just be great with players. He’s also got to market his program, brand it and sell it to recruits, the university, donors, and these days, the media.

“People will work harder for you if they know you care about them,” he says. “In the business world it’s tough sometimes to develop a personal relationship outside the office, but your employees need to know that you want to help their career and that you care about their personal lives as well.”

Andy Enfield lives with wife Amanda and “three wonderful children” in southern California. / RW /

WHAT I LEARNED AT SMITH:

“Figure out how to put a plan in place, and then be flexible — because nothing in a startup ever goes as planned.”
COMING SOON
TO YOUR
MOBILE DEVICE —

THE
SMITH
ALUMNI
APP!
Let's Move Down
Terp-grown business expands to the NBA

"The demand was definitely there from the fans, and we were able to refine our product and get some great fan feedback." / Derek Shewmon

Watching Terps men's basketball games from the nosebleed section, Derek Shewmon, MBA '09, and Federico Campbell, MBA '09, often wondered why "great seats below them in the Comcast Center remained empty.

The classmates in Smith's part-time MBA program in Washington turned that simple observation into a business that's expanding this fall into the NBA.

The duo developed Let's Move Down, a mobile app that lets teams and individuals sell leftover or unused tickets to fans after the game has started. The app also offers fans exclusive in-game promotions, including coupons for concessions and merchandise.

Shewmon and Campbell turned to the Smith School's Dingman Center for Entrepreneurship for help in refining the idea and business model and tackling other challenges. Managing Director Elana Fine and entrepreneurs-in-residence Harry Geller and John Lapides also connected Shewmon and Campbell to the right people in the university's athletics department.

Shewmon and Campbell first pitched their idea to the Terps in 2010. Matt Monroe, assistant athletic director for ticketing services, liked the concept. But the idea was a little ahead of its time, primarily because mobile devices weren't yet commonplace and Maryland had yet to launch an electronic ticketing platform.

"We licked our wounds and waited for the technology to catch up with the idea," says Shewmon. He and Campbell incorporated technology advances and feedback from Monroe and others to implement Let's Move Down for Maryland's 2012-13 men's basketball games.

By the end of the season, Let's Move Down was selling out its inventory of upgraded tickets.

"The demand was definitely there from the fans, and we were able to refine our product and get some great fan feedback," says Shewmon.

Let's Move Down plans to introduce some new features this year, expand in-game offerings to make the game more fun for Terps fans, and get more premium tickets into the marketplace by working with UMD to make it easier for season ticket holders to post unusable tickets at game time.

Let's Move Down's app will be in play at Terps football and basketball games this fall, and Shewmon and Campbell landed deals with the NBA's Memphis Grizzlies and Brooklyn Nets for the 2013-14 season. Let's Move Down is in talks with several teams in the major professional and collegiate sports and plans to expand into the entertainment space.

"Our pipeline is very strong, and our team is growing. Our product continues to evolve," Shewmon says. "We're one of those back-of-the-napkin-ideas-to-business stories, and we're excited to see how it ends."
Connecting the Innovation Community

The Dingman Center for Entrepreneurship is the Smith School’s hub of innovation and entrepreneurship. Activities are focused on building a community of entrepreneurs — and that goal extends well beyond the Smith School to students, faculty and staff across campus; alumni; and entrepreneurs throughout the region.

Aside from mentoring services, academic programs and business competitions, the Dingman Center offers access to one of the Washington-Baltimore region’s largest and most active angel investor groups. Center leaders also welcome questions and offer advice to startups and established businesses. Each week, they help regional entrepreneurs think through challenges and opportunities in the “Business Rx” column in The Washington Post’s Capital Business section. Have a question on a new business, or need help fixing an existing one? Contact us at capbiznews@washpost.com. Meet the Dingman Center experts who might have your answer:

**ELANA FINE ’97, MANAGING DIRECTOR**, leads the Dingman Center to support entrepreneurs on the campus and in the region. Prior to joining the Dingman team in 2010, Fine advised early-stage technology companies on mergers and acquisitions and venture capital fundraising as a vice president at Boston-based investment banking boutique Revolution Partners.

**ED BARRIENTOS, ENTREPRENEUR IN RESIDENCE**, is CEO and chairman of the board of Brazen Careerist, a career-focused social networking site targeting Gen Y. He is also managing partner of Zeitgeist Holdings LLC, an angel investment firm focused on early-stage technology companies.

**HARRY GELLER ’81, ENTREPRENEUR IN RESIDENCE**, has started, owned and managed 14 multimillion-dollar businesses, primarily focused in the logistics, food services and real estate fields. Four of his companies have been named to the Inc. 500 list of fastest-growing companies.

**DOUG HUMPHREY, ENTREPRENEUR IN RESIDENCE**, is a serial entrepreneur who has started nearly 10 Internet, communications and other technology-based companies, including Digex (IPO in 1997) and Core Location in 1999, the largest data center in the world.

**JOHN LAPIDES, ENTREPRENEUR IN RESIDENCE**, is the CEO and founder of Maryland-based Shadow Point Advisors, a consulting and investment firm specializing in early-stage to midsize companies. For nearly 30 years, he ran Snow Valley, a regional bottled water company he started, and served a leadership role at the International Bottled Water Association.

**LIZ SARA, ENTREPRENEUR IN RESIDENCE**, founded and runs Best Marketing LLC, providing early-stage software companies with strategic marketing, public relations and business development services. Previously, she played principal roles at eCommerce company SpaceWorks, America Online, United Press International, and LEIXIS/NEXIS.

**JASON SHRENSKY, ENTREPRENEUR IN RESIDENCE**, splits his time between two startups he co-founded: OtherOffices (a co-working office space for early-stage tech and media companies) and Complex Interests (an enterprise software company). Previously, he founded and ran Required Inc., a learning management system for law and accounting firms that he sold to Thomson Reuters in 2007.


**'50s**

**DAVID REZNICK ’59** received the Housing Association of Nonprofit Developers’ Lifetime Achievement Award.

**'60s**

**DONALD LINTON ’60** was named a master entrepreneur.

**'70s**

**HOWARD BOMSTEIN ’70** was appointed executive marketing director of The Washington Times.

**JON COLIN ’78** was appointed interim chief executive officer of EGM Technologies & Energy.

**WILLIAM CONGER ’73** joined the foundation for Morristown Medical Center’s Board of Trustees.

**STEVE DUBIN ’74** was appointed to the Board of Directors of Alcresa.

**ALAN EINHORN ’76** received the 2012 Arthur J. Dixon Memorial Award from the American Institute of CPAs.

**JOHN HILL ’76** was elected to the Board of Directors for CoStar Group.

**GAIL MARKHAM ’74** joined the Junior Achievement Business Hall of Fame.

**MICHAEL MIDDLETON, MBA ’78,** was named director with ABS Real Estate Partners, one of New York City’s foremost real estate services firms.

**THOMAS MITCHELL ’79** was named chief financial officer of Harbor Retirement Associates.

**RON PAUL ’78** and **GARY TABACH ’77** were listed among Washington Business Journal’s Power 100.

**MARC RUBIN ’75** was recognized as the Howard County Chamber of Commerce’s “Business Person of the Year.”

**JIM ULAM ’79** was named senior vice president, general counsel and secretary of Innovolt.

**'80s**

**HANK CHAO ’89** was appointed to the State Board for Community Colleges in Virginia.

**STEWARD CURLEY ’82** was named chief financial officer of Modus.

**CINDY DAVIS, MBA ’87,** was elected to the Kinnemanal Board of Directors.

**JOSEPH ESPARRAGUERA ’87** was appointed chief financial officer of Resovit LLC.

**ALAN FRIEDMAN ’82** has taken on a new role as senior managing director with ABS Real Estate Partners, one of New York City’s foremost real estate services firms.

**ROBERT GiralD ’83, MBA ’89,** was named senior vice president and market executive of Cardinal Bank.

**JAY HERRATT ’89** was elected to the Board of Directors at Constant Contact and joined the Board of Directors of Nutrisystem.

**MARC HOBERMAN ’83** was named senior vice president of business development for Broadspire.

**ROBERT ISAMAN ’85** joined TechPrecision Corporation’s Board of Directors.

**ROBERT MIKLOICH ’82** joined Lang LaSalle as president of Spaulding & Slye Investments.

**GAIL RIGLER ’80** was named chief marketing officer of Working Solutions.

**DAVID SCHRIDER ’87** was named a “2013 Influential Marylander” by The Daily Record.

**DEBORAH SLANEY Larkin, MBA ’81,** received the 2012 Women of Distinction honor sponsored by the New York State Senate.

**MIKE WILLIAMS ’80** was appointed to the Board of Directors of Tellabs.

**'90s**

**SANDEEP BEOTRA, MBA ’98,** was appointed executive vice president of mergers and acquisitions of Richardson Electronics Ltd.

**NITIN BHARGAVA, MBA ’96,** was named president for Ohio and Kentucky operations of Astha Inc.

**MARC BIBLE ’94** was named chief financial officer of Nemetschek Vectorworks Inc.

**DONNA COALE ’84, MBA ’90,** was named deputy comptroller for thrift supervision at the Office of the Comptroller of the Currency.

**F. FELIX ’92** was named executive vice president and chief financial officer of Sofera Defense Solutions.

**NEAL GANTERT ’86** was named the director of finance at Charlestown.

**CHARLES HICKS ’92** was promoted to senior vice president of finance and business operations for ASRC Federal.

**PAUL HUNT, MBA ’91,** was elected to the Board of Directors of the Greater Aiken Chamber of Commerce.

**SCOTT LEVY ’97** was named executive director of Ernst & Young LLP’s San Francisco office.

**TODD MCDONALD ’99** was appointed managing director for the Mid-Atlantic Technology and Clean Technology Markets at Horizon Technology Finance.

**DANIEL MYUNG ’96** was named CEO of HandySoft Global Corporation.

**BRENDA PIPER ’87, MBA ’91,** joined the Board of Directors at Under Amour.

**ERIC SMART, MBA ’91,** was named president and CEO of Coldstream Laboratories.

**NICHOLAS STUART ’98** was named vice president of KeyBanc Capital Markets.

**SCOTT WINE, MBA ’95,** was named chairman by the Board of Directors at Polaris Industries.

**ADAM ZARANSKI ’95** joined the business development team of KanO Is Able.

**'00s**

**GILL BEN-MENACHEM, MBA ’04,** is the chief executive officer of Ophthalix.

**KARAN BHALLA, MBA ’05,** was appointed company director of IQR.

**CORY BURD ’02** joined Brown’s Real Estate Services as a newly licensed real estate appraiser.

**ORLANDO CARVALHO, EMBA ’06,** was promoted to executive vice president of aeronautics at Lockheed Martin.

**ANJU DESAI, MBA ’06,** was named one of Crain’s New York Business “40 Under 40” for 2013.

**ROB GLENN, EMBA ’09,** and his wife Adrienne, welcomed a daughter, Gabriela, on April 10, 2013.

**MARK GRIFFITH, MBA ’03,** was named chief information officer of Jet International.

**ROHIT GULATI, MBA ’09,** was promoted to assistant vice president of medical affairs at MedStar Union Memorial Hospital.
KRISTEN HAYWOOD ’02 has been promoted to controller at the Shelter Group.

AUGUST JACKSON, MBA ’08, was elected 2013 vice chair of Strategic and Competitive Intelligence Professionals.

ZANE KERBY, MBA ’04, was named president and CEO of the American Society of Travel Agents.

GARY LIPSKY ’01 joined CleanWave Group LLC as a consultant.

CASEY RODGERS ’01 was elected to the Realize Bradenton Inc. Board of Directors.

DANIEL ROITMAN ’00 received the 2012 Ernst & Young Entrepreneur of the Year and Consumer Products Award in the Greater Philadelphia Region.

JIGAR SHAH ’01 joined the Board of Directors of Empower Energies.

DAVID WEXELBLAT, EMBA ’05, graduated magna cum laude from American University Washington College of Law, was nominated to the Order of the Coif and received Exceptional Pro Bono Service honors. After sitting for the Virginia bar exam in July, David is pursuing a career in public interest law and policy, focusing on LGBT equality.

’10s

MARIA BARDOSHY, PhD ’11, received a first-place award from the Institute for Operations Research and the Management Sciences for her doctoral dissertation.

ELIZABETH BARTHELD, EMBA ’12, was named vice president for government affairs of the American Forest and Paper Association.

CHRIS HARRBERT, EMBA ’11, and his wife welcomed a baby girl, Samantha Grace, on April 17, 2013.

RYAN HOGAN ’13 was named one of The Baltimore Sun’s 2013 People to Watch Under 30.

CHARISSE LAROCQUE ’12 is an alumni relations coordinator at Johns Hopkins University in Baltimore. She manages website content and email marketing for the Regional Communities department in JHU’s Office of Alumni Relations: “My two-year internship with the University of Maryland Alumni Association helped me get this job!”

ZOE PAGONIS ’10 is the digital content manager for the Democratic National Committee. She accepted her position in Spring 2013 after spending nearly three years serving Gov. Martin O’Malley and the state of Maryland.

KIATI PLOOKSAWASDI, EMBA ’10, and his wife, Dr. Natalie Sukontasup, opened First Sight Vision Care in January 2013 and started seeing patients in February. An EMBA9 Action Learning Project team, which included Plooksaowasdi, DONNA BLACKMAN, EMBA ’10; PETE PLOTAS, ’05, EMBA ’10; KIM GIFFORD, EMBA ’10; and JIM KUHL, EMBA ’10, developed its business plan.

GREG REA, EMBA ’13, was promoted to director, Division of Mechanical Engineering, Directorate for Laboratory Sciences at the U.S. Consumer Products Safety Commission.

KARA (HEDGES) SASSE, EMBA ’11, and her husband, Ryan, welcomed a son, Finn Timothy, on March 13, 2013.

JAS SINGH, EMBA ’12, and his wife welcomed a daughter, Ajooni Singh, on March 13, 2013.

Nigerian-born MONDIU LADEJOBI, EMBA ’13, found using wire transfers to send money home inconvenient and plagued by poor service. Ladejobi used his time in Smith’s EMBA program to launch Payvius, an international money transfer service that uses mobile and cloud technology. Ladejobi is focused on rolling out Payvius to serve the Sub-Saharan Africa market first. His goal is to help migrants and immigrants in the United States save on the cost of sending money home.
Smith alumni:

55,000 STRONG

Between baseball games, wine tastings, panel discussions, and speaker events — all great networking opportunities — being a member of the Smith alumni community provides exciting connections.

Wherever you are in the world, chances are there’s a Smith alum nearby. Take advantage of this growing network.

Etim Edim, MBA ’05, Chair
Graham Garvie ’09, Co-chair

CORPORATE ENGAGEMENT COMMITTEE
Corey Rosen ’11, Chair
Megan Lunsford ’07, Co-chair
Sarah Patterson, MBA ’12
Rahul Vinod ’11
Michael Wollins ’11

MARKETING AND INSIGHT COMMITTEE
Liora Scher ’09, Co-chair
Stacie Large ’03, Co-chair
Andrew Kahner, Co-chair
Pamela Kalmus ’08

MENTOR AND ALUMNI ENGAGEMENT COMMITTEE
John Masoudpour ’01, MBA ’07, Co-chair
Alka Jhaveri ’09, Co-chair
Ananda Kirana, MBA ’12, Co-chair
Carolyn Karbel ’10
Jonathan Malower ’12
Maya Merrell, MBA ’10
Chiraq Mette, MBA ’07
Davina Tsao ’07

PROGRAMMING COMMITTEE
Marla Lewis ’09, Chair
John Coffey, MBA ’06, Co-chair
Katie Battista ’09
Rachel Englander ’08
Frank Ferramonsa ’12
Chelsea Riedel ’12
Monisha Tripathi ’10

Jenna Levine ’12, Allison Frey ’12, Rachel Friedman ’13, and Carolyn Karbel ’10 attend the SmithNY Spring Happy Hour at PS450 on May 29, 2013. (Above right) The new SmithNY co-chairs, Etim Edim, MBA ’05, and Graham Garvie ’09, attend the SmithNY Spring Happy Hour.
PARTY IN THE (BALL) PARK
Smith alumni gather at Camden Yards in Baltimore to catch an Orioles game on May 22, 2013.

BIG BAY BASH
On June 5, 2013, alumni gathered at the City Club of San Francisco for the Bay Area Alumni Networking Reception.

FEELING THE O'S FEVER
Smith alumni pose with the Orioles' mascot at Camden Yards during the Smith Baltimore Alumni Night.
The last several months have been a time of growth at the Smith School. As you’ve read in this issue of Smith Business, we launched our first online MBA degree program, increased our diversity efforts through the LEAD Institute and took our Cupid’s Cup Business Competition national.

I have also stepped into my role as dean of the Smith School. It is an exciting new challenge for me.

A dean is like the CEO of a midsize company — or, if you consider us in the context of the university, a division of a large corporation. I will be responsible for setting the school’s strategy, managing its human capital, ensuring its financial stability, and setting the foundation for its future prosperity. My charge is to set priorities and identify initiatives to advance our contributions to teaching and research and look for ways in which the energy and expertise of our faculty and students can help the university and the state of Maryland grow and thrive.

The Smith School, like most top business schools, has a broad portfolio of programs (and revenue sources). Smith is a large and complex organization that is very much subject to market forces. We have 5,000 students across five campuses — here in College Park, but also in downtown Washington, D.C., Baltimore, Md., Shady Grove, Md., and Beijing, China. To serve the needs of all of these students, Smith has 200 faculty and 155 staff members. Ongoing leadership and oversight of day-to-day operations are shared by a dynamic senior leadership team. I have been so impressed with their commitment and dedication.

I look forward to working with Smith faculty and staff, most of whom I know well. I also look forward to reconnecting with some of the 3,000 Smith alumni I have taught over the past 18 years, and meeting many more.

As always, thanks for all you do to support, strengthen and give back to the Smith School. We wouldn’t be here without you.

Best,

A.J. Triantis

ALEX TRIANTIS
DEAN, ROBERT H. SMITH SCHOOL OF BUSINESS
Of all the things we carry, the most important could be Your Future.

For more information about the CSX Management Trainee Program in Operations, Sales & Marketing or Finance, please visit csx.com/careers.
Tapping into our powerhouse alumni network is just one of the ways a degree from Smith can advance your career.

SmithEffect.com

It’s not just about what you know. It’s about who you know.