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The Partners of CohnReznick
/ FEATURES /

14 / Leading Like a Samurai
Smith School instructor Kamran Loghman shares ancient lessons for 21st century warrior sages.

19 / Fearless Leaders
World-class hurdler Landria Buckley, MBA ’15, and other Smith School alumni share keys to fearless leadership.

22 / The Negotiation Doctor
Six tactics for building win-win partnerships from Wendy R. Sanhai, EMBA ’09.

/ DEPARTMENTS /
SNAPSHOT 2
TAKE STOCK 3
C-SUITE 10
BRAIN TRUST 12
CONNECTIONS 26
LAST WORD 36

ON THE COVER:
Illustration by Michelle Hahm, a 2016 graduate of the University of Maryland’s graphic design program.

ABOVE:
World-class hurdler Landria Buckley, MBA ’15, trains in Arizona for a spot on the U.S. track team.
UMD and College Park are getting a facelift, with more than 30 projects scheduled and under way. “We need to intrinsically tie together our academics and research with our surrounding communities,” says UMD President Wallace Loh. Here are a few of the changes you’ll see on your next visit:

1. **The Hotel at the University of Maryland**, Opening in 2017
   The Hotel will be an 11-story building on Route 1 with 297 rooms, a conference center and restaurants.

2. **Food/Art/Innovation Hall**, Opening in 2016 & further developed in 2017
   Located adjacent to The Hotel, this premier food venue will house an indoor-outdoor stage, a teaching kitchen and vibrant meeting spaces.

3. **Southern Gateway**, Breaking ground in 2018
   This 3.5-acre space will become a residential community with restaurant, retail and grocery options.

4. **MilkBoy + ArtHouse**, Opening in 2017
   This performing arts venue and restaurant will be brought to Route 1 by a partnership between The Clarice and Philadelphia music venue MilkBoy.

5. **Terrapin Row**, Opened in 2016
   Bye bye, Knox Boxes. Hello, Terrapin Row. This seven-building complex houses 418 apartments where the infamous Knox Boxes used to live.

6. **Cole Field House, Phase 1 Opening in 2017 & Phase II Opening in 2018**
   The new Cole Field House will be the epicenter for the science of sport, positioning UMD as a fearless leader both on and off the field.

7. **Brendan Iribe Center for Computer Science and Innovation**, Opening in 2018
   Located on Campus Drive, this new building will transform computer science at UMD, bringing a Silicon Valley feel to College Park.

8. **A. James Clark Hall**, Opening in 2017
   Next to the Kim Engineering Building, this hall will stimulate collaboration in engineering, biomedical devices and advanced human health research.

Learn more: umd.edu/greatercollegepark
Talented Terps, Show Us What You’ve Got

It’s time again to refresh the gallery in Van Munching Hall with photos from the Smith community. Do you have one of the next winning shots?

Submit photos via email to smithphotocontest@rhsmith.umd.edu. The deadline to enter is Nov. 30, 2016. Photos meeting the requirements will be posted to Facebook for voting in December 2016. Winning photos will be displayed in Van Munching Hall and featured in the spring 2017 issue of Smith Business magazine.

Categories:
- Action
- Architectural
- Campus
- Global
- Landscape
- Portrait

Rules:
- By entering the contest, you agree to allow your photograph to be published and displayed
- You must be 18 or older to enter
- You must be the sole owner of the copyright of any image submitted
- Photos must be high resolution (300 DPI)
- Limit file size to 14 MB
- One photo per category
- Include your name and affiliation with the Smith School or University of Maryland in email (i.e. graduation year, staff member, Terp parent, etc.)
JAVAZEN, A COFFEE STARTUP that emerged with strong support from the Smith School’s Dingman Center for Entrepreneurship, is celebrating the company’s latest score: Getting on the shelves of Whole Foods.

It’s one more win for the company that blends coffee with teas and superfoods for a “healthier caffeine boost.” The company is also coming off a high on April 7, 2016, by winning Cupid’s Cup, the 11-year-old business competition led by Under Armour founder and CEO Kevin Plank ’96.

Javazen beat out five other finalist startups from top schools throughout the country to clinch the coveted Cupid’s Cup and $80,000, including the $5,000 Audience Choice Award. The prize money has allowed Javazen to add two full-time employees to a staff led by founders Ryan Schueler ’14 and fellow UMD alumni Eric Golman (Econ and Environmental Science ’15) and Aaron Wallach (Kinesiology and Exercise Science ’14).

Now they are forging their corporate culture and focusing on building their brand. They are also using some of the money from the Cupid’s Cup win to introduce a new product, Javazen in brew-by-the-cup tea bags.

The prize also comes with in-kind services and guidance from Plank and fellow judges: Cleveland Cavaliers owner and Quicken Loans founder and chairman Dan Gilbert, Huffington Post editor-in-chief Arianna Huffington and author Wes Moore, who’s also BridgeEdU’s founder and CEO and host of Beyond Belief on the Oprah Winfrey Network.

Soon after the competition, the Javazen founders built a relationship with Huffington and are contributing blog posts to the Huffington Post.

“Cupid’s Cup gave Javazen a new level of credibility,” Golman says. “We’re not just students who are selling something we started in a dorm room. Our company was vetted by industry-leading judges. As soon as we won Cupid’s Cup, we sent the news release to every retail buyer we could. Within a week, Whole Foods agreed to carry Javazen.”

Javazen was on the shelves at Whole Foods’ D.C. stores in June 2016. “As soon as we complete our test and prove our numbers, we’ll expand throughout the region and then the country,” Schueler says.

The company’s three blends — Balance, Boost and Relax — can be found in more than 200 retail locations, including 45 Wegmans stores on the East Coast. They also sell their blends online through the Javazen website, www.drinkjavazen.com, and Amazon.
SMITH OFFERS NEW MS PROGRAM

The Smith School will launch a new Master of Science in Business and Management program in spring 2017. The program targets students who don’t have substantial work experience but want to learn more general business knowledge and round out their management skills to kickstart their careers.

Faculty from all Smith academic departments will teach the courses, which will include business school basics like financial management and accounting on the quantitative side, and strategic management and leadership on the qualitative side.

Classes will be held during the day in College Park for the full-time program, and students can earn their degree in as few as nine months and up to 16 months. Applications will be accepted on a rolling basis, with new cohorts beginning in the spring and fall.

The new program brings Smith’s specialty masters degree offerings to six. Smith’s other programs are in finance, accounting, information systems, marketing analytics and supply chain management.

The school is offering a $15,000 tuition reduction on the MS in Business and Management to any student who has earned another specialty master’s degree from Smith. Find out more at www.rhsmith.umd.edu/ms. 

KROWE TEACHING AWARDS

In 1986, the Smith School turned a gift from Allen J. Krowe ’54 into an annual recognition of teaching excellence and a celebration of his philosophy that the best teachers “inspire lifelong learning and provide students an intellectual framework to help them in all future endeavors.”

Thirty years and more than 150 honorees later, Krowe returned to campus in spring 2016 to engage with the newest group of educators being recognized with his award.

“The Krowe Teaching Award has become one of the most valued and respected awards at Smith,” Dean Alex Triantis said.

Krowe, who continues to fund the award, told the 2016 winners that his University of Maryland teachers profoundly affected him. “They changed my life,” he said. “You are changing lives.”

2015-16 KROWE AWARD WINNERS

GARY BULMASH
Accounting and Information Assurance

PHIL EVERS
Logistics, Business and Public Policy

MICHAEL FAULKENDER
Finance

MICHAEL KIMBROUGH
Accounting and Information Assurance

VIJAYA VENKATARAMANI
Management and Organization

BOBBY ZHOU
Marketing

30 Years of Excellent Teachers

Created by Creative Stall from the Noun Project
DEFEATING A GO MASTER

A computer created by Google engineers knocked off one of the world’s greatest human players of the Chinese game Go on March 9, 2016—a landmark in the development of artificial intelligence.

In doing so, the AlphaGo program made use of an approach to the computerized analysis of decision making first developed at the Smith School and UMD’s A. James Clark School of Engineering.

It’s been 19 years since Deep Blue showed computers could beat a grandmaster in chess, but Go is exponentially more complex. An average game contains far too many possible moves for even the most powerful computer to examine, so a Go computer must resort to a more artful, even “human” approach to game play.

Basically, AlphaGo makes a quick estimate of the likelihood that certain moves will lead to victory and then allocates its computational efforts along those “decision trees.”

“From a big-picture view, this is the way humans think,” says Michael Fu, the Ralph J. Tyser Professor of Management Science at Smith. “We can’t go down those decision trees with brute computational force, so we make rough estimates and go a few moves ahead for several options.”

Fu and his coauthors published their algorithm in 2005. Other scholars later applied it to the world of games and artificial intelligence. /cs/

Reporting for Duty: Smith Welcomes New Military Liaison

Meet Michael Connolly, Smith’s new director of military and veteran affairs and a one-stop resource for service members during their entire association with Smith. As a service member or veteran moves from curious prospect to student to working alum, Connolly is there to serve as a concierge for anything they need.

Originally from Silver Spring, Md., Connolly served in the U.S. Army Maryland National Guard for 10 years and deployed to Iraq twice. In 2010, he landed at the University of Nebraska at Omaha, where he finished his bachelor’s and master’s degrees, and worked as director of the Office of Military and Veteran Service.

Connolly knows firsthand many military and veteran students have apprehensions about competing in the college environment, but he works to make the transition easy.

“There is a wide-open lane for Smith to be known as the undisputed best place to get a business degree as a military student,” Connolly says. “These students want to feel like there is a community to tap into, but they also want to feel like we legitimately want and care about them and work hard for them. From our world-class faculty and research to our veteran community, no school can provide the value-add Smith offers and nobody is going to take better care of them than us.” /ch/

ARE YOU MILITARY?

The Smith School provides specialized services for students and alumni with military backgrounds. For more information, please send your name, military branch, position and years of service to alumni@rhsmith.umd.edu.
FEARLESS IDEA: Listen to Students

Changing Majors Can Be a daunting task at any university. An elite group of undergraduate students got a chance to streamline the process at the University of Maryland through the Innovo Scholars Consulting program.

The six students dug into the process of changing majors and unearthed relevant policies, motivators, structures and technology challenges. The scholars then presented their findings to UMD President Wallace Loh and his cabinet in spring 2016.

Key to an efficient process is making accurate information available to all stakeholders, then-sophomore Isaac Adeeku told the administrators during the presentation. “With a single source — a single website to go to — students can make better change-major decisions, and advisors can rely on current, complete information.”

The students also cautioned against relying on technology alone to resolve process challenges. “Technology is an amplifier,” said then-junior Sylviane Alexion. “It exacerbates the quality of the underlying design. Technology overlaid on a well-engineered process heightens its effectiveness and impact. But technology on top of an inefficient process can make everything worse.”

The project represented a broadened scope for the Innovo Scholars program, which also focuses on improving Smith School course delivery.

“Students are an incredible, but often overlooked, resource for innovation in higher education,” said educational psychologist Sandra Loughlin, who directs the Innovo Scholars program as the Smith School’s director of learning and innovative instruction. “I hope the Innovo idea — working with and through students to drive valuable change — will grow to touch even more of the university.”

High School Students Focus on Self

High school students from as far away as France and Puerto Rico spent two weeks at the Smith School in July 2016 learning about the philosophical underpinnings of business and applying their knowledge in team projects.

“Students had to learn by doing,” says Smith School professor Rajshree Agarwal, who led the residential program as director of the Ed Snider Center for Enterprise and Markets. Other partners in the Ed Snider Enterprise and Leadership Fellows (SELF) program included the Smith School’s Undergraduate Office and UMD’s Academy for Innovation & Entrepreneurship.

Agarwal says the program is called SELF because it helps participants learn skills to set their own strategic direction for college and careers.

In addition to interactive workshops with Smith School faculty, the program included a site visit to Koch Industries in Washington, D.C. Teambuilding activities included a campus scavenger hunt and a trip to Kings Dominion theme park in Doswell, Va.

Overall, the program served 31 rising high school juniors and seniors from Maryland, Nevada, New Jersey, New York, Pennsylvania, Virginia, France and Puerto Rico.

Another Snider Center program, Women Investing in Learning Leadership (WILL), educated ninth- and tenth-grade girls in July 2016.
Spring Commencement: Mixing Business With Art

Some people think business leaders are “suits trying to minimize risk and control art by telling people with new ideas to be more practical,” keynote speaker Marc Greenberg ’93, told graduates on May 20, 2016, at the Smith School’s spring commencement. In reality, he said, business advances art.

“Pixar creates films that make better humans,” said Greenberg, vice president of finance and strategy at Pixar Animation Studios. “Better humans? There’s no loftier goal. None of this is possible without a balanced, business-aware mentality and the inevitable push and pull of budgets, marketing, distribution, deadlines and data.”

In total, 1,200 Smith School students graduated with bachelors, masters and doctoral degrees in two ceremonies at the Xfinity Center. At the undergraduate ceremony, Greenberg shared three ways business and art mix.

1. Providing friction
   “At Pixar we create friction to polish the creative diamond—requiring artists to make choices to commit to a path so we can release a film,” Greenberg said. “Business creates that friction. Great artists want limits. And the artists and good technical crews want good management.”

2. Providing data
   Business provides accurate, relevant metrics. This makes for timely and more-informed decisions, plus contingencies for unforeseeable glitches. “Luck favors the prepared,” Greenberg said, quoting Edna Mode in The Incredibles—a production that called for Pixar artists, business managers and tech specialists to collaborate to develop software to simulate believable human hair. “We did so by collecting, delivering and interpreting data to answer: ‘How much will it cost? How long will it take? What are the needed, interim steps? And, is it worth it?’” Greenberg said.

3. Providing know-how
   “Business requires creativity, and not in the ‘What answer do you want?’ kind of way,” he said. “There are many paths to solutions to problems. Steve Jobs once said Pixar is a stool with three legs: Creative, technical and production.” He said people involved in all three pursuits are artists. The creative people dream up amazing stories, the software-savvy techs figure out how to get those stories to the screen and the production folks, including business, collaborate on the end product.

IN A SMITH SCHOOL MINUTE …

Get the view from the corner office with Smith’s new video series, Management in a Minute, featuring impressive Smith alumni sharing insights and advice on how to be successful in business.

The minute-long videos will offer useful nuggets from C-suite executives who regularly visit the school as guest speakers, job and internship recruiters, and event participants. The videos will focus on practical advice for managers—things like how to attract and retain millennial workers (from Mark Lewis ’87, managing partner of Bracewell LLP). They’ll also include thoughtful discussion on big picture issues, such as the role of women in business leadership positions (from Phyllis Caldwell ’81, MBA ’87).

Check Smith’s alumni website throughout the fall and spring for new video installments at www.rhsmith.umd.edu/alumni.
Building Resilient Teams

Baltimore Ravens coach John Harbaugh has a guarantee for young professionals starting their careers: They will face adversity.

“Your’re trying to figure out where you’re going to go, and what you’re going to be, and what’s going to happen in a year, and five years, and 10 years, and 20 years, and how your career is going to unfold. In the end, whatever you think, whatever you imagine, I can assure you one thing: It won’t be that,” he said April 20, 2016, during a NewDay USA Enterprise and Leadership Forum at the university.

Winning teams and individuals must prepare for adversity, which hit the Ravens hard during the 2015 season. “The thing we held onto was our principles,” he said. “We’ll be a better team next year because of what we went through last year.”

Harbaugh said organizations need team members with character as well as the ability to overcome challenges. “That’s how we’re going to build a championship team,” he said. “When things get rough, when things get rocky, and you’re fighting your way through a tough loss or another tough loss, and you get knocked down, we need people who are going to pick each other back up.”

He said winners are just people who keep trying. “It’s not possible for you to fail unless you decide to fail,” he said. “Failing is just stopping.”

Harbaugh was joined on stage by Rear Adm. Thomas Lynch (retired), commander of the Navy Battle Group in Operation Desert Shield and executive chairman of NewDay USA. “You’re going to have failure,” Lynch said. “You’re going to face adversity. There’s going to be challenges. We’ve all had that. It’s what you do when you face adversity that defines you.”

Professor Rajshree Agarwal, director of the Ed Snider Center for Enterprise and Markets at the Smith School, moderated the discussion. /DJ/

Marriott CEO Shares Industry Insights

In the face of hotel industry disruption, Marriott International’s answer is to grow, the company’s president and CEO Arne Sorenson told a packed auditorium on April 26, 2016, during a session of the CEO@Smith speaker series.

The Bethesda, Md.-based hospitality giant becomes the world’s biggest hotel company with the acquisition of Starwood Hotels & Resorts, a move that allows it to create more connections with middle-class travelers worldwide, Sorenson said. Strengthening ties directly with customers will help Marriott compete with disrupters in the hotel space such as newcomer Airbnb and online travel agents like Expedia and Priceline.

Going forward, Sorenson said tech giants like Google, Amazon and Apple will emerge as power players in the hospitality industry because of their ability to influence web traffic.

Sorenson also highlighted the “old-school” abilities business leaders need to succeed: Strong communication skills and an insatiable curiosity to learn and grow.

At Marriott, Sorenson has created an environment where leaders can collaborate and debate to push the company forward. He said as the company grows, it is critical to break down the business into smaller units.

He has leadership teams around the globe where managers are empowered to make key decisions in local markets. “It’s hopeless to think we can make them from the center,” Sorenson said. /CH/
WHEN IT COMES TO DISPLAY ADVERTISING—especially online—simpler can be better. That’s the finding of new Smith School research.

One theory of advertising holds that display ads need a degree of nuance or visual complexity to capture the viewer’s attention. But that fails to take into account the increasingly cluttered and hectic context in which ads are viewed today.

“A lot of advertising is being tested over fairly long exposures—several seconds, or even 10 to 20 seconds,” says Michel Wedel, a Distinguished University Professor and PepsiCo Chair in Consumer Science at Smith. “The problem is ads that do well in that scenario may not do well in short exposures.”

Complexity does particularly poorly online, where eye-tracking research shows people actively try to avoid ads. But billboards and even many print ads are often taken in with a glimpse, too.

A new paper by Wedel and two coauthors, accepted at the Journal of Marketing Research, tests reactions to ads over periods as short as 100 milliseconds, which is less than a full glance.

The pleasure derived from ads was closely connected with whether viewers believed they grasped their gist. Positive reviews had little connection to visual appeal, visual complexity or the ratio of text to image.

“We aren’t saying ad agencies shouldn’t be creative anymore,” Wedel says. There are some contexts when you can be sure an ad will be viewed with great attentiveness, like the Super Bowl. But for online banner ads, for example, advertisers should realize they’ll have only one-tenth of a second of a viewer’s attention, if that. And so they should stick to the basics: What’s the product? And what’s the brand? /cs/

THREE BEVERAGE ADS | The authors broke ads into three categories:

**Upfront ads**, those that present a product in a straightforward, expected, typical way (a photo of a bottle of orange soda to sell orange soda, for example) are grasped and received positively by viewers in those 100 milliseconds, the authors found. They continue to be viewed positively over 5, 10 or even 30 seconds.

**Mystery ads**, whose visual complexity require work on the part of the viewer to decode, are viewed less positively than upfront ads in the initial glimpse, but they gain in approval over time, reaching similar levels. One example in the study showed a ninja severing a rope holding a refrigerator, which was about to crush apples to create juice.

**False front ads** use a clear image of one thing to sell something different. Such ads are initially appealing, because they appear comprehensible, but are liked less once viewers reorient themselves to the right interpretation. “We find very little justification for false-front ads,” Wedel says. “People don’t like to be duped.” Sponsored content, ads that take the form of news articles, fall into this category.
SIGNING AWAY YOUR RIGHT TO GET A NEW JOB

Amazon does it. So do Jimmy John’s and many other companies. They require new employees to sign noncompete clauses, a practice now being pushed on low-income workers, limiting their freedom in the labor market.

In a recent set of projects, Smith professor Evan Starr surveyed some 11,500 workers about their experiences with noncompetes, which companies often hide among routine forms new employees sign during the hiring process.

Here are three findings from Starr’s work, cited in separate reports by the White House and U.S. Treasury Department:

1. MISSION CREEP:
Noncompetes are intended to protect intellectual property and proprietary business practices, but the agreements have become common in all sorts of occupations and industries. About one-in-seven workers making $40,000 or less must sign noncompetes, and the rate is similar for those lacking four-year degrees.

In one notorious example, the Jimmy John’s sandwich chain requires its workers to sign away the right to work at any sandwich shop within three miles of any franchise in the chain for a full two years after leaving the company. (Jimmy John’s does not leave the definition of “sandwich” to chance, specifying the rule applies to any place that purveys “submarine, hero-type, deli-style, pita and/or wrapped or rolled sandwiches.”)

Amazon, meanwhile, makes its workers pledge to not take a job for 18 months after their departure with any company that develops, manufactures, markets or sells any product or service sold on Amazon. That covers quite a few companies. Until the tech website The Verge publicized the practice last year, even Amazon’s hourly warehouse workers, down to temporary holiday workers, had to sign such agreements.

2. WAGE SUPPRESSION:
In theory, noncompetes ought to spur investment in job training by companies, since they don’t have to worry about workers walking away. That would also imply that workers get raises as their skills increase. But Starr’s research shows the opposite. States that enforce noncompetes see lower wages over the course of workers’ careers.

3. LACK OF TRANSPARENCY:
Many workers are blindsided by noncompetes. They aren’t asked to sign them until they’ve accepted a job, at which point their negotiating power is limited.

Companies also withhold information about local laws. Even in states like California, where noncompetes aren’t enforceable, companies ask workers to sign them anyway. The Treasury report calls for transparency, suggesting companies be required to disclose the enforceability of noncompetes. /cs/
WHAT NOT TO DO AT WORK

HOW WOULD TRAINED SABOTEURS, successfully planted on your team by ruthless competitors, proceed to undermine your productivity? If they followed a previously classified World War II field guide used by the predecessor of today’s CIA, they would follow eight rules to sap your momentum.

Smith School adjunct professor Robert Galford, co-author of Simple Sabotage and facilitator of an open-enrollment course from the Office of Executive Programs, says many people with good intentions do the same things.

“They don’t mean to, but they end up sabotaging the productivity and energy in their offices,” Galford says. “By sticking to outmoded protocols, endlessly revisiting management decisions, and meeting, meeting, meeting, they kill innovation, enthusiasm and progress.”

HOW TO SABOTAGE YOUR NEXT MEETING

The key is to focus on process more than action, while doing your best to look prudent and analytical. Here’s eight tactics from the field guide:

1. Insist on doing everything through proper channels.
2. Make long speeches and talk as frequently as possible.
3. Refer all matters to committees for further study.
4. Bring up irrelevant issues.
5. Haggle over the precise wording of communications.
6. Rehash matters already decided upon.
7. Warn against hasty decisions that might result in embarrassment.
8. Raise concerns about the propriety of any decision.
Online services such as OpenTable make it easy for consumers to make restaurant reservations and not show up. But higher-end restaurants are countering this.

Sotto Sopra, for example, an Italian restaurant in Baltimore that loses up to $150,000 a year from no-shows and canceled reservations, announced in 2016 that it would require credit card information for large reservations and charge a fee to diners who don’t show.

Such a policy can deter most no-shows, but Smith School marketing professor Janet Wagner says a segment of customers will still not show up and eat the cost. The lack of human interaction in online reservation systems lets consumers cancel without feeling responsible for the consequences, she told the Baltimore Sun.

“When you’re working with the Internet, it’s just so faceless that it’s easy to forget that you’re actually hurting the businesses that you’ve promised to patronize,” she said.

On the other hand, Wagner says cancellation fees are a standard practice in a number of industries. “Fees or penalties of some kind are not at all unusual at hotels, airlines,” Wagner says. “So I think people are getting used to the idea.”

Another solution, included in the National Restaurant Association’s “Say good-bye to no-shows” checklist, is to call customers to confirm they’re coming.

Wagner says ticketed dining might also work. This approach extends reserving a table to purchasing the meal in advance — similar to buying tickets online before heading to a movie theater.

“High-end restaurants, in particular, can no longer rely exclusively on excellent food and service to stay in the game,” Wagner says. The challenge becomes creating an aesthetic experience that lives up to the consumers’ expectations. “As long as their expectations are met, high-end ‘foodies’ will accept buying tickets,” she says.

Ticketed dining further allows restaurants to introduce demand-based pricing based on the day and time — like $145 to $175 tickets for a multicourse tasting menu at San Francisco’s Lazy Bear restaurant. This, Wagner says, is a standard yield management practice in service businesses ranging from professional sports to air travel.

“Consumers complain about this practice, but in the end, accept it, because they want the service,” Wagner says. But more price-sensitive consumers “learn when demand for a service is likely to be lowest and cheapest, and adjust their behavior accordingly,” she says. “Customers who aren’t price-sensitive, but care about getting the service when they want it, are willing to pay more.”

Ultimately, she says, “there is no reason to expect that this model won’t work in restaurants, particularly at the high end.”

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Restaurants Fight Back Against No-Shows
LEADING LIKE A SAMURAI
ANCIENT LESSONS FOR 21ST CENTURY WARRIOR SAGES
Samurai warriors in feudal Japan knew how to fight. But the best of these leaders, such as Yamamoto Kansuke, also knew the value of bringing people together and winning without resorting to combat.

According to legend, Kansuke offered his military services to feudal lord Takeda Shingen, who required a duel with a notable samurai as part of the job interview. Kansuke was an excellent swordsman, but he had a bad leg and was missing an eye and several fingers.

Rather than decline the challenge, Kansuke negotiated a change of venue to a small boat anchored in a nearby lake. He suggested that the confined space would limit the movements of both warriors, creating more of a fair fight.

Kansuke and Shingen’s samurai took a ferry to the designated boat. As they stepped aboard, Kansuke used his sword to puncture the hull. He then jumped back into the transport craft and shoved it away.

The stranded samurai, who didn’t know how to swim, suddenly found himself sinking toward death. Kansuke then threw his rival a rope and pulled him to safety — turning a fierce opponent into a lifelong ally.

Shingen, who watched the episode from shore, realized the wisdom of Kansuke’s strategy and retained him immediately.

Modern business leaders can also learn from the wisdom
of Kansuke and other “warrior sages,” says Kamran Loghman, a Senior Executive Education Fellow at the Smith School.

“Many organizations, in their attempt to be forward thinking, have forgotten to heed the guiding wisdom of history’s great leaders — the men and women who were able to accomplish extraordinary feats, often under the most difficult conditions,” says Loghman, who is also a leadership instructor at the U.S. Naval Academy and Chief Global Instructor of the Create, Achieve, Lead program at Apple.

As a warrior art historian, Loghman studies classical texts for lessons on how to lead teams to victory through wisdom and strength. “The best place to start is to look back into the ancient warrior wisdom tradition,” Loghman says. “That’s because the military was the first structured organization and the predecessor of modern organizations.”

Looking at the samurai and other military traditions provides a second advantage. “Their strategies, leadership processes and personal development methodologies were battle-tested for centuries,” Loghman says. “That’s because the military was the first structured organization and the predecessor of modern organizations.”

The first step is learning to navigate through life with precision, maintaining a surgical focus on self-mastery. This type of performance requires lifelong education. Loghman cites a Chinese proverb: “We are not afraid of those who practice a thousand different things, but beware of the one who practices one thing 10 thousand times.”

Loghman says people who discipline themselves in this manner can achieve stillness in motion.

“When we are in motion we are so engaged with what’s happening that we simply go with the flow without any sense of control,” he says. “We get lost in the situation. But we have a choice to detach and become still, like the center of a spinning wheel or the eye of a storm.”

To achieve stillness in motion, great leaders throughout history have relied on daily rituals to center and calibrate themselves for higher performance. Loghman says these activities were designed to stimulate the mind and body.

“The latest research in physiology and neuroscience shows that instead of a cup of coffee, a glass of cold water combined with tensing of certain muscle groups does wonders to awaken the brain,” he says. “The ancient warrior texts are filled with daily ritual processes like these, which can help leaders incorporate health into the way they operate, think and act.”

The samurai also focused themselves through the study of calligraphy, music, painting, dance, theater and other artistic
pursuits. All of these activities can function like rituals.

Once leaders awaken their own minds and bodies, they can use their influence to promote health within their organizations. “Workers’ well-being is crucial to a company’s culture,” Loghman says. “A healthy workplace is more likely to be productive, reducing associated costs along the way.”

3. **CREATE IDEA FACTORIES**

Besides participating in daily rituals, ancient warrior sages kept themselves alert by observing and listening to the people they led.

“The ancient warrior wisdom tradition tells us that to get new ideas, we need to ask great questions and define the challenge correctly,” Loghman says. “We also need to see the extraordinary when others see only the ordinary.”

This rarely happens while staying isolated in a boardroom or executive suite. Samurai generals, called daimyo, stayed involved in all aspects of the samurai’s life — including their training and study of the arts. The exposure to people at all levels in the organization promoted flexible thinking and problem solving, essential elements of leadership.

“What is current today will become replaced by something else tomorrow, so leaders need to be continuously creative,” Loghman says. “They must transform their teams into idea factories.”

One creative thinker from China’s

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**THE POWER OF CODES**

Samurai warrior sages developed their system based on the Bushido code, which enabled them to rule Japan for almost 1,000 years. Kamran Loghman says modern organizations need their own codes, such as:

- Do nothing which is of no use.
- Don’t cling to the past.
- Don’t make an enemy of yourself.
- Live without regret and fear.
- Have a plan and know your outcome.
- Place effort with all your might.
- Be consistent regardless of external circumstances.
- Be first to seize the opportunity.
- When quiet prepare for the storm; when chaotic remain tranquil.
- There is no end. You must practice constantly.
Tang dynasty was Chang Hsun, a fortress commander who faced attack from rebel forces. Chang realized that his archers didn’t have enough arrows to suppress the siege, so he instructed his troops to make one thousand mannequins stuffed with straw and dressed in black. At night the soldiers lowered the mannequins over the fortress walls with ropes, creating the appearance of a bold foray. Soon the decoy soldiers were filled with arrows, which were lifted into the fortress with the mannequins.

On the second night the ploy resulted in far fewer arrows. So on the third night, Chang replaced the mannequins with real soldiers. The rebel forces, expecting more straw dummies, were caught off guard and struck down.

In times of war, this meant accepting the greatest risks. “The daimyo would be positioned in front of the battle lines, while other samurai warriors were positioned behind as an example of bravery and ultimate service to others,” Loghman says. “This behavior among leaders of ancient warrior wisdom tradition is common across ancient India to Japan.”

The ancient warrior wisdom tradition was not solely the domain of men. In feudal Japan, women samurai were trained in the use of weapons to protect their households and families in times of war. The list of notable women samurai includes Nakano Takeko, Tomoe Gozen, Hōjō Masako and Hangaku Gozen, to name a few.

“Throughout history you will find numerous formidable women warriors,” Loghman says. “These women achieved mastery and superior leadership.” Modern organizations also benefit when they expand their leadership ranks to include people from different genders, races and cultural backgrounds.

**THINK LIKE AN APPLE EXECUTIVE**

The warrior wisdom tradition is about developing a culture of creators, leaders and achievers. This is how the Create, Lead, Achieve program was conceived at Apple in 2011. Kamran Loghman now delivers the program at Apple through a series of workshops, providing executives with the processes needed to enhance the way they think and work. To enroll in a similar program at the Smith School, visit www.rhsmith.umd.edu/create-lead-achieve
FEARLESS LEADERSHIP IN YOUR WORDS

World-class hurdler Landria Buckley, MBA '15, trained fearlessly for the Rio Olympics. She packed up her life, moved to Arizona and started hurdling, lifting and sprinting six days a week at an elite training center.

“You have to get into game mode like you’re going to war,” she said before the U.S. Olympic Team Trials July 1-10, 2016, in Eugene, Ore. “Then just run as if it’s the last race of your life.”

Buckley advanced to the semifinal round in the women’s 400-meter hurdles, but ultimately missed a spot on the U.S. team. “I am so proud of myself,” she posted afterward on Facebook. “I took a leap of faith, and even though I didn’t make it to the finals and I won’t be competing in Rio this year, I learned a lot and gave it my best.”

Like many Smith alumni, Buckley embodies the spirit of the school’s new ad campaign, launched in February 2016. Metro stations, bus shelters and airport banners around the Baltimore-Washington region invite prospective students to “Lead Fearlessly,” a variation of the University of Maryland’s “Fear the Turtle” and “Fearless Ideas” slogans.

Buckley pushed herself to excel on the track, but the same principles of preparation, hard work and passion apply equally in business. “I advise finding whatever it is that keeps you grounded and holding onto it,” she says. “It will get you through your successes and your failures in life in general, not just sports.”

Other Smith alumni share their own keys to fearless leadership on the following pages.

“EMBRACE THE UNKNOWN, ACCEPT THE VULNERABILITY THAT COMES WITH CHANGE, AND CONVERT THOSE FEELINGS INTO TRANSFORMATIVE ACTIONS THAT WILL INFLUENCE, BENEFIT AND SERVE OTHERS.”

—KAREEMAH (WEANS) WOODARD ’98, DIRECTOR OF EXECUTIVE CONSULTING AT RANDSTAD PROFESSIONALS

“ASK QUESTIONS TO GET DATA YOU NEED TO MAKE DECISIONS.”

—PAULA HAIWICK, MBA ’00, FAMILY BUSINESS OWNER, HAIWICK HERITAGE RANCH ... “LEAN IN, BE CONFIDENT AND TAKE ACTION.”

—XINGE ZHANG (GLORIA), MBA ’16, MARKETING AND SOCIAL MEDIA INTERN, SHELTERS TO SHUTTERS
“DO THE RIGHT THING WITHOUT ATTACHMENT TO OUTCOMES. UNDERSTAND THAT HOW YOU LEAD IN THE PRESENT MOMENT MATTERS FAR MORE THAN ENDLESSLY HOPING FOR FUTURE GAINS OR WORRYING ABOUT POTENTIAL LOSSES.” –CHRIS HARBERT, EMBA ’11, DIRECTOR OF INFORMATION QUALITY AT RESONATE … “LISTEN TO YOUR INNER VOICE.” –ELISSA KRAVETZ ’99, CO-FOUNDER OF KRAVETZ PR AND THE FARLEY PROJECT … “KEEP SHOWING UP.” –EVELYN HARTWICK, EMBA ’10, SENIOR FINANCIAL OFFICER, INTERNATIONAL FINANCE CORPORATION … “FEARLESS LEADERSHIP IS THE ABILITY TO DEVELOP AND IMPLEMENT A PLAN THAT MOTIVATES AND MAINTAINS THE INTEREST OF ONE’S FOLLOWERS. THE FEARLESS PART IS TO NEVER COMPROMISE YOUR BELIEFS TO GET THE TASK DONE.” –SIDNEY SCLAR ’76, BUSINESS PRESIDENT/CEO AT SID THE SECURITY PRO … “DON’T WAIT TO BE ASKED. DON’T WAIT TO BE RECOGNIZED FOR YOUR ACHIEVEMENTS. SPEAK UP SO YOU GET CREDIT WHERE CREDIT IS DUE.” –ANDREA BRODY ’87, SENIOR VICE PRESIDENT, BRAVOSOLUTION … “FEARLESS LEADERS DON’T REACT TO THE WEATHER. THEY ACTUALLY MAKE THE WEATHER BY PERSUADING EVERYONE AROUND THEM TO JUMP ON BOARD WITHOUT HESITATION.” –JIGAR SHAH, MBA ’01, PRESIDENT AND CO-FOUNDER OF GENERATE CAPITAL … “HAVE COURAGE TO MAKE THE RIGHT DECISIONS TO UPHOLD THE PEOPLE YOU LEAD AND SERVE, EVEN WHEN THOSE DECISIONS MIGHT NOT BE POPULAR IN THE MOMENT.” –NORA COBO, OMBA ’17, ASSOCIATE DIRECTOR FOR DEVELOPMENT, PRESIDENT LINCOLN’S COTTAGE … “BE AUTHENTIC, BOLD AND COMPASSIONATE, EARNING YOUR COLLEAGUES’ LOYALTY AND RESPECT. MAKE TOUGH AND NOT NECESSARILY POPULAR DECISIONS THAT PROTECT AND ADVANCE THE ORGANIZATION’S MISSION.” –ANDY BURNESS, MBA ’81, FOUNDER AND PRESIDENT OF BURNESS … “FEARLESS LEADERS ARE INFECTIOUS RISK TAKERS, BUT THEY CAN ALSO BE VULNERABLE WITH THE ABILITY TO EMBRACE THEIR OWN FAILURES AND WEAKNESSES WITHOUT EXCUSES. FEARLESS LEADERS ALSO DEVELOP PEOPLE BY CHALLENGING THEM TO FULFILL THEIR POTENTIAL.” –JOHN MASOUDPOUR ’01, MBA ’07, FINANCE DIRECTOR, GELLER & COMPANY … “DON’T BE AFRAID TO BE FORCEFUL TO GET WHAT YOU WANT, BUT ALWAYS BE POLITE.” –FLORIA VOLYNSKAYA, OMBA ’16, DIRECTOR OF INSTRUCTIONAL DESIGN AT THE SMITH SCHOOL … “BE PRESENT. BE PREPARED. BE OPEN TO OPPORTUNITIES AND UNIQUE POINTS OF VIEW.” –ROSE COHEN, MBA ’03, MANAGING DIRECTOR, CITI …
"FEARLESS LEADERS AGGRESSIVELY DRIVE INTO UNKNOWN TERRITORY. THEY CONSTANTLY ASSESS RISK AND TAKE MITIGATING ACTIONS WHILE ATTACKING THEIR TARGET. WHEN REMAINING RISKS OUTWEIGH BENEFITS, THEY STOP AND REASSESS UNTIL CONDITIONS IMPROVE." –CRIS PARCELLES ’92, SAP TECHNICAL ARCHITECT AND PROJECT MANAGER, OPENTEXT

“HAVE FUN ALONG THE WAY.” –ADAM VANWAGNER ’11, REGIONAL LOGISTICS SITE MANAGER, AMAZON

“LIKE WHAT YOU DO. DO WHAT YOU LIKE. IF YOUR NUMBER ONE MOTIVATOR IS MONEY, THEN YOU MOST LIKELY WON’T FIND HAPPINESS IN YOUR CAREER.” –SARAH KRONCKE, MBA ’00, SMITH SCHOOL FINANCE LECTURER AND FACULTY ADVISOR OF THE MAYER & SENBET FUNDS

“MAKE PERSONAL CHANGE A DAILY HABIT.” –TIFFANY CHANG, MBA ’16, RECOGNIZED IN POETS & QUANTS “BEST AND BRIGHTEST MBAS,” CLASS OF 2016

“FEARLESS LEADERS ARE CREATIVE AND INNOVATIVE. THEY TAKE RISKS TO LEARN, SHARE THEIR TALENTS BY GIVING BACK TO THE COMMUNITY, AND TRAVEL THE UNKNOWN PATH TO SEEK NEW ADVENTURES.” –ALBERTINA "TITA" BRETT, MBA ’98, MS ’98, LEAD ASSOCIATE, BOOZ ALLEN HAMILTON.

LEAD FEARLESSLY.
Nanoscience, the study of very small particles, has great potential to improve health care. These tiny molecules can be incorporated into many therapies, such as cancer drugs, which may result in the need for smaller doses for patients, and may decrease negative side effects due to less exposure of toxic chemicals to normal tissue.

But turning early-stage innovation into a product approved by the Food and Drug Administration requires more resources and expertise than most organizations can muster on their own.

“As a research scientist, I could work on a cancer treatment compound for many years, and I would be lucky in my lifetime if I ever saw that developed into therapy for a patient because it just takes so very long,” says Wendy R. Sanhai, EMBA ’09, a former FDA official who’s led the development of global initiatives in nanomedicine, pediatric safety, cancer and heart disease treatments, and other public health challenges.

In her current role as a Medicines for Malaria Venture board member, Sanhai and her colleagues pursue scalable solutions for a disease that already has many therapeutic options on the market. Rather than working alone, Sanhai and her colleagues have learned to rely on the power of negotiation and partnerships to assemble diverse teams and point them in the same direction.

“My strength is science,” Sanhai says. “But I learned negotiation and partnership building as critical parts of successful business development and making advances in science.”

She enrolled at Smith to learn hard business skills that would complement her scientific background, which includes a clinical fellowship at the University of Maryland Medical Center in Baltimore, a PhD in clinical biochemistry and structural biology from the State University of New York at Buffalo, School of Medicine, and a bachelor’s in chemistry from the University of Florida.

Finance and accounting skills have proved valuable for Sanhai. But she also has grown to appreciate the soft skills included in her program. “My executive MBA taught me a lot of things,” she says. “But the things most valuable, on a personal level, have been developing leadership and negotiation skills and team building.”

A partnership with the FDA and nine academic institutions in the Houston area stands as a testament of Sanhai’s ability to navigate complex, sometimes contentious negotiations. Using her platform at the FDA, she worked for more than two years with representatives from these institutions and other stakeholders to forge a public-private partnership to move the field of nanotechnology forward.

“They ultimately saw that each one of them could not do it by themselves,” she says. Sanhai shares five negotiation lessons learned during the process, which apply in nanoscience and beyond.
1. Know Yourself

Sanhai’s work in nanoscience started with another cross-agency partnership involving the National Cancer Institute in Maryland.

When the institute initially reached out to the FDA for collaboration in developing the business plan for the launch of its Nanotechnology Characterization Laboratory, it met resistance.

“FDA scientists are busy,” says Sanhai, who had just arrived in the FDA’s Office of the Commissioner as a senior scientific adviser. “They would be contributing to the NCI effort in addition to their day jobs, and although they were interested in moving science forward, they were already over-committed.”

Some people hide from stretch assignments, but Sanhai took a closer look at the scientific goals and potential benefits to patients and saw an opportunity aligned with her passions. Rather than avoid the potential hassle, she volunteered to serve as the FDA’s chair of the nanotechnology steering committee under the Interagency Oncology Task Force.

“I realized early in my career that it wasn’t so much the practice of medicine that stimulated me,” she says. “It was the science of medicine—how you solve problems.”

Successful negotiators need mastery of tactics, she says. But they also need introspection and awareness of their values, so they can save their energy for the causes that matter most.

“My true north, my sole compass, has always been public health and serving patients,” Sanhai says. “I don’t always negotiate well for myself, but I can negotiate for others.”

2. Build Your Brand

Sanhai knew her efforts would fall flat without support from her colleagues, so she focused first on building the project’s brand within her own organization.

“I had to build both internal and external networks and market the initiative to the FDA in a proactive way,” she says. “I had to make the case to the entire agency to help them understand the importance of being pro-active in the field of nanotechnology.”

This required negotiation with senior leaders and managers beyond the reach of her formal authority. “So much of what was needed was lateral and upward influencing,” Sanhai says. “We had to help FDA scientists understand their role in the health care ecosystem and convince them to become vested partners in moving the field of nanoscience forward.”
3. Complete Your Puzzle

Solving big problems requires collaboration with diverse stakeholders. So after finding her allies within the FDA, Sanhai had to look outward to other organizations.

“It’s like completing a puzzle,” she says. “People are bringing pieces, and if you have one or two missing pieces, then it’s not a full picture.”

She discovered tremendous intellectual capital and other investments being made in nanotechnology research at several academic institutions in Houston. So she reached out to colleagues at the Alliance for NanoHealth and academic institutions in the region to create an “umbrella of collaboration” to benefit public health.

Sanhai says the process required respect for the contributions of each stakeholder. “Even though they’re bringing different knowledge to the table, their knowledge is no less valuable than the knowledge you’re contributing,” she says.

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4. Speak the Right Language

A global mindset also helps. Sanhai was born in Trinidad with relatives all over the world, so she appreciates cross-cultural differences. “You cannot go into a new country or new environment with a know-it-all attitude,” she says. “Bully tactics don’t work in many situations, and you have to respect that.”

As she forged large-scale public-private partnerships, Sanhai applied a principle from author Stephen Covey: “Seek first to understand, then to be understood.”

She says sector and functional boundaries work the same way as geopolitical boundaries. “I learned early in my career that biologists don’t always speak the language of engineers, and accountants don’t always speak the language of marketing experts,” she says. “So when you come from different disciplines, you have to remain humble and keep an open mind.”

5. Find Common Ground

Everybody wants something, regardless of cultural and professional differences. Successful negotiators find out what their counterparts want and deliver it without losing sight of their own interests.

“You look for common ground,” Sanhai says. “You try to build bridges between where you are and where you’d like to be.”

The common ground within the FDA was the pursuit of knowledge and the agency’s mission of promoting and protecting public health. “It was about moving science forward, and they were all scientists,” Sanhai says.

When she reached out to other stakeholders in private industry, academia and other professional organizations, she had to appeal to them from both a scientific and a business perspective.

She came prepared to answer questions such as: “How can the pursuit of scientific advances in nanotechnology drive the business forward?”

6. Lay Your Cards on the Table

While hardball negotiation tactics may have their place in high-stakes scenarios that don’t require long-term relationships—like war or hostage situations—sustainable partnerships rarely benefit from deception, manipulation and bullying.

Sanhai says scientific and business collaborations usually work best when both sides remain upfront and honest.

“Making it a competition rather than collaboration usually backfires,” she says. “If you approach many of these negotiations as more of a partnership—trying to see where you can find win-win opportunities—those are the cases that are more successful.”

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QUIET ON THE TEE: HE’S WORKING

Former Terrapin golfer George Bradford ’97 had a quick response when people told him to “get a job” after college. “I have a job,” he told the skeptics. “I’m a professional golfer.” Bradford persevered in various mini tours across North America and achieved a milestone in 2004. That’s when he hit a hole-in-one during a qualifying tournament at Little Bennett Golf Course in Clarksburg, Md., and earned a spot in his first PGA Tour event. Bradford still golfs professionally, but he also works as a dual-licensed Merrill Lynch investment advisor and broker in Bethesda, Md. He shares four keys that have guided his career to this point.

TUNE OUT THE SKEPTICS: “Everyone’s going to tell you why you can’t be successful or why you can’t do what you want to do,” Bradford said March 4, 2016, during a daylong symposium on race, social class and professional golf, organized by the College of Arts & Humanities at the University of Maryland. “If you tune those people out and stay focused, you can do it.”

FIGHT AGAINST BARRIERS: Tiger Woods boosted television audiences and inspired conversations about race when he stormed the 1997 Masters Tournament in Augusta, Ga. “It was a truly seismic moment in the tour,” ESPN sportscaster Scott Van Pelt, JOUR ’88, said during the event. “Galleries started looking more like America.” But Bradford provided a reminder that gaps remained. He was the second-highest ranked black golfer from 2007 to 2010, yet he struggled during most of this period to find sponsors and stay in the game. “By the end of 2009, I couldn’t afford to go to the PGA Tour Qualifying School,” Bradford said. “I was broke.” His world ranking peaked at No. 463. But even when he dropped outside the top 1,000, no other blacks emerged between him and Woods at No. 1. The gap was even more pronounced on the women’s side. “Not only do we have an ethnicity problem in golf,” Bradford said, “but we also have a gender problem.”

TELL YOUR STORY: Bradford, who grew up with few black role models in golf, now fills the role as a youth mentor and tutor at First Tee of Howard County in Maryland. “I continue to share my story,” he said. “I believe that minority kids should have the opportunity to at least plant the seed in the game of golf.”

REMEMBER YOUR ROOTS: Bradford said his Smith finance degree has helped in his golf and finance careers, which is why he stays active in the Smith community. “I like to credit the Smith School with my career,” he said. Others in his family have their own Smith experiences. His wife, Kristie Curameng Bradford, MBA ’05, applies her Smith education as a business development executive at IBM Watson Ecosystem. And his uncle, William D. Bradford, served as a Smith School finance professor and later as Associate Dean of Academic Affairs from 1991 to 1994. “I was raised a Terp,” George Bradford said. “And I’m always a Terp.”/di/
“Everyone’s going to tell you why you can’t be successful or why you can’t do what you want to do. If you tune those people out and stay focused, you can do it.”

/ GEORGE BRADFORD ’97
Armed with a childhood of sewing skills and an internship at a custom clothier, BRIANNA MCCOY ’16 set a lofty goal during her freshman year: She would launch her own fashion line and feature it at DC Fashion Week.

“It was from that internship I realized I could do that on my own,” recalls McCoy, a May graduate who majored in marketing and supply chain management. “I decided to make that happen, and be the youngest designer at DC Fashion Week.”

Sure enough, after several courses in marketing and design, hours at the fabric store, some trial and error and sacrificed sleep, McCoy launched Dynasty by Brittany. She proudly showed the collection of “urban-chic” crop-tops, floor-length dresses, and faux-fur vests at DC Fashion Week in spring 2016.

“It was a great moment,” she says. “The reaction I got from the crowd was great, and there was a lot of press. It was definitely all worth it.”

She credits much of her success to Smith’s Strategic Design Fellows, a two-year program aimed at translating design and marketing into applicable business skills. Accepted students of the program participate in experiential learning where they pitch ideas to actual companies, develop solutions and present them. “That was really beneficial to see what the client-relationship would look like,” McCoy says.

Fellows also take relevant courses, including computer graphics and presentations, which McCoy says was instrumental in establishing her brand on paper. “The program encourages them to have an awareness of the importance of design in today’s business world,” says professor Mary Harms, the faculty champion who co-founded the program in 2009. “There is more interest today in design thinking as a way to solve problems.”

One takeaway that Harms emphasizes with students is the importance of function in design, an influence she’s seen reflected in McCoy’s clothing line. McCoy herself describes her clothes as multifunctional, allowing customers to get the most use for their money.

McCoy aims to sell her clothes through boutiques around Washington, D.C., and New York, and to present at New York Fashion Week. She also organized UMD’s first-ever Fashion Week through MasterPiece, an on-campus platform she co-founded for fashion entrepreneurs and other artists interested in pursuing a career in the retail industry.

It builds on the current network she formed through the fellows program, which she sees as incredibly valuable. “Not only are you gaining skills and knowledge,” she says of the program, “you’re also gaining future partners and a network of people you can reach out to whenever you need help.”
Bootstrapping a Tech Startup and Podcast

Oscar “Santana” Zeballos, EMBA ’16, was a successful talk show host, but a 2009 format change left him at a crossroads in his broadcasting career. So Zeballos launched Washington, D.C.-based MORE Broadcasting to independently distribute and produce podcasts.

Initial successes include “The Mike O’Meara Show,” which commands a sizeable audience with more than 30 million downloads.

Since May, Zeballos has also been working with the Smith School’s Dingman Center for Entrepreneurship to produce “Bootstrapped,” a podcast featuring founders, investors and serial entrepreneurs.

Fittingly, Bootstrapped is hosted by Zeballos’ EMBA Action Learning Project course instructors: Elana Fine ’97, Dingman’s managing director, and Joe Bailey, associate research professor.

“I was hoping to build this type of show to take what we learned and offer it to those who maybe never thought of going to business school or who don’t have access to this type of program,” Zeballos says. “When I was in class with Elana and Joe, I thought what they were teaching needed to be heard by more than just the 42 people in that room.”

Fine says entrepreneurship is in the DNA of Smith School alumni. “For people who know startups, this is interesting, tactical information,” she says. “Listeners not in the startup realm find it fascinating to learn what it means to start a company.”

Zeballos is also working on a tech startup, creating a platform for content producers to distribute podcasts through individually branded apps. FreeAppCompany allows content creators to control the way their content is served and monetized. “Podcasters are not typically software engineers, so they’re unlikely to be writing their own apps,” he says.

FreeApp also streamlines the process for listeners. Smith’s executive MBA program helped Zeballos fine-tune his company, allowing him to “take a deeper dive into what features customers really want,” Zeballos says.

Now he’s working on the evolution of the platform to serve downloads to IOS and Android devices and offer streaming support.

“I was hoping to build this type of show to take what we learned and offer it to those who maybe never thought of going to business school or who don’t have access to this type of program.”

/ OSCAR “SANTANA” ZEBALLOS, EMBA ’16
Military Students Thrive in Online MBA

“I had such great support that I didn’t have to take a hiatus.”

It was 4 a.m., but Chuck Millison, OMBA ’15, was awake, attending class with his MBA cohorts. They were stateside, while Millison was in Qatar. Sometimes he was in Afghanistan or Jordan or Kuwait, but he stayed connected to his studies, thanks to the Smith Online MBA Program.

“The professors were very amenable to working with my schedule,” says Millison, a technical sergeant with the U.S. Air Force at the time. “I had such great support that I didn’t have to take a hiatus.”

Millison was first stationed in Louisiana, then deployed for four months to the Middle East. He wanted an MBA program that was flexible, virtual and reputable in the Baltimore-Washington region, where he planned to move afterward. When he stumbled upon Smith’s new online MBA, he immediately applied.

The program, launched in 2014, has a new cohort starting each quarter. Students begin and end their program with an in-person residency to become acquainted with their fellow students. The face-to-face meetings were “absolutely wonderful,” Millison says. “It led to better accountability to my cohort members, and to stay in touch.”

The OMBA is rigorous and demanding, says professor Judy Frels, academic director of the program. It’s designed for “someone who is self-motivated, disciplined, organized and has a love for learning,” she says.

The program is currently made up of about 25 percent military students and also attracts many working parents who don’t have the time to commute on-site for classes. The students average about eight years of work experience from a wide range of industries.

For Millison, who didn’t have a business background, the OMBA helped him transition from the military to civilian life. Currently an analyst at Huron Consulting, a management consultancy in health care, he credits the OMBA for propelling him ahead of his onboarding class at his new job.

“My experience at UMD actually put me ahead of the rest of my onboarding cohort, to the extent that our facilitators invited me to explain certain principles in areas such as data modeling, accounts receivable and bond ratings,” he says. “Without the wonderful instruction from all of the Smith School professors, I never would have been able to find myself in such an excellent position.”
’70s

/ STEVEN CALVERY ’73 has retired as director of the Pentagon Force Protection Agency. He led the agency for over a decade and is the longest serving director in agency history.

/ ROGER GOLDMAN ’74 joined Duane Morris LLP as a partner in the firm’s Real Estate Practice Group.

/ RICK HARCM ’79 was named budget director of Frederick County, Md.

/ STEPHEN HEISE, MBA ’76 works as vice president of human resources at Maryland Live Casino.

/ WILLIAM MACDONALD ’79 was named the first president of Mill Creek Residential, a leading multifamily investor, builder and operator specializing in premier apartment communities across the United States.

/ GARY TABACH ’77, managing partner of Greater Washington of Deloitte & Touche LLP, was selected to the Washington Business Hall of Fame for his business accomplishments, leadership, integrity, values and community engagement.

/ MICHAEL WARD ’72 was appointed to PNC Financial Services Group, Inc.’s board of directors.

’80s

/ JOSEPH AMATO ’84 joined the Federal Home Loan Bank of Des Moines as executive vice president and chief financial officer.

/ MITCHELL BARKLEY ’87 joined the Vision Council as the new liaison to the Eyewear and Accessories Division.

/ JIM BOND ’84 has joined Gallagher Bassett Services, Inc. as chief financial officer.

/ ELISSA BUIE, MBA ’87 was awarded the title of Top Wealth Advisor by Washingtonian Magazine. She has appeared in all five of the Washingtonian’s previous lists of top wealth advisors.

/ GARY GAROFALO ’82 was promoted to president and COO of Harkins Builders.

/ DOUGLAS KELSEY ’81 joined the Department of Homeland Security, Customs and Border Protection, Air and Marine Operations as program manager with Domain Awareness Standards and Analysis.

/ CHRISTOPHER KUBASIK ’83 was elected to the Wings Club Foundation Board of Governors. The Wings Club is a leading global foundation dedicated to the advancement and development of aviation.

/ WARREN MOORE ’89 was named president and chief executive officer of Children's Specialized Hospital.

/ DENNIS O’CONNELL ’82 joined Akooa as chief operating officer. Akooa is a Maryland-based family of early-state, technology companies that recycle, refurbish and destroy electronic devices.

/ CARISSA RODEHEAVER ’88 was named chairman of the board and chief executive officer for First United Bank & Trust.

/ DEBORAH YATES ’88 joined Blackbird Technologies as senior litigation counsel.

’90s

/ TYRONE BROOKS ’96 was named senior director of Major League Baseball’s new diversity program.

/ DAWN DOEBLER, MBA ’98 joined Bridgewater Wealth and Financial Management as a senior wealth advisor and director of education.

/ VAL FOX, MBA ’96 was named chief marketing officer for Bentley University.

/ CHARLES HICKS ’92 was appointed chief operating officer of SC3. He will also continue to serve as the firm’s chief financial officer.

/ BRIAN PIPER, MBA ’98 was promoted to chief financial officer of Medgenis, Inc.

/ PAUL RASEVIC ’96 was profiled in The Washington Post for building one of the region’s largest landscaping businesses, Rasevic Landscape.

/ MATT VIGANO ’92 joined American Textile Company as a national accounts manager.

/ STEPHEN FERBER ’90 launched a company, Golden Gate BPO Solutions, that climbed to No. 975 on the Inc. 5000 list of the fastest growing U.S. firms.

/ ROY BLACK ’90 was named president of human resources at SC3. He will also continue to serve as the firm’s chief financial officer.

/ GARY GAROFALO ’94 was named president of the Washingtonian’s of Top Wealth Advisor.

/ JEREMY GOLDMAN, MBA ’06 was named vice president and head of branded content at Gannett.

/ GIL BEN-MENACHEM, MBA ’04 was appointed vice president of business development of Kitov Pharmaceuticals.

/ KELLY ANDRESEN, MBA ’06 was named vice president and head of branded content at Gannett.

/ JASON BLECK ’05 married Julie Gordon on April 9, 2016 at the Ryland Inn in Washington, D.C. and Northern Virginia.

/ SCOTT FRIEDMAN ’04 married Rebecca Kaden on June 11, 2016, at the Rainbow Room in New York.


/ STEVEN B. GRANT, ESQ. ’05 elected as the youngest mayor of Boynton Beach, Fla.

/ ADRIANA HOFE, PHD ’07 was named director of the Global Engagement Office at Sam M. Walton College of Business at the University of Arkansas.

/ RYAN HUSS, MBA ’09 has launched an innovative new Daily Fantasy Sports mobile product called Syde that allows sports fans to enter a fantasy sports matchup in under 10 seconds by offering pre-populated matchups where users just have to pick a syde.

/ BRIANA LEE ’09 was recognized as one of the Top 40 Under 40 Grocery Industry Rising Leaders by the Griffin Report of the Northeast. She was also promoted to Kraft Heinz Company headquarters in Chicago, Ill., as senior manager of Kraft Sauces for Walmart & East Area.

’00s

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/ CHIARA BERTO, MBA ’05 joined Tango, Inc. as chief marketing officer. In this role, she is responsible for all of the company’s marketing programs, including global go-to-market strategy, market analysis, lead generation programs, branding, digital and overall positioning.

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/ BEN OFFIT ’09 established Clear Path Advisory in 2016, a full service financial planning firm serving clients in Maryland, D.C. and Northern Virginia.
JAMES SUPRENANT, MBA ’08 was named partner at William Blair, a global investment banking and asset management firm.

STEVEN TOM ’02 was named senior vice president at TESSCO Technologies, a leading supplier for the knowledge, product and supply chain solutions to enable organizations to build, use, maintain and resell wireless voice, data, video, connectivity and control systems.

PETE TRUBY, MBA ’07, founder of Salazon Chocolate Company, was profiled in The Baltimore Sun.

DAN COWENS, EMBA ’14 had his company, Snag-A-Slip, named a finalist for Emerging Technology Company of the year by the Tech Council of Maryland.

DAVID ENGLE ’14, MS ’15 was profiled in DCInno as landlord and founder of Startup Village, LLC, a convenient living space for budding college entrepreneurs.

LAKISHA GREENWADE, MBA ’11 launched an event called Glam Tech in Baltimore, Md., which highlighted the intersection of fashion and tech innovation.

BRIAN HOPMAN, EMBA ’10 was named vice president and general manager of ENPS, the world’s most popular multiplatform news production system.

ALI VON PARIS ’12, founder and CEO of Route One Apparel, was featured in The Daily Record Publication Path to Excellence highlighting Women-Owned Businesses.


dan cowens.jpg

The Smith Advisory Board welcomes seven new members. Volunteers help set strategic direction for the school and offer industry perspectives. Joining the board are:

William Eisig ’88
Regional Managing Partner-Assurance
BDO

Amit Mehta CFA, MBA ’96
Portfolio Manager/Senior Managing Director
Crestwood Capital Management

Timothy M. Phelps ’91
Partner
KPMG

Dana Ritzcovan ’93
Managing Director, Head of Human Resources
UBS Americas

Lawrence D. Silver ’98
Senior Vice President – Operations
NewDay USA

Marc Vassanelli ’91
EVP and CFO
Velocity Technology Solutions

Constance K. Weaver ’75
Executive Vice President,
Chief Marketing & Communications Officer
TIAA

EVENT CALENDAR

Oct. 28 / Washington, DC
Smith School Business Summit

Nov. 1 / Baltimore
UMD Connect and Startup Showcase

Nov. 3 / NYC
SUSA Student/Alumni Networking Event

Nov. 10 / Silver Spring, MD
Digital Disruptors

Nov. 14 / Online Networking
Meet-Up Monday

Nov. 16 / Washington, DC
MS Student/Alumni Networking Night

Dec. 2 / Washington, DC
Marketing & Finance Super Day

Dec. 5 / Online Networking
Meet-Up Monday

Dec. 16 / Washington, DC
Smith Alumni Holiday Gala
Lions, Tigers and Terps! Oh My!

Smith’s Office of Alumni Relations hosted its third annual Smith Alumni Day at the National Zoo on June 5, 2016. Alumni and their families enjoyed complimentary food, refreshments, games and a visit from Testudo — a perfect way to top off a day at the zoo. View more event photos at facebook.com/umdsmithalumni.
Sports Business Icon Ed Snider Dies at 83

Philadelphia Flyers founder and Comcast-Spectacor chairman Ed Snider ‘55 died on April 11, 2016, following a two-year battle with cancer. He was 83. Less than two years earlier a $5 million naming gift from The Snider Foundation, plus a $1 million commitment from the Charles Koch Foundation, anchored the opening of the Ed Snider Center for Enterprise and Markets at the Smith School.

“This gift to the University of Maryland is a homecoming for me,” Snider said when the center opened in fall 2014. “While I built my career in Philadelphia, I cherished my time at UMD and never lost my connection to my alma mater. My entrepreneurial nature, coupled with the accounting degree I earned at Maryland, enabled me to take advantage of life’s opportunities.”

After earning his degree, Snider worked briefly as an accountant then started a record distribution business with a partner from the back of his car. During that period, he co-founded the still-existing National Association of Record Merchandisers. In 1966, he mortgaged his home to launch the Flyers franchise. The bet paid off and led Snider to establish a variety of media and entertainment-related companies.

“Ed was a great businessman, but he was so much more,” Smith School professor and Snider Center director Rajshree Agarwal said. “Like many great leaders, Ed had a phenomenal ability to bring people together and point them in the same direction to do great things.”

Smith School dean Alex Triantis said Snider was a sports business legend. “But he also was a champion of education,” Triantis said. “Already his center has provided support for high school students and teachers across the country, as well as undergraduate and graduate students on campus.”

During Snider’s final campus visit on Sept. 29, 2015, he delivered the keynote address at the BB&T Colloquium on Capitalism, Ethics and Leadership. During that event, he talked about the value that business leaders create by bringing people together to collaborate and grow the economy. People who do business right should be held in high esteem, he said. “I’m hoping a center like ours will show young people and other interested parties how wonderful business is.” / DJ /
Three Fearless Leaders, Three Guiding Values

Fearless leaders act when others hesitate. But the resolve to make tough choices doesn’t come in the moment of crisis. Fearless leaders set their values beforehand during periods of quiet reflection, and then align their behavior to their beliefs.

Three friends of the Smith School show how this pattern works on the front lines of business and public service. They each have led large organizations with diverse missions, but they share the same core values that drive Smith: We do the right things, the right way. We embrace challenges and opportunities. And we have a collective passion for excellence.

WINNING THE RIGHT WAY
SAP CEO Bill McDermott has come a long way since buying a Long Island deli to put himself through college. But he has never exploited others to get ahead. “You gotta win, but you gotta win the right way,” he told a Smith School audience during a 2016 campus visit.

For Bill that means building up the people around him. This was his approach early in his career, when he moved to Puerto Rico and turned around a failing Xerox branch.

Instead of starting fresh with a new team, Bill found ways to motivate the employees he inherited. “It wasn’t about being No. 1,” he said. “It was what it meant to the women and men who became winners and never forgot it.”

DOING THINGS THE RIGHT WAY
PepsiCo CEO Indra Nooyi met resistance in the 1990s when she led the company’s expansion into the health and wellness space. Sales of traditional soft drinks and snacks remained steady, so shareholders saw little need for change. “They were quite happy with the status quo,” Indra said during a 2015 campus visit.

Selling a new strategy is easy after the old one falls apart, but Indra didn’t want to wait. She looked at the competitive environment and saw an opportunity to get ahead.

“You have to be willing to be bold,” Indra said. “You’ve got to have the courage of your convictions.”

PURSuing EXCELLENCE
Former Hewlett-Packard CEO Carly Fiorina, MBA ’80, spoke often about the pursuit of excellence during her 2016 presidential campaign. “We have so much creativity, so much potential, so many great ideas here in this country,” she said. “All of it can be unlocked.”

Former dean Rudy Lamone saw Carly’s potential during her time at Smith. He appointed her as his graduate assistant and steered her toward a management trainee position at AT&T.

That was enough to unlock Carly’s potential as the first woman CEO of a Fortune 100 company. “Once I dive in, I dive in all the way,” she said.

Leaders like Bill, Indra and Carly do more than make tough choices. They put Smith values into action. So do you and many others in the Smith community.

Our fearless leaders campaign, launched in spring 2016, channels this spirit in radio spots and outdoor ads across the Baltimore-Washington region. Thank you for the inspiration you provide.

Warm regards,

A. J. Triantis, Dean
YOUR GIFT. YOUR LEADERSHIP.

Your support builds a legacy for the Robert H. Smith School of Business. Be a leader for Smith and set an example for future generations.

GIVE NOW:
Use the included return envelope or go.umd.edu/supportsmith

QUESTIONS?
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We care about your opinion! Your feedback will help us better serve the Smith alumni community. We strive to continually provide a better alumni experience and your input is essential in helping us achieve this goal.

TAKE THE SURVEY ONLINE: go.umd.edu/SmithSurvey