ONE GLOBAL FORCE POWERS DIVERSE BRANDS

The Tata group of companies, a USD 103 billion enterprise headquartered in India, is fast emerging as one of the world’s most trusted and respected corporate brands. Combining deep ethical values with proven business acumen, the Tata group has more than 65 years of experience in North America, where its presence spans a range of sectors including steel, beverages, automotive, chemicals, IT services, telecommunications and hospitality. TATA’s presence in North America includes Tetley, Eight O’Clock Coffee, Good Earth Tea, Jaguar, Land Rover, Tata Consultancy Services, Tata Communications, Tata Steel Europe, Tata Chemicals, Tata Technologies, The Pierre Hotel in New York, the Taj Boston and the Taj Campton Place in San Francisco. The region is one of the Tata group’s leading international markets and TATA has grown to become one of the largest India-based employers in North America, with presence through 11 companies.

For more information about the Tata group of companies, visit www.tata.com
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editor@rhsmith.umd.edu

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ON THE COVER:
Mackenzie Henderson, MBA ’14, a part-time student in Washington, D.C., flexes her muscle in the manner of World War II icon Rosie the Riveter.

ABOVE:
Outtakes of the Rosie photo shoot, featuring alumnae Tobechi Agbim, MBA ’15, Stephanie Cramer, MBA ’14 and Gina Reilly, MBA ’14.

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Hi. I’m Alissa Arford, JOUR ’94, EMBA ’10. I’m @SmithSchool’s director of online strategy and the face behind our social media. Like our posts, follow our pages, stay connected. We love to hear from you through any and all of our social media channels. Tweet on!
EMPOWERING WOMEN
Smith to sponsor international MBA event in D.C.

SMITH WILL TAKE CENTER STAGE
Oct. 9-11, 2014, when female business leaders and students from around the world gather for the MBA Women International Conference and Career Fair in Washington, D.C.

As a signature sponsor, Smith will recruit keynote speakers and organize panel discussions on women in consulting, marketing and finance. Abigail Zaniel, MBA ’14, who served as president of the Smith Association of Women MBAs until her May graduation, says the event will provide a friendly environment for participants to network, share stories and draw strength from each other.

“Women face special challenges in the workplace,” Zaniel says. “We need opportunities for candid conversations about work-life balance and other issues.”

Current SAWMBA President Jessica Ferraioi, MBA ’15, says the event will also give women a chance to meet role models who have broken gender barriers in male-dominated industries. “Women need to see a reflection of themselves in the workplace,” she says. “It is comforting to meet someone who went down your intended path, and to see that they made it to the other side.”

Besides reaching out to Smith alumni to find speakers and panelists, SAWMBA will host preparation courses to help its members prepare for the career fair. Ferraioi says the club draws a good mixture of full-time, part-time, online and executive MBA women to its meetings.

“We connect all populations,” she says. “Women are excited to come to our events.”

It is comforting to meet someone who went down your intended path, and to see that they made it to the other side.

/JESSICA FERRAIOLI, MBA ’15

Abigail Zaniel, MBA ’14, left, and Jessica Ferraioi, MBA ’15 worked with other leaders from the Smith Association of Women MBAs to help organize the 2014 MBA Women International Conference and Career Fair.

Forté Partnership Creates Access

Women at Smith will have access to new scholarships, events and career opportunities through an alliance with the Forté Foundation, a consortium of corporations, business schools and nonprofit organizations that empowers women in the workplace.

Smith was one of only six institutions accepted as a Forté Foundation sponsor in 2014, the first year the consortium invited U.S.-based business schools to apply since 2011. Overall, the network includes 48 member schools in the United States, Canada and Europe.

“We are committed to supporting women MBA students, so it is an honor to join this group,” says Alex Triantis, Smith’s dean. “Being part of this organization will help us meet our goals of attracting and advancing more women in business careers.”

The alliance will supplement existing Smith initiatives for women, such as the Smith Women and MBA Symposia Scholarship. The school recently named part-time MBA student Monica Bautista, MBA ’16, as the 2014 recipient of the $20,000 award.
SUPPLY CHAIN EVENT TO LINK RECRUITERS WITH STUDENTS

Recruiters and students will connect Oct. 10 during the 22nd annual Supply Chain Industry Day at Van Munching Hall. Organized by faculty and undergraduate students in the Supply Chain Management Society, the event promotes Smith’s top-ranked supply chain management major and fosters relationships among Smith students and employers.

Industry Day features a career and networking fair and a student lunch with recruiters.

“Our supply chain management students are some of the best and brightest in the nation,” says Alex Triantis, dean of the Smith School. “We have been holding this event for more than 20 years to showcase their strengths to top companies, where they have gone on to become leaders in the industry.”

Supply Chain Industry Day

When: 10 a.m. to 3 p.m.
Oct. 10, 2014
Where: College Park, Md.
Contact: 301-405-2190 or dianne_fox@rhsmith.umd.edu
Register: rhsmith.umd.edu/industryday

Smith Helps NFL Players Tackle Life After Football

Baltimore Ravens wide receiver Torrey Smith, UMD ’10, and 14 other NFL players gathered in Baltimore for offseason training — but not for the gridiron. Instead, they worked on their business skills during a program designed by Smith’s Office of Executive Programs and NFL Player Engagement.

Boot Camp: Consumer Products took place in March 2014 and prepared the athletes to run a business. Hank Boyd, Tyser Teaching Fellow, taught several sessions focused on intellectual property and licensing in the context of marketing in its classic four-part structure.

Meanwhile, entrepreneurs-in-residence Harry Geller and John LaPides coached participants in a pitch competition.

Smith said the boot camp sharpened his vision to establish a youth center that fosters academic and athletic development. His Torrey Smith Foundation promotes mentoring and educational resources for Baltimore-area youth.

“The entire boot camp showed me what it is going to take for my vision to become reality,” Smith says. “It also energized me for what is just ahead.”
Get Focused
Give Us Your Best Shot for Smith Photo Contest

IT’S TIME TO REFRESH SMITH’S photo gallery that hangs in Van Munching Hall. The School’s previous contest boasted more than 500 entries. Do you have the next winning picture? Submit your photos via email to smithphotocontest@rhsmith.umd.edu. Winning photos will be displayed in Van Munching Hall and featured in the spring 2015 issue of Smith Business.

Rules: Entrants must be 18 or older, and deadline to enter is Nov. 30, 2014. Photos will be posted to Facebook for voting in December. Entrants must be the sole owner of the copyright of any image submitted. By entering the contest, entrants agree to allow their photographs to be published and displayed. No photos taken with a phone will be considered. One photo per email. Please limit file size to 14 MB.
Disease Diagnostic Group, maker of an inexpensive handheld device that can diagnose malaria in one minute, was named the winner of the 2014 Cupid’s Cup Business Competition.

The ninth annual event was hosted April 4, by the Dingman Center for Entrepreneurship and chaired by Under Armour Founder and CEO Kevin Plank, ’96.

In a last-minute twist to the competition, Disease Diagnostic Group’s founder, an engineering student at the Massachusetts Institute of Technology, accepted Plank’s offer of an additional $25,000 in exchange for equity, bringing the company’s grand prize winnings to $100,000.

The $20,000 second place prize was awarded to Compology, co-founded by a University of Maryland alumnus. The company makes a sensor and software system that tracks trash bin volume and reroutes waste pickup to increase haulers’ margins by 50 percent. Another University of Maryland student-run company, Wheel Shields, collected the $5,000 third-place prize with a longboard skateboard accessory that improves safety, blocks mud and enables skaters to perform more advanced tricks.

Disease Diagnostic Group also took home the $5,000 audience choice award, decided by text voting from more than 1,000 people in the audience.

China’s fastest growing luxury auto seller is not from Europe, Japan or the United States. The honor goes to Tata Motors from India. Meanwhile, Shanghai Electric earns its largest revenue outside China from India.

Anil K. Gupta, the Michael Dingman Chair in Global Strategy and Entrepreneurship, shows how Indian and Chinese companies are winning in each other’s markets in his new book, “The Silk Road Rediscovered.”

“They are whetting their appetite for further global expansion, ensuring that they will have two of the world’s four largest economies by 2025,” Gupta says.

His book, coauthored with Haiyan Wang, MBA ’95, and Girija Pande, explores the growing corporate linkages between the regional powerhouses. Examples include China’s Xinxing and India’s Mahindra.

Several media outlets in China, India, Singapore and the United States have highlighted the research, and more coverage is planned. “This is the first and only book so far on this topic,” says Gupta, recognized on the Indian and global Thinkers 50 lists of management thought leaders.
Entrepreneurs Compete in Amazing Race Across China

MBA STUDENTS FROM THE SMITH SCHOOL joined peers from China and Israel in a business plan competition May 25 to June 1, 2014, in Beijing.

Overall, participants vied for $2,750 in cash prizes during the China Business Model Competition, organized by Smith’s Dingman Center for Entrepreneurship and host partner, Peking University’s Guanghua School of Management.

Other participants came from Zhejiang University in China and the Technion Israeli Institute of Technology.

An international team of students — two from Smith and two from Peking University — won the competition’s $1,000 top prize with a pitch for Wireless ISP, a telecommunications business that would bring better Internet access to rural China.

The competition, now in its ninth year, was the culmination of a business model and study abroad course to China for Smith MBA students, led by the Dingman Center.

In a twist this year, the course — dubbed the China AdVENTURE Challenge — incorporated opportunities to accrue points by participating in site visits and cultural activities from Hong Kong to Beijing.

The challenge, inspired by The Amazing Race reality TV show, allowed Smith students to compete for a $1,000 scholarship separate from the business plan prizes.

A highlight was a behind-the-scenes visit to KBL Group International, the Hong Kong garment factory of Steven Begleiter ’92.

Dean Alexander Triantis accompanied the delegation of 17 Smith students throughout the trip, which also included an alumni event. / CH/

UMD to Honor Scholar-Teacher from Smith

THE UNIVERSITY OF MARYLAND has selected Smith School Professor Gilad Chen as a 2014-15 Distinguished Scholar-Teacher. He is one of six professors to receive the honor this year.

“Gilad, in a relatively short period of time, has become a leader in the field of organizational psychology,” says Smith School’s Senior Associate Dean Michael Ball. “His work on motivation and the effectiveness of teams within organizations is highly relevant to the courses he teaches, and he has been able to integrate his research with his teaching in innovative ways.”

The program, established in 1978, honors faculty members who have demonstrated success in both scholarship and teaching. Winners are chosen by a panel of former Distinguished Scholar-Teachers.

“I have long been passionate about learning and generating knowledge about employee excellence at work, and propagating this knowledge through teaching,” says Chen, the Ralph J. Tyser Professor of Organizational Behavior and Management & Organization Department Chair. “Being recognized as a Distinguished Scholar-Teacher is thus an especially significant honor for me.” / JS /

Meet Gilad Chen at the Distinguished Scholar-Teacher Lecture

Topic: The “I” in Team: When Empowering Individuals Benefits the Team
When: 5:30 p.m. Oct 2, 2014
Where: Frank Auditorium, 1524 Van Munching Hall
RSVP: www.cvent.com/d/y4qfqp

Smith Scholar-Teachers

Gilad Chen joins 15 other Distinguished Scholar-Teachers from the Smith School.

2014-2015: Gilad Chen
2013-2014: Michel Wedel
2011-2012: Ritu Agarwal
2010-2011: Curt Grimm
2004-2005: Michael Fu
2002-2003: M. Susan Taylor
2000-2001: Bruce Golden
1998-1999: Saul Gass
1997-1998: Anil Gupta
1995-1996: Ken Smith
1994-1995: Maryam Alavi
1993-1994: Lee Preston
1989-1990: Kathryn Bartol
1984-1985: Samuel Kotz
1983-1984: Edwin A. Locke
1979-1980: Stephen Carroll
“Don’t avoid confrontation and conflict. Just be strategic about how you manage it. Managing conflict is probably one of the most critical skills.”

/ JOYCE E.A. RUSSELL, VICE DEAN, IN THE WASHINGTON POST’S “CAREER COACH: TIPS FOR RISING WOMEN LEADERS” / MAY 4, 2014

“The cash buyers today mean that all is not well in the housing market. First-time home buyers should make up 40 percent and we’re not seeing it because of mortgage rules.”

/ CLIFF ROSSI, EXECUTIVE-IN-RESIDENCE AND PROFESSOR OF THE PRACTICE, IN BLOOMBERG.COM’S “CASH U.S. HOME PURCHASES SURGING AS MORTGAGE RATES RISE” / MAY 8, 2014

“Bitcoin has an image problem. A big one. And it's holding the virtual currency back from going mainstream.”

/ HANK LUCAS, PROFESSOR OF INFORMATION SYSTEMS, SPEAKING ON CNBC / APRIL 21, 2014

“We found quite a striking difference between what physicians perceive about their ratings and what patients actually say about their doctors.”

/ GUODONG (GORDON) GAO, ASSOCIATE PROFESSOR, DECISIONS, OPERATIONS & INFORMATION TECHNOLOGIES, IN THE WALL STREET JOURNAL’S “DOCTORS CHECK ONLINE RATINGS” / MAY 19, 2014

“You have to be very careful in evaluating regulatory changes. The U.S. Commodity Futures Trading Commission does not have the staff to do what it is required to do.”

/ PETE KYLE, CHARLES E. SMITH CHAIR PROFESSOR OF FINANCE, IN USA TODAY’S “SENATORS FRET OVER HIGH-FREQUENCY COMMODITY TRADES” / MAY 14, 2014
Closing the Gender Pay Gap

CAREER SETBACKS HIT U.S. WOMEN harder than men, but a new study from the Smith School provides clues for closing the gender pay gaps that persist in corporate America.

The research, co-authored by Smith Finance Professor Liu Yang, debunks the argument that pay differences merely reflect the personal choices of men and women. More importantly, the research moves beyond the lingering debate toward a solution.

“We show that having female leadership in a firm dramatically mitigates the inequity,” Yang says. “The biggest impact on the gender pay gap happens when at least three of the top five executives in a firm — a critical mass — are women, although having women in midlevel or senior leadership roles also makes a difference.”

To eliminate the effect of voluntary choices from the equation, Yang and a co-author from the University of North Carolina at Chapel Hill examined layoffs following plant closures and compared wage changes between men and women in similar circumstances.

“We found that even when workers left the same job for the same reason and got hired by the same new company at the same time, women wage earners suffered more than men,” Yang says. “The pay gap widened during these involuntary transitions regardless of age, race, education or seniority.”

The only variable that mattered was having a majority of women in senior leadership roles at the new firms. Although still bearing a loss compared to men, women who landed at one of these female-led companies following a plant closure were able to cut the relative wage drop in half.

“Our evidence suggests that when women hold senior leadership positions, they cultivate more female-friendly cultures inside their firms and subsequently improve career prospects for women employees,” Yang says.

The question that remains is how to move more women up the corporate ladder so they can expand their influence. Currently, fewer than 5 percent of Fortune 1,000 companies have women CEOs.

“When more women break through this glass ceiling and attain top leadership positions, women lower in the corporate hierarchy also will benefit,” Yang says. “So will the organizations that harness and retain top female talent.” /01/
COMPANIES THAT ADJUST their products or services based on social media feedback might as well be driving blind. Award-winning research from marketing professor Wendy W. Moe shows the correlation between unadjusted social media data and well-developed offline market research is almost zero (0.008 to be exact). Despite the poor correlation, Moe says companies can clean the clutter that dominates the Internet and extract fast, affordable and accurate consumer data when they control for basic human tendencies that shape online conversations.

The key is to apply the same rigor of traditional social science, refined over a period of decades, in the relatively young realm of Twitter, Amazon, Yelp and other virtual gathering spots. When market analysts do this, Moe says the alignment with traditional data sources improves one hundredfold.

“If we ignore the effects of human behavior and just take social media comments at face value, we will get mostly noise,” says Moe, director of the Master of Science in Marketing Analytics program at Smith. “After we control for those factors, what we have left over is a brand measure that tracks closely with well-developed offline surveys.”

Moe and her co-authors already have gained recognition for their research with “Social Media Intelligence: Measuring Brand Sentiment from Online Conversations,” winner of the 2014 Robert D. Buzzell Marketing Science Institute Best Paper Award.

They also share their findings in a new book, “Social Media Intelligence” (Cambridge University Press, 2014), which shows companies how to control for three main human effects.

**Extremity effect:** Extremely negative people go online to talk, but so do extremely positive people. The majority of consumers, the ones in the middle, usually keep quiet.

**Venue effect:** When people interact, they tend to say things that they think their audience wants to hear. Over time, they gravitate to venues that support their opinions. Often the result is an echo chamber, where communities reinforce each other’s views and grow increasingly confident in their extreme positions. Savvy social media analysts control for the venue effect by monitoring a range of discussions in multiple locations.

**Topic effect:** Public sentiment is more complex than positive, negative or neutral. People can express extreme views on a particular topic but still have different feelings toward the overall brand. Online market researchers must learn to distinguish the parts from the whole when analyzing brand sentiment.

When companies control for these behaviors, they can convert the Internet into a rich source of continuous intelligence. “Companies can clean the data,” Moe says. “They can move from social media monitoring to social media intelligence.”

**LEARN MORE IN MOE’S NEW BOOK, “SOCIAL MEDIA INTELLIGENCE” (CAMBRIDGE UNIVERSITY PRESS, 2014).**
"A better alternative is to approach Internet file sharers as strategic allies — in a controlled way — to curb the deep losses that commercial piracy induces." / TUNAY TUNCA

Digital Piracy: Fighting Fire with Fire

DIGITAL PIRACY HAS persisted in the past decade. In the music world, the Recording Industry Association of America claims illegal downloads annually drain $12.5 billion and 70,000 jobs from the U.S. economy.

Torrent technology has disrupted illegal-download tracking and prompted the music association to join the Motion Picture Association of America in the controversial Copyright Alert System that monitors consumers and warns them concerning online file sharing.

Tunay Tunca, a Smith professor of management science and operations management, says the associations have piracy woven into their industries and should embrace the proverb, "The enemy of my enemy is my friend."

Legal publishers and individual downloaders have a common enemy: "Commercial pirates who mass produce and sell music dirt cheap to relatively technologically unsavvy consumers," says Tunca, coauthor with Qiong Wu of "Fighting Fire with Fire" in Information Systems Research (2013).

At first blush, individual downloaders cut into the legal publishers' profits. "However, they also curb demand for the commercial pirate who would force legal publishers to lower their prices to compete for the less tech-savvy consumers," Tunca says. Therefore, file sharing may suppress commercial piracy and ultimately benefit the copyright owner.

"It is unrealistic to assume you can eliminate all illegal online file sharing," Tunca says. "A better alternative is to approach Internet file sharers as strategic allies — in a controlled way — to curb the deep losses that commercial piracy induces." / GM /

Twitter Cues from the Music World

A recent CBC Music report holds up music bands as models of good Tweeting skills, citing Atlanta rapper Waka Flocka Flame as one example with 1.3 million followers.

"@wakaFlockabsm has something for everyone," the report says. "Fun interactions with fans, inspirational quotes and weird hashtags."

Social media has become increasingly important for musicians to engage fans, promote output and subsequently lift record and concert sales — a dynamic analyzed in a recent study from the Smith School.

Marketing professors Yogesh Joshi, Liye Ma, William Rand, and information systems professor Louiqa Raschid, tracked Twitter activity for several rock bands for over two years to study how this activity impacts consumer engagement and sales.

Their research shows important distinctions in the levels of engagement for customers of new bands and established bands. For example, moderate-level engagement appears stable for established bands, but not so for new bands.

Furthermore, a tweet's information content also has different effects on consumer engagement for new and established bands. While emotion is more effective for new bands, information is more effective for established ones.

Relative neophytes like Waka Flocka Flame, for example, might need high-level engagement driven by emotional tweeting to move the profit needle.

The researchers say their findings show that marketers should experiment with tweet content relative to brand strength and consumer profile.

Information is stickier than emotion for an established brand, but emotion works better for a newer brand. / GM /
Unleash a Leader of One
Four Steps to Take Control of Your Future

DO NOT WAIT FOR PERMISSION TO BE A LEADER. J. Gerald Suarez, Smith School Professor of the Practice in Systems Thinking and Design, says individuals can take charge of their future and act as leaders, regardless of their positions within an organization.

Suarez applies his research and years of experience working with executives, world leaders, educators and students in his new book, “Leader of One: Shaping Your Future through Imagination and Design.”

Suarez says the 24/7 pace of today’s world has many people barreling through life without a sense of direction. But, he says, by harnessing the right leadership and managerial skills, individuals can set themselves up to pursue their desired goals and overcome the day-to-day challenges of getting there.

“The future is something we rarely address in a formal way,” he says. “But we have the power to shape our future if we are willing to find, nurture and unleash the leader within.”

Suarez details a process called idealized design, a method first applied in corporations by Russell Ackoff, Wharton emeritus professor and Suarez’s mentor and colleague at the White House, where they worked under two presidents for more than a decade.

In the book Suarez applies the interactive planning, systems and design thinking process for individuals to mobilize their dreams to action. The cycle has four phases, which he says must be applied in a holistic fashion, as shown below.

Suarez says successful leaders of one understand that pursuing a desired future is more important than arriving at the destination. He encourages people to take charge of their goals now.

“You cannot shape the future in the future,” he says. “It must be done in the present.”

He says readers should use his book as a guide as they move through their careers. “Readers will find it worth revisiting in the years ahead as circumstances change and as new passions take hold,” he says.

MOBILIZE YOUR DREAMS TO ACTION

1. CONTEMPLATE. Reflect on present and past experience to widen and deepen your conception of the future.

2. DESIRE. Reassess your priorities to figure out what to pursue. Suarez encourages following a passion by asking, “What would I do if I did not have to work for money?”

3. DESIGN. Set a roadmap for meeting goals.

4. CREATE. Take action. Suarez calls this the most difficult stage and says individuals must remain disciplined and committed when pursuing their ideal future.
High-potential civil servants started coming to the Smith School in summer 2014 for a custom executive education program that will support the U.S. Department of Homeland Security in its mission to prevent terrorists and potential weapons of mass destruction from entering the country.

Under a $7.2 million, five-year agreement, Smith’s Office of Executive Programs (OEP) will direct the U.S. Customs and Border Protection Leadership Institute through at least 2019. The school will educate 120 managers (GS15s) each year for a total enrollment of 600 students.

“The Smith School is honored to serve the people and government of the United States by administering the Leadership Institute,” says Gary Cohen, Smith’s assistant dean of executive programs.

Smith’s regional connections will help the school meet the needs of government administrators in the program. “Our suite of classrooms in the university’s BioPark, a potential site for Institute classes, will enable us to deliver world-class teaching close to the Port of Baltimore — an entry point critical to Homeland Security,” Cohen says.

The courses encompass strategic thinking, leadership communication and business management and prepare career civil servants to lead at the highest levels in federal government administration.

“As Homeland Security’s largest law enforcement agency, Customs and Border Protection and its leaders are preparing for an increasingly volatile and uncertain environment,” says Joe Thomas, Smith’s academic director for the Leadership Institute, and a senior faculty member in Smith’s advanced executive coaching program.

He says the institute’s impact will be far-reaching for the agency, which has more than 60,000 staff worldwide. “Border Protection agents in the field and officers at our nation’s points of entry deserve leaders who create a climate of respect and empowerment,” he says. “The mission and people demand nothing less.”

Liz Barron, OEP senior director of custom programs, says Smith has the practical focus, strategic leadership expertise and management skills to help Customs and Border Protection execute its mission.

“The agency deals every day with more than one million people — most of them behaving within the law, but some who are a real danger to field officers and our nation,” Barron says. “Smith is proud to be able to help these public leaders shape the agency for an age when immigration, terrorism, money laundering, cyber intellectual property crimes and human trafficking are persistent and fast-changing challenges.”

Cargo moves through the Port of Baltimore near the University of Maryland’s BioPark, a potential site for the U.S. Customs and Border Protection Leadership Institute.
POWER SUPPLY

9 Tips for Maximum Potential from the Women of Smith
1. CHOOSE YOUR BATTLES

Iannaconi’s career advanced until her first pregnancy, when she no longer could hide the expected childbirth from her employer. “It was a scary thing,” she says. Like the hiring managers before, her boss made another false assumption. “I presume you will be leaving the firm,” Iannaconi says. “They thought it was a great joke when they saw me.”

The Civil Rights Act of 1964 was new, but the interviewers dismissed Iannaconi as a woman and dared her to sue. Instead, she left and found a job with a rival firm.

“We were singled out for attention because we were women,” she says. “It was a horrible issue at the time.”

Women have made strides since 1965, but challenges remain. Fewer than 5 percent of Fortune 1,000 companies have women CEOs, and gaps persist in corporate pay, business school enrollment and other measures.

Nine women of Smith, from senior leaders to recent graduates, address these issues below and share tips to unleash the maximum potential of an inclusive and gender-neutral economy.

Chinese expatriate Stella Liu, MS '13, had the full support of her parents when she arrived in the United States to study business at the Smith School.

“My parents seldom hinder my decisions,” she says. “There was no one standing in my way.”

That is not always the case in Asian cultures, where obligations to the family, community and country can take priority over individual preferences. “Some kids have their future planned or guided by their parents,” says Liu, a financial analyst at JP Morgan Chase in New York.

Gender often factors into these family conversations. Although women typically work outside the home in China, the country’s one-child policy puts pressure on couples to get married and have a baby quickly.

“It is up to us to take care of our parents,” Liu says.

When discussing gender in the workplace, she says people need to keep a global perspective. In some countries women cannot even drive cars or walk in public without male escorts. In other countries women have greater opportunities, and discrimination is subtle when it exists.

“It is important to keep an open mind to changes and differences,” Liu says.

Left: Part-time MBA student Mckenzie Henderson, recent MBA graduate Gina Reilly and full-time MBA student Tobechi Agbim are part of Smith’s power supply for the corporate world.
3. GO ALL IN
At work Donna Blackman, EMBA '10, manages a team of 60 finance professionals. At home she manages two children.

Navigating the dual roles requires skill, but Blackman does not claim to have a secret recipe for work-life balance. “You cannot have it all,” she says. “Not all the time.”

She felt her limitations during her Executive MBA program at Smith, when she added the third role of business student to the mix. Feelings of “mother guilt” crept to the surface as Blackman spread herself thin, but she persevered.

“I decided that if I was sacrificing this time away from my family, I needed to give it all that I have,” she says. “Every reading assignment, I read it. I read it all. Every homework assignment, I did it.”

Part of her motivation was to set an example for her children. “It was good for me to show my children that, when you have a goal, you should move forward and achieve it,” says Blackman, who has served as senior vice president of finance and controller at BET Networks since 2013.

4. HAVE A COFFEE
Brenda Freeman ’87, MBA ’91, arrived at Pepsi as a young professional with marriage and children still in her future. Like many businesswomen, she wondered how these personal decisions would affect her career.

One woman who seemed to have the answers was Pepsi’s chief operating officer, a mother of three. “How did she do it?” Freeman asked herself.

The question was not something she could discuss openly in a corporate setting, where talk of family planning can raise suspicions about long-term commitment to the firm.

Instead, Freeman arranged for a private conversation. “I remember being brave enough to have coffee with her, and I asked her that question,” says Freeman, who now works as global head of television marketing at DreamWorks Animation.

The chat touched on many topics, from work-life balance to career achievement in a male-dominated world.

Now that Freeman has emerged as an entertainment industry executive with her own family commitments, women sometimes come to her with their hushed questions.

She met with about 200 female business students on April 24, 2014, at Women Leading Women, an annual event organized by the Smith School. Like the private coffee early in her career, the comfortable setting allowed Freeman to talk openly with her audience.

“I remember sitting in the chair of a student when I was younger, and I certainly asked lots of questions and was interested in the stories of women who were a few steps ahead of me,” Freeman says. “As women, we tend to bond in a certain way when we have intimate discussions.”
5. **FIND YOUR PATH**

A business mentor would have been helpful for Cara Weikel, MBA ’12, during her undergraduate studies.

“My skills and my interests were well-aligned with business,” she says. “I just had no idea. Business just was not on the radar because I had no role models at all in business.”

Instead, she gravitated toward something familiar, working for three years as a middle school chemistry teacher before realizing she might have an aptitude for consulting.

“When I finished my undergraduate degree, I did not even know what business consulting was,” says Weikel, who leveraged her MBA into a senior consulting position at First Annapolis Consulting in Maryland.

Having the right conversations with the right role models can activate someone’s mind to new career possibilities, but such guides do not always appear. Weikel eventually reached out to a career counselor, who provided tests, tools and other resources to help her find a new path.

“While I did not have traditional role models, I certainly did not go it alone,” she says.
6

BUILD WORK-LIFE HARMONY

Sherika Shaw Ekpo, MBA ’09, made her time at Smith count.

She was the first in her class to secure an internship offer and
the first to secure a job offer, and she did this while working
20 hours a week on campus. She also brought together students
from the full-time, part-time and executive programs as president
of the Smith Association of Women MBAs.

Despite the accomplishments, Ekpo says some of her
most important work happened at home, where she managed a
household as a single mother.

“Being there for your family is very important,” says Ekpo, a
manager at the U.S. Department of Homeland Security who is
married now and celebrating the recent arrival of her second
child. “Balancing school and home was difficult at times, but
this was my top priority during my time at Smith.”

Although work and family commitments sometimes
collide, Ekpo does not view life in separate compartments.

“I see it as less of a balancing act and more of an integration,”
she says. “No matter what obstacles you have, you can
overcome them while managing multiple roles.”

INVOLVE EVERYONE

Switching careers requires careful planning. The challenges
multiply when a person tries to jump from the nonprofit sector
to business. Becky Eisen, MBA ’12, faced both scenarios when
she came to Smith.

Before enrolling in the full-time program, she worked
as poverty campaign coordinator at the Jewish Council for
Public Affairs. Today she is an associate product manager at
McCormick & Company, a manufacturer of spices, herbs and
flavorings in Hunt Valley, Md.

To help pull off the two-year transformation, Eisen
built an expansive support network. “Many people
helped me along the way,” she says. “I tried
to open as many doors as possible.”

She says the corporate world needs a similar type of
coalition to bring gender issues into the open. “Some of these
questions are still hush-hush,” she says.

Although events such as the MBA Women International
Conference and Career Fair have value, Eisen says men also
need to join the conversation.

“You need everybody in the organization, regardless of
gender, to address the barriers to women,” she says. “You
cannot do that if only the women are talking about it.”
8. MAKE A BUSINESS CASE

Hewlett-Packard had made strides in diversity when Carly Fiorina, MBA ’80, arrived as CEO in 1999. With her recruitment, the Silicon Valley giant also had the first woman leader of a Fortune 20 company.

“We did everything right,” Fiorina says. “Except when we looked at our senior management ranks, they were not diverse at all.”

Fiorina’s response was a new hiring policy that shook up conventional thinking about what an ideal candidate looks like. For every opening above a certain level, supervisors had to consider at least one qualified woman and one qualified racial or ethnic minority.

Supervisors who came up empty were told to go back and try again. Often their searches led to candidates with nontraditional backgrounds from unfamiliar sources.

“You have to change the process to get different results,” Fiorina says. “People have to be willing to take a risk on someone they do not know, and someone who is different.”

The new promotion policy paid off at HP. By the time Fiorina left the company in 2005, half of her direct reports were women.

While many people champion workplace diversity as a matter of social justice, Fiorina also views the issue as a matter of good business.

“It is the smart thing to do,” she says. “There is a direct correlation between innovation, risk taking and diversity. When teams are confronted with somebody who is different — or with new ideas — it causes them to think differently. That is where innovation comes from.”

She says companies that only look at safe, traditional résumés misunderstand the real risk.

“Human potential is the only limitless resource we have,” she says. “If we do not fully tap human potential, then we do not solve our problems. And women are the most underutilized resource in the world.”

9. SHIFT THE CONVERSATION

Fulbright Scholar Stephanie Graf ’14 never saw herself as a barrier breaker when she came to the Smith School as an undergraduate student with a double major in finance and marketing.

“Gender never entered my mind,” she says. “All opportunities were equal.”

While Graf understands the importance of talking about diversity, she sees a potential downside when conversations dwell too much on old narratives.

“Maybe some women today already are tearing down barriers without even knowing it,” she says. “You do not want to introduce the idea of a barrier to someone who already is on a trajectory to overcome it.”

Real progress has been made in recent decades, and Graf says society needs to shift its conversations about gender.

“We need to establish a new norm,” she says. “In 10 years, instead of talking about the struggles women face to break down barriers, we should focus the conversation on the results, the impact and the accomplishments of women.”

Global Conversation: Women from around the world will gather Oc. 9-11, 2014, when the Smith School co-hosts the MBA Women International Conference and Career Fair in Washington, D.C. (see story on Page 3).
When Intended Strategy Meets Reality in Turbulent Times
By RAJSHREE AGARWAL

Strategy often starts as theory built in an ivory tower. Leaders assess their perceived strengths and weaknesses, match these with perceived environmental opportunities and threats, and then descend from above to attempt implementation.

This is when intended strategy slams into reality in a turbulent world. Assumptions often prove false, conditions change, or visions fail to resonate. The terrain is almost always rough, and the path to success rarely unfolds in a straight line.

Some leaders press forward stubbornly despite mounting evidence of trouble, while others bail too quickly on a winning formula.

Strategic leaders do neither. They navigate the changing landscape with confidence, keeping the following five guidelines in mind.

OWN YOUR ERA
Some leaders tell themselves they live in special times of unprecedented complexity and ambiguity. They see the pace of change accelerating with globalization and new technology, and they suppose that somehow the old ideas of strategic leadership need an upgrade to version 2.0.

This line of thinking is neither productive nor accurate. Consider the explorers from 500 years ago who sailed into unknown territories where maps did not yet exist. The speed of trade was measured in years and months, not minutes and microseconds. Yet, was the world any less complex or ambiguous for these pioneers?

The need for strategic thinking remains constant in all eras. The fundamentals that guided success in the past still apply today. Rather than longing for the “good old days,” strategic leaders own their era, embracing the opportunities that lie within complexity and ambiguity.

CALIBRATE YOUR HORIZONS
Most successful companies are built to last. Their leaders make decisions today that will pay dividends in five, 10 or 25 years. Yet even a 100-year horizon consists of short-term, midrange and long-term investments.

Strategic leaders understand that time is relative. For a startup scrambling to get its first product to market, the short-term horizon might be one week. For a software company, short-term might mean six months. For an oil and gas conglomerate or aerospace manufacturer, short-term might mean several years or even a couple of decades.

Strategic leaders understand their industries and calibrate their horizons accordingly.
KNOW YOUR NICHE
Before making their move, strategic leaders look inward at their capabilities and identify the niches they can fill better than the competition. They do not try to do everything, or please everyone.

The key is self-awareness and the discipline to say no to the wrong opportunities. Like baseball players who check their swings when pitches come outside the strike zone, strategic leaders wait for something they can hit and then drive the ball through a gap.

Honda learned this lesson in the 1960s, when the Japanese conglomerate entered the U.S. market with visions of challenging Harley-Davidson in the upscale motorcycle space. When confronted with the reality that Americans did not want a foreign “me-too” brand, Honda choked up on its bat and rebounded in the underserved moped and scooter market.

Eventually, the company built its strength to compete from below, leaving Harley-Davidson and other U.S brands on the fringes. Instead of always swinging for the fences, strategic leaders pick their spots and take what the defense gives.

ACTIVELY CHART YOUR PATH
Conventional wisdom distinguishes between an open or closed mind, but strategic leaders see both options as paths to failure. An open mind prevents commitment to a course of action, especially in the face of adversity. A closed mind prevents flexibility in the face of new evidence.

Strategic leaders reject this false dichotomy, employing instead an active mind. This means they remain alert to themselves and their environment. They base decisions on evidence, and do not easily change course with every new opinion or fad.

Rather than being humble or arrogant, they are confident. They defy their naysayers until the evidence proves otherwise. When it does, they move quickly to respond.

BE THE DISRUPTION
In the end, the best way to stay ahead of change in turbulent times is to be the disruptor that others must follow. Companies such as IBM and Google reshape or invent new industries, forcing everyone else to adapt.

Setbacks always mark the path to success. Some observers call this luck or serendipity, but strategic leaders do not make excuses or see themselves as victims to external forces. They keep their focus on the long-term prize and make their own opportunities.

They react when necessary, and they use strategy as a tool to make life happen.

RAJSHREE AGARWAL, PHD, IS THE RUDOLPH P. LAMONE CHAIR AND PROFESSOR IN STRATEGY AND ENTREPRENEURSHIP AT THE UNIVERSITY OF MARYLAND’S SMITH SCHOOL OF BUSINESS.
Private Banker Rose Cohen ’03, recalls her personal passion for finance began as a child, when she and her mother would track the stock market, world news, and the local economics of Southern California. From those early beginnings, she aimed to turn that childhood bonding experience into a career in finance; ultimately advising families on how best manage their personal wealth. Today, Cohen works as a wealth advisor for J.P. Morgan in Washington, D.C. She paused on the eve of a summer vacation cycling tour through France with her husband to speak about her career.

WHAT I DO: Managing Director of J.P. Morgan Private Bank. “As a senior banker, I serve as an advisor to ultra-high-net-worth families, endowments and foundations to address their investment, banking, trust, and wealth planning needs.”

EDUCATION: Majored in Economics at the University of California, Santa Barbara, earning a Bachelor of Arts degree. Upon graduation, moved across the country to Washington for work, and ultimately decided to pursue a Smith MBA over a decade later.

1987: “Upon completing my undergraduate degree, I received a scholarship from Apple to work at the Securities and Exchange Commission which took me from California to Washington, D.C. I originally planned to stay for 1 year and 27 years later I have a terrific business and personal network and very much enjoy the area as my home.”

1991-2000: Following time at the SEC, transitioned to a successful career in private banking and as regional sales coordinator with Sovran Bank (now Bank of America) and BB&T.

2001: Enrolled at the Smith School considering a change in career; “however, as I progressed through the MBA program, I continued to be drawn toward courses relating to the financial markets. Returning to school later in my career gave me a different perspective, a different appreciation for the opportunity, and a different determination in my studies. Realizing what I was sacrificing to be in school full time, I treated the MBA program with the same attention and determination I have always applied to my career.”

2003: Upon completion of my Smith MBA, began working with GenSpring, a multi-family office advising wealthy families.

MAJOR ACCOMPLISHMENTS: Serving as trusted advisor to a wonderful and select group of clients. Additionally, Rose is proud to have the opportunity to give back to the local community. Rose serves as Board President for the D.C. Jewish Community Center, and is a member of the Foundation Board and Board of Advisors at the Smith School.

BIG CHALLENGE: Helping clients navigate through turbulent markets, particularly during the 2008-2009 financial crisis.

BIG TIP: “Be present. Be prepared. Be open to opportunities and unique points of view.”

BIG PASSION: “Cycling with my husband in exciting locations such as Spain, Italy, France, and Morocco. I like to experience new things and take in new cultures. Cycling allows you to experience your world, whether at home or abroad, in a different way.”
ANI MATSON, EMBA ’03, loves her job. The daughter of two schoolteachers, Matson is chief marketing officer of NEA Member Benefits, an organization that provides benefits to teachers.

“The fact that I am working to provide a service for educators, it’s like doing something for my mom and dad,” she says.

At 3 million members, the National Education Association is the largest union in the United States. NEA Member Benefits is the for-profit entity of the organization and is dedicated to bettering the lives of educators through programs and services. This includes offering retirement plans, cheaper insurance options, credit cards with better rates, and other various discounts that aren’t available to the general public.

“My team’s job is to make the deals and promote them to the membership. We have contracts with about 35 partners in financial services, insurance and other discounts,” Matson explains, adding that she focuses her efforts on building and managing long-lasting relationships with these partners. “We’ve researched the marketplace and we’ve gotten the best deals so teachers don’t have to spend their time making these types of decisions. We take the headaches away so they can focus on teaching our children.”

In her role as CMO, Matson shifted from a management role to a leadership role with a team of 65 people. With that came the challenge of “learning to not do things myself. I focused on building a very strong direct report team, giving them the freedom and responsibility to run their departments effectively and keeping me in the loop of successes and issues.”

Matson, who doesn’t like to micromanage, says she encourages accountability on her team. “When someone comes to me asking – what should I do, I like to ask what his or her recommendation would be first,” she says. “If I always tell my team what I would do in a situation, I am not enabling them to be critical thinkers and solve problems on their own.” / JS /
Cancer Survivor Shares Story

MELANIE A. BRISSETT NIX, MBA ’98, was a featured cancer survivor in the American Association for Cancer Research campaign for National Cancer Research Month in May 2014.

Nix, a triple negative breast cancer survivor, is a health advocate and speaker who works with several organizations to advocate for increased funding and research to reduce breast cancer disparities and eradicate cancer. She was featured in a public service announcement highlighting the lifesaving benefits of cancer research. “As a beneficiary of cancer research, I am delighted to be a part of the campaign,” Nix says. “The gains made through lifesaving research have a significant impact on the millions of Americans, like me, who have been affected by cancer.”

In the announcement Nix describes her diagnosis during the 2008 Christmas season and talks about the impact on her family. “My daughter was 1 and my son was 4 when I was diagnosed,” she says in the video. “Our biggest concern was maintaining a sense of normalcy for them, especially because it was around the holidays.”

Nix, a fifth generation breast cancer patient, lost her mother, aunt and four cousins to cancer. A carrier of the BRCA1 gene mutation, Nix’s extensive family history and survival story have been profiled by several media outlets and health organizations including NBC Nightly News. She is the cofounder of the Breast Cancer Comfort Site, an online resource center.

“The gains made through lifesaving research have a significant impact on the millions of Americans, like me, who have been affected by cancer.” / MELANIE BRISSETT NIX
FiscalNote

_Between Classes, Legislation Prediction Tool Takes Shape_

THINGS MOVED FAST for FiscalNote cofounder Jonathan Chen ’14. He built innovative software, launched a business, attracted a substantial investment from billionaire Mark Cuban, moved to his Washington, D.C. headquarters and hired nearly 20 people — all in less than a year and all while an undergraduate studying finance and computer science at UMD.

Chen and longtime friend Tim Hwang were college juniors when they first batted around the idea of aggregating government information. Hwang was president of the National Youth Association and a student at Princeton.

He had firsthand experience dealing with government data that was difficult and time-consuming to sift through. His idea was to create a platform to aggregate all the data in one place in a standardized way to make it easy to search and understand.

Chen entered the idea in a university entrepreneurship plan competition. The partners won second place, $1,500 in seed funding and parlayed the momentum to participate in a Silicon Valley venture accelerator program.

Along with friend Gerald Yao, the team members started FiscalNote and spent the summer of 2013 building their platform, FiscalNote Prophecy. They also added a twist: A tool that could predict the probability that a bill would become law.

It was that new prediction engine that landed Cuban’s investment in September 2013, then brought along AME Cloud Ventures, NEA and First Round Capital’s Dorm Room Fund for a total of $1.2 million in seed round funding.

They launched their platform in December 2013 and quickly started scaling up with a growing list of clients.

“No one else in the industry has a tool to predict whether a bill will become law,” says Chen, FiscalNote’s chief technology officer. “Our clean, easy-to-use Prophecy platform aggregates legislation for all 50 states and at the federal level. Our tool tracks whether a bill will get to the voting floor and the likelihood that it will pass into law. We show an overview of the whole bill, including an analysis of the bill text, what industries will be affected, and all the legislators and committees involved with the bill. We map out which legislators will be most likely to vote ‘yes’ or ‘no.’”

Now Chen and his co-founders are focused on hiring the right people quickly and raising additional capital. Since graduating in May, he is able to focus full-time on building the business. / CH /
“No one else in the industry has a tool to predict whether a bill will become law.”

/ JONATHAN CHEN


**'70s**

/ ROBIN DEPAOLI ’77, senior vice president and chief financial officer of Virginia Hospital Center, received the Fiscal Heroes/CFO of the Year Award on July 17, 2013. The award is given by the Washington Business Journal.

/ JAYNE EDGE, MBA ’76, has joined Jenzabar as Vice President of Marketing.

/ JOHN J. KEENAN ’75 has been elected a director of Howard Bancorp and Howard Bank.

/ PHILIP LIVINGSTON ’79 has joined the Board of Directors of Ambassadors Group, a provider of educational travel experience and online education research materials.

/ WILLIAM LONGBRAKE, DBA ’76, was elected chair of the College of Wooster’s Board of Trustees.

/ RICHARD SCHAFFER ’74 has joined the Board of Advisors of Strategic Environmental & Energy Resources.

/ JOAN SCHWARTZ ’76 has been named Vice President of Human Resources at Cyveillance, a provider of cyber intelligence solutions.

/ THOMAS L. JAMES ’80 has been appointed as Vice President, General Counsel and Secretary of 22nd Century Group.

/ BOB MERKET ’81 has been appointed Vice President of Federal Sales at DataDirect Networks.

/ BERYL L. FEINBERG, MBA ’82, was elected as a Councilmember in Rockville, Md., in November 2013, to serve a two-year term. She is also the Deputy Director/Chief Operating Officer in the Department of General Services in Montgomery County Government.

/ ROBERT MILKOVICH ’82 has been appointed Executive Vice President and Chief Operating Officer of First Potomac Realty Trust.

/ JASON H. FEUERMAN ’85 has been named Senior Vice President for Strategic Development and Managed Care at Genesis Healthcare. He will be responsible for leading strategic development efforts at Genesis that provide innovative, effective solutions to the challenges presented in healthcare.

/ DAN DEMMER ’86 has joined the Board of Directors at DataXu, a provider of programmatic marketing solutions for brands and agencies.

/ COREY SILVERMAN ’87 has joined Corbis Entertainment, a division of Corbis, a Bill Gates company, as Head of Global Sales.

/ PETER HOTZ ’88 was appointed to the Board of Directors of Take Care Health Systems.

/ CRAIG DIXON, MBA ’10, co-founded a travel technology business called ZUMATA, now based in Singapore. ZUMATA has grown to include 10 employees and has raised two rounds of investor financing totaling $1 million. The company is now in discussions for its Series A round with venture capital firms, including a number of U.S.-based firms. “Moving to Singapore was a great decision both personally and professionally,” Dixon says. He and his wife also recently welcomed a child.

/ SIDRA BERNARD, MBA ’01, has been promoted to Vice President of Marketing at Savi Technology.

/ STEVE GOOD ’01 has been appointed Vice President of Marketing for Comtech EF Data Corp.

/ PAIGE HOLDEN, MBA ’14, director of communications at XONEX Relocation, was a featured speaker at the 2014 Philly Women in Tech Summit on April 12, 2014, at WHYY headquarters in Philadelphia. The summit is an annual event that educates and connects women in the technology industry from the Philadelphia region. At the summit, Paige presented MyXONEX, XONEX’s new mobile app that was selected as one of Philadelphia’s Best Mobile Apps for 2013, and discussed how companies can create value for customers with mobile technologies.

/ SAUNDRA HART, MBA ’11, accepted the role of Director of New Business, Corporate Partnerships at the National Geographic Society.

/ SCOTT KNOERR, MBA ’06, has been appointed Director of Lab Products Bulk & Synthesis at Polysciences. He will be responsible for executing market development, sales and new business plans for the company’s Lab Products division.

/ BERNARD KATZ, MBA ’10, has been promoted to President of Retail Supply Chain Group at Liquidity Services.

/ OLIVE CALZA, CPA ’90, has been appointed Chief Financial Officer at National Asset Services, a commercial real estate firm.

/ BEATRIZ R. PEREZ ’91 was elected to the Primerica Board of Directors.

/ DEAN DARDZINSKI ’92 has been promoted to Vice President National Account Manager of Mortgage Guaranty Insurance Corp.

/ KARL HICKS, MBA ’92, has been appointed Deputy Director of Athletics for External Operations at Florida State University.

/ ANJULA SINGH ’93 is chief financial officer of SoundExchange, a D.C.-based independent nonprofit organization representing the recorded music industry.

/ JONATHAN CLARK, MBA ’94, chief financial officer of Honest Tea, received the Fiscal Heroes/CFO of the Year Award on July 17, 2013. This award is given by the Washington Business Journal.

/ JIM RALLO, MBA ’95, has been promoted to President of Retail Supply Chain Group at Liquidity Services.

/ SID GREENFEIG ’99 has been appointed Senior Vice President of West Coast Business Operations for MSG Entertainment.

/ CRISTA GIBBONS, MBA ’04, accepted the role of Director of New Business, Corporate Partnerships at the National Geographic Society.

/ SCOTT KNOERR, MBA ’06, has been appointed Director of Lab Products Bulk & Synthesis at Polysciences. He will be responsible for executing market development, sales and new business plans for the company’s Lab Products division.

/ DAVID LAX ’06 was promoted to senior director of event
NEW MEMBERS IN 2014

Sarah Bauder, MA ’02
Senior Program Officer, Affordable Post Secondary Success, Bill and Melinda Gates Foundation

Donna Blackman, MBA ’10
Senior VP, Finance and Controller, BET Networks

Orlando Carvalho, MBA ’06
Executive VP, Lockheed Martin Aeronautics, Lockheed Martin Corp.

Rocky Cintron ’84
Chairman of the Board, Force3 Inc.

Kapil Sharma
Senior General Manager, North America, Tata Sons

WIL VANDEWIEL
Former President/CEO, DORMA Americas

CONTINUING MEMBERS

William N. Apollony ’69, MBA ’76
President, Windsor Healthcare

Andrew J. Baer ’80
Senior VP, Global Communications and Media Industry, Salesforce.com

Bob Billig ’88
Partner, National Practice Lead Tax Exempt Organizations, McGladrey LLP

Anthony T. Calderazzi ’92
Partner, EY, LLP

Phyllis R. Caldwell ’81, MBA ’87
Director, City First Bank

Albert P. Carey ’74
CEO, PepsiCo Americas Beverages

John E. Chickering, MBA ’85
VP, Fidelity Investments

Lisa J. Cines ’82
Regional Partner in Charge of Business Development & Marketing, Dixon Hughes Goodman LLP

Rose Horan Cohen, MBA ’03
Managing Director, J.P. Morgan Private Bank

Jack A. Faer ’78
Chief Security & Chief Risk Officer, Iron Mountain

Reese K. Feuerman ’87
Chief Financial Officer, ConnectYourCare

Chad M. Gillemen ’73
Vice Chairman, AVI-SPL

Marc Greenberg ’93
VP, Finance & Strategy, Pixar Animation Studios

William M. Greenblatt ’79
Founder & CEO, Sterling Infosystems, Inc.

Robert G. HisaoKa ’79
President, RRR, LLC

Teresa Ed. Iannacci, MBA ’78
Partner (Retired), KPMG LLP

Frank F. Islam
Chairman & CEO, FI Investment Group LLC

Robert L. Johnson ’80
President, Retail Sales & CS & ITO, Sprint

Michael A. Kahn
Senior VP and President, ATK Defense Group

Alexandra B. Kessler ’85
Partner, Anson & Co.

Mark K. Lewis ’87
Managing Partner, Washington DC Office, Bracewell and Giuliani LLP

William A. Longbrake, DBA ’76
Director, Board of Directors, City First Bank of DC, BECU, Hope LoanPort, and Washington State Investment Board

William P. Loomis ’76
CFO, Centennial

H. Edward Muenadel
Former Chairman and Co-Founder, Stanton Chase International

Sujal Patel ’96
Former President, Isilon Storage Division, EMC Corporation

Kenneth R. Rehmann ’84
Chief Financial Officer and Head of Business Strategy, Asia Pacific Region, Marriott International

Raina Rose Tagle
Partner, Baker Tilly

Brittany Hargest ’08
Stacey Lacer ’06
Lin “LiAM” Li, MS ’12
John Masoudpour ’01, MBA ’07
Robin Meister ’03
Todd Poling, MBA ’06

Jennifer Reynolds, EMBA ’11
Alison Taylor ’09

Laura Jenkins, EMBA ’10
Senior Program Officer, Affordable Post Secondary Success, Bill and Melinda Gates Foundation

MARK J. MANOFF ’78
Americas Vice Chair, Ernst & Young

Edward S. Stein ’81
Principal, Sandler O’Neill & Partners, LLP

Gary H. Tabach ’78
Vice Chairman & SE Regional Managing Partner, Deloitte and Touche, LLP

Jose Antonio Tijerino ’88
President and CEO, Hispanic Heritage Foundation

EMERITUS MEMBERS

William E. Mayer ’66, MBA ’67
Senior Partner, Park Avenue Equity Partners

Gary Williams ’68
Former Men’s Basketball Head Coach, University of Maryland

Marketing and partnerships at Factory Athletics and got engaged on April 6, 2014.


/Dev Jodhun, EMBA ’08, recently began a new position with Gartner as managing client director.

’10s

/Don Kandel, EMBA ’10, has recently accepted the role of chief financial officer and chief operating officer for EarthShare.

/Pete Pлотas ’95, MBA ’10, launched “DocJournal” in partnership with Children’s National Health System. DocJournal is a mobile app that simplifies managing personal health information in one place.

/Terrill Drake, EMBA ’12, was promoted to executive director and senior project adviser with the Robert H. Smith School of Business.

/Patrick Kerwin, EMBA ’12, and his wife welcomed a second son, Tyler Robert, born on Dec. 10, 2013.

/Jullie Mullins, MBA ’12, was hired by Cormant as the head of marketing and channel development.

/Garey Taylor, MBA ’12, and Amy Taylor, ARHU ’06, welcomed their first child, Catherine Grace Taylor, on Oct. 13, 2013.

/Mary Ann Walker, EMBA ’13, recently accepted the promotion of chief operating officer at Tapestry Solutions.

/Susan Ali ’13 graduated with a double degree in finance and economics. She recently completed the White House Internship Program, where she was an intern with the National Economic Council.

/Sara Ali ’14 is the founding co-owner of Sara’s Baked Creations, a custom creative bakery business. The company’s Facebook page just hit 10,000 fans at facebook.com/
Between his summer internship and part-time job, you could say JUSTIN SAWYER ’14 has his bases covered. The junior supply chain and marketing major is driving a forklift and doing warehousing at a local retailer while interning with the Baltimore Orioles, getting experience in both his areas of study.

One of 20 interns with the Orioles (and one of two Smith students), Sawyer started on Opening Day as a part of the team’s Career Introductory Program. He will spend every home game through September (and hopefully longer, if the team advances to the postseason) at Camden Yards doing a variety of projects.

“The program offers a holistic look at marketing, community relations and game day operations,” says Sawyer, who has been an Orioles fan his whole life. “It is still surreal walking up to the ballpark and realizing that I am getting paid to be here. I have been going to Camden Yards for so many years as a fan.”

On any given day in the office, Sawyer might find himself in the press box, working on the All-Star balloting campaign, learning from guest speakers in different departments, or working on new marketing initiatives through his internship project. No matter the task, Sawyer is glad to get the broad look at what it takes to work for a Major League team.

“I have learned how important teamwork is and that work can be fun,” Sawyer says. “If you find something you enjoy doing, then it is a good idea to stick with it. I am at Camden Yards sometimes between eight and 10 hours a day, but it seems to fly by because I am having a lot of fun.”

One of the coolest parts of his internship — other than seeing the players and coaches often — has been standing on the field during the National Anthem. “Each game, a couple of interns make sure the singers get on the field and get everything set up for them,” Sawyer says. “I have gotten to be on the field during the National Anthem for several games, standing at attention with the players and hearing the fans scream ‘O!’” /JS/

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FAN SCORES MAJOR LEAGUE INTERNSHIP

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THE SMITH SCHOOL ANNUAL FUND

www.SmithSchoolAnnualFund.com
Longtime Smith Champion Dies at 84

U.S. ARMY VETERAN and educator Joseph Guy Mattingly Jr., UMD '58, MBA '66, DBA '79, a professor emeritus and longtime undergraduate director at the University of Maryland’s Smith School of Business, died May 17, 2014, at his home in Annandale, Va. He was 84.

“Joe was a special person who had an affinity for undergraduate students and their needs,” says former Smith School Dean Rudy Lamone, who hired Mattingly as a faculty member in 1972 and quickly appointed him as Assistant Dean of Undergraduate Studies. “He would meet with students who were angry or frustrated, and they would come out of his office smiling. He was able to calm them down and point them in positive directions.”

Smith alumnus Ron Paul ’78 remembers his experience in Mattingly’s office. Through his membership in Phi Sigma Delta, Paul had volunteered to serve as chairman of an annual fundraiser for the American Cancer Society. The fraternity event, a 72-hour dance marathon called Dance Against Cancer, raised $15,000 the first year, $30,000 the second year and then $40,000 the third year.

“It became like a full-time job for about six months in addition to going to school,” Paul says. “It started interrupting with my ability to take a full load of classes.”

Paul approached Mattingly with a proposal to convert the enterprise into an internship for college credit, and Mattingly agreed. “He recognized the value of having the experience of running this small business,” Paul says. “He just got the message of what it takes to help students prepare for success in the workforce.”

Paul, the founder of a real estate investment firm and chairman of EagleBank in Bethesda, Md., says students learned to revere Mattingly. “He gave you his time,” Paul says. “He listened to you.”

Mattingly was born March 24, 1930, in Kentucky and joined the Army right out of high school in 1948. He served for the next 22 years as a Transportation Corps officer in Germany, South Korea, Vietnam and other locations, retiring as a lieutenant colonel in 1970.

“He sacrificed much to provide dedicated service to our nation by tackling huge logistics challenges for the military all over the world,” says Tom Corsi, the Michelle E. Smith Professor of Logistics and Co-Director of the Supply Chain Management Center at the Smith School. “Yet he never let his military obligations diminish his dedication to his family, which remained constant throughout his life.”

Mattingly’s first connection to the University of Maryland came in 1952 during his service in Germany, when he enrolled in an overseas program. He eventually became a triple alumnus of the university, earning a Bachelor of Science in 1958, an MBA in 1966 and Doctor of Business Administration in 1979.

The Smith School honored Mattingly with the Dean’s Lifetime Service Award in 2001. By the time Mattingly retired as a lecturer that same year, his affiliation with the school had spanned nearly 40 years.

“‘He would meet with students who were angry or frustrated, and they would come out of his office smiling. He was able to calm them down and point them in positive directions.’”

— FORMER SMITH SCHOOL DEAN, RUDY LAMONE
Conversations about gender in the workplace often focus on equity, inclusion, dignity and justice. All are worthy goals fundamental to quality of life. But I would add another word to the mix: Innovation.

Something powerful happens when people step outside their comfort zones and confront new perspectives. Patterns get broken, risks get taken, and problems get solved.

Women bring this creative tension to the workplace, especially as they climb the ranks in traditionally male-dominated industries.

On one level, the benefits come as a matter of simple math. The odds of unleashing genius double when economies include both women and men.

“Human potential is the only limitless resource we have,” says former HP CEO Carly Fiorina, MBA ’80 (see story on Page 14). “If we do not fully tap human potential, then we do not solve our problems. And women are the most underutilized resource in the world.”

Beyond the force of numbers, Fiorina and others understand that the real driver of innovation comes from the added diversity that women bring to the workplace.

I have been privileged to work with some exceptionally talented women throughout my career, and I have found that many of them approach workplace problems with different perspectives and styles than their male counterparts.

Women already have shown the impact they can have as they overcome barriers. In the coming years, when more women push through into senior leadership roles, we will see a transformation of companies, communities and corporate cultures.

Business schools can help drive the transformation. This is why we exist — to impact companies by developing talent and providing thought leadership.

The first step is to close the gender enrollment gap that persists at business schools. Then we must deliver the knowledge, experiences and connections that women need to succeed.

The Smith School takes these obligations seriously. With special events, networking and mentoring opportunities designed specifically for our women students, faculty, staff and alumni, we are providing the extra momentum for women to compete and contribute.

The result will be turbocharged innovation. I look forward to seeing you and continuing the conversation Oct. 9-11, 2014, at the MBA Women International Conference and Career Fair in Washington, D.C.

Regards,

Alex Triantis, Dean

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Go Fearlessly. Pursue Success. Everyone has a “dream job.” But the path to reaching it isn’t always straightforward. Brenda Freeman leveraged her MBA at the Robert H. Smith School of Business to change from a career in rocket thermal insulation design to overseeing the marketing for VH1, Nickelodeon, Cartoon Network, and now, DreamWorks. We help students like Brenda launch remarkable careers. Learn More: rhsmith.umd.edu/mba
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Brenda Freeman ’87, MBA ’91
Global Head of Television Marketing, DreamWorks Animation

The Robert H. Smith School of Business is proud to sponsor the MBA Women International Conference and Career Fair, Oct. 9-11, 2014, in Washington, D.C.
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