DREAM JOBS
WHAT DO YOU WANT TO BE WHEN YOU GROW UP?
ALUMNI FIND THEIR PATHS / 16

BINGE WATCHING / 15

HUMANIZING CRIMINAL JUSTICE / 28

YES, YOUR COWORKERS CAN MAKE YOU FAT / 30
Empowered well-being gives our people the ability and flexibility to make daily choices that allow them to be healthy, centered, confident, and aware.

Health and fitness subsidy program
Generous paid time off
Sabbaticals
Flexible work options

Top 10 reasons for joining Deloitte

1. Deloitte has been on Fortune’s “100 Best Companies to Work For” list for 16 years
2. Opportunities to work across industries and geographies, gain international business skills, foster relationships with professionals around the world, and enrich your career
3. Created 10 Innovation Centers
   - Think-tanks, new products and services, breakthrough labs
4. $14.91 billion in U.S. revenue
5. 107 offices in 90 cities
6. 65k+ employees in fiscal year 2014
7. Top 50 Companies for Diversity from 2013–2015
8. We've doubled the number of veterans we hired over the last two years
9. Women and minorities accounted for 66% of our fiscal year 2014 new hires
10. Top 10 reasons for joining Deloitte
    - Medical, dental, and vision plan options
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    - 401(k) plan
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Leadership Development
Named by Chief Executive magazine as the #1 Private Company for Leadership Development
New hires come to Deloitte University on average within 34 days at Deloitte

Deloitte University growing the world’s best leaders:
- $300M strategic investment
- 107-acre leadership center
- 800 guest rooms
- 52,000 learners annually onsite
- Interactive & immersive learning environment designed to identify and build strengths

Corporate Citizenship
More than 315,000 hours of skills-based volunteering logged in fiscal year 2014
Millions of lives touched — from students to veterans

Inclusion
Women and minorities accounted for 66% of our fiscal year 2014 new hires
We've doubled the number of veterans we hired over the last two years
Top 50 Companies for Diversity from 2013–2015

Well-being
Empowered well-being gives our people the ability and flexibility to make daily choices that allow them to be healthy, centered, confident, and aware.
Health and fitness subsidy program
Generous paid time off
Sabbaticals
Flexible work options

Learning & Development
Deloitte University growing the world's best leaders:
- $300M strategic investment
- 107-acre leadership center
- 800 guest rooms
- 52,000 learners annually onsite
- Interactive & immersive learning environment designed to identify and build strengths

People/Culture
Deloitte has been on Fortune’s “100 Best Companies to Work For” list for 16 years

Professional Services means audit, tax, consulting and financial advisory services.
All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, disability, or veteran status, or any other legally protected basis, in accordance with applicable federal, state or local law.


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/ FEATURES /

16 / Dream Jobs
Business or pleasure? Smith alumni choose both. “It’s super important to follow your dreams,” filmmaker Bradley “BJ” Levin ’03 says.

28 / Humanizing Criminal Justice
Former prosecutor Michael-Sean Spence ’05 is working to restore trust in New York’s criminal justice system.

ON THE COVER:
The Smith School has put alumni on the path toward dream jobs at Hershey, Google, Disney, Facebook, Major League Baseball and other top organizations.

ABOVE:
Smith School alumni, from left, Tia Craddock, PTMBA ’13; Raj Sharma ’94; and Ted Towne, PTMBA ’08; have dream jobs.
STAY CONNECTED, COAST TO COAST

You don't have to live in College Park to be involved with the Smith community because your fellow alumni live in every state in the nation. Whether you've stayed local or moved across the country since graduation, we hope to see you where you live. Our Office of Alumni Relations has expanded its reach, offering events from coast to coast.

From family friendly outings to happy hours with Dean Alex Triantis, we’ve got a variety of events for you. Here’s a snapshot of where we’ve been and where we are going in 2016. Be on the lookout for events in your area by checking rhsmith.umd.edu/alumni.

JUNE 6, 2015
Family Night at the Maryland Science Center

OCT. 15, 2015
DC/NOVA Alumni Club Launch

OCT. 27, 2015
Alumni Reception in Dallas

JAN. 20, 2016
SmithNY Wine and Spirits with Dean Triantis

FEB. 20, 2016
Sonoma Valley Wine Tasting with Dean Triantis

JUNE 5, 2016
Family Friendly Alumni Event at the National Zoo
The Smith School will celebrate its fifth annual Women Leading Women event with a panel discussion featuring the four previous honorees, who will all return to campus in spring 2016.

Joyce Russell, Smith’s senior associate dean of learning, will moderate the discussion on women in leadership roles.

“Women Leading Women is really about the Smith School working to empower more women to get into C-suite roles and empower more younger women to want to get a degree in business,” says Sharon Strange Lewis, EMBA ’05, senior director of women and diversity programs at Smith and lead organizer of the event.

Panelists will include 2015 honoree Andrea Brody ’87, senior vice president of global marketing at BravoSolution; 2014 honoree Brenda Freeman ’87, MBA ’91, chief marketing officer at National Geographic U.S. Networks; 2013 honoree Kristen Welch ’90, MBA ’96, senior vice president of global content operations at Discovery Communications; and 2012 honoree Lisa Anders, MBA ’95, vice president of business development at McKissack & McKissack.

“Women Leading Women is really about the Smith School working to empower more women to get into C-suite roles and empower more younger women to want to get a degree in business,” says Sharon Strange Lewis, EMBA ’05.

Women Leading Women 6:30 p.m. | Thursday, March 31, 2016
Frank Auditorium, Van Munching Hall
rhsmith.umd.edu/womenleadingwomen

The Forté Foundation has included Smith on a list of “16 elite business schools” with at least 35 percent women in their full-time MBA intakes for fall 2015. Overall, women comprised 39 percent of new full-time MBA enrollment at Smith, up from 34 percent in fall 2014.

When part-time, online and executive MBA programs are included, women’s enrollment at Smith climbs to 41 percent.

Forté says the national rise represents “a dramatic increase” over 2005, when only three schools hit the 35 percent target. Smith’s goal for women’s MBA enrollment is even higher. In March 2015 at the school’s annual Women Leading Women conference, Smith announced a 50/50 by 2020 pledge.

The 2020 target for 50-percent enrollment coincides with the 100-year anniversary of the ratification of the 19th Amendment, which guarantees U.S. women the right to vote.
Students Help Shape Classroom Instruction

NEW TECHNOLOGIES and employer expectations are pressuring traditional colleges to innovate instruction. Despite predictions of higher education disruption, “smart and agile institutions will respond and even thrive alongside new competitors in this changing environment,” says Sandra Loughlin, Smith School’s director of learning and innovative instruction. “The key is to provide appropriate faculty and program support.”

The school’s Innovo Scholars program addresses this challenge. Launched in spring 2016, Innovo partners elite students with interested faculty to transform undergraduate courses and programs. They work together with Loughlin to identify and implement new approaches to instruction that equip Smith School students with the problem-solving skills that employers want.

Innovo represents a broader move to infuse critical analysis into Smith’s curriculum, says Undergraduate Program dean Victor Mullins. “Sandra is essentially coaching faculty to give students practice imposing structure on complex, otherwise unstructured problems, rather than for faculty to focus simply on conveying information,” Mullins says.

Smith professor Brent Goldfarb says he expects the Innovo Scholars to “dramatically improve learning” by identifying and solving challenges in targeted courses. “First, it provides an opportunity to get a dedicated student who has taken the course to improve it,” Goldfarb says. “Second, the framework this student learns allows him or her to critically evaluate elements of the course and offer actionable suggestions to improve it. Third, the student actually does the work.”

Loughlin, Goldfarb and other participating professors handpick the students. Among them is newly graduated Nick Gholami ’15, who designed and incorporated peer-to-peer and mentor-to-mentee assessments, plus team brainstorming sessions to a once-a-week class focused on venture capital and entrepreneurship.

“As a finance major, I never imagined becoming a player in the changing landscape of higher education and feeling passionate about it,” he says. / GM /

CUPID’S CUP 2.0 EXPANDS ITS REACH

More than $100,000 will be on the line in “Cupid’s Cup 2.0,” an expanded version of the 11-year-old entrepreneurship competition led by Under Armour founder and CEO Kevin Plank ’96.

For the first time, college students and young alumni presented their business plans at regional competitions organized through a nationwide consortium of 20 universities and entrepreneurship centers. Semifinalists advanced in February 2016 to “Validation Day” at Under Armour headquarters in Baltimore.

Finalists will pitch to Plank and a panel of high-profile judges in April at the University of Maryland. / GM /

CUPID’S CUP 2.0

5 p.m.
Thursday, April 7, 2016
Clarice Smith Performing Arts Center
Details at cupidscup.com
Smith Interns Dive into Dubai

Four Smith alumni are representing the United States in a 10-month immersive internship and learning program in Dubai. The program, comprised of 40 international graduates, is sponsored by Sheikh Mohammed bin Rashid Al Maktoum, vice president and prime minister of the United Arab Emirates and ruler of Dubai.

Edward J. White ’15, David Oganesyan ’15, Mary McCune ’09 and Kevin Marrin ’09 joined cohort members from China, Kazakhstan, Kyrgyzstan and Russia for Dubai Business Internships, which kicked off in September 2015.

In mid-October, participants were placed in internships in some of Dubai’s top organizations, including Emirates Airlines, the National Bank of Dubai, the Office of the Prime Minister and the Dubai Chamber of Commerce. They returned to the classroom before starting a capstone consulting project.

White, who completed an earlier internship with global hospitality group Jumeirah, says the Smith School prepared him well for the Dubai experience.

“Why You’re Better Off Going Alone Than Not at All,” reached more than one million readers. Outlets ranging from the Washington Post, the Guardian, Cosmopolitan, Esquire and New York Magazine also reported on the findings, and NPR’s “Wait Wait… Don’t Tell Me!” program referenced the research in its popular Limericks segment.

“People are afraid of going out to do an activity alone in public because they worry about how others will perceive them,” Ratner told viewers during an appearance on CBS Morning News. “The truth is, research on the spotlight effect shows that people pay less attention to us than we think.”

The study, “Inhibited from Bowling Alone” was published in the Journal of Consumer Research. / GM /
Smith School Receives $10 Million Gift

A NEW $10 MILLION GIFT from the Robert H. Smith Family Foundation will support MBA scholarships, undergraduate leadership programs and facility enhancements for the Smith School. The gift, announced in September 2015, will also continue to fund the school’s Center for Social Value Creation.

“The many conversations about the business school that I had with my father, as well as experiences with him there, made me very aware of how important it was to him,” said foundation president Michelle Smith. “It was natural that I would want to continue to support his legacy and carry on his commitments in the best way I could.”

A portion of the gift will go toward an MBA Scholarship Fund, which will help the Smith School compete for the best MBA students by providing additional financial aid.

The gift will also help advance the school’s commitment to reality-based learning. Support for the Smith Undergraduate Office will enable the development of innovative programs to enhance leadership learning opportunities outside the traditional classroom experience. These will include extracurricular experiences that complement participants’ academic courses.

Lastly, the gift will fund facility renovations that could include new, dedicated space for specific programs or classroom redesigns to allow for more group discussion and interaction.

The late Robert H. Smith ’50 earned an accounting degree from the school that later adopted his name. In 1998 he gave $15 million, the largest gift the business school has ever received. Over the years, the Smith family has gone well beyond the initial gift in continued support for the school.

SMITH HELPS BANKS FIGHT FINANCIAL CRIMES

The Smith School has teamed up with the American Bankers Association to deliver three new executive education programs addressing anti-money laundering, fraud management and enterprise risk management.

The first-of-their-kind programs will help financial professionals develop, implement and monitor effective programs to detect and prevent financial crimes, plus comply with increased regulatory scrutiny.

Each five-day program takes place at the Ronald Reagan Building and International Trade Center. Smith faculty, including researchers and industry experts with years of experience working with regulatory and government agencies — as well as the top private banks — lead an exploration of relevant topics in financial crimes through practical team exercises, active learning modules and timely case studies.

The first fraud management program took place Feb. 29 through March 4, 2016. The anti-money laundering program will start March 21, and the risk management program is scheduled to start June 27.
WORD SPREAD QUICKLY about the Smith School’s online MBA program, launched in January 2014. After attracting 70 students during the inaugural year, enrollment more than doubled to 158 in 2015.

Danielle Wang, who manages the online MBA within the school’s Office of Executive Programs, says the goal will be to maintain enrollment near current levels while focusing on quality.

Already the program has attracted a diverse mix of working professionals with an average annual salary of nearly $85,000. Participants have included an Intel senior financial analyst, a U.S. Navy division head, a Dell senior delivery consultant and president of a growing startup. “What I hear frequently from students is they like the flexibility,” Wang says.

The format works particularly well for military personnel and others who aren’t sure where they’ll be in six months or a year. So far, about 25 percent of online MBA students at Smith have military backgrounds.

Wang says the format also gives flexibility to faculty, who have taught classes from Belgium, Iceland and India. “The professors enjoy this way of teaching,” she says.

Students also appreciate the sense of community that develops. “We have learned from each other and leaned on each other,” student speaker Deena Miers, OMBA ’15, told her classmates during the program’s first commencement in September 2015.

A WAKE-UP CALL FOR HIGHER EDUCATION

College leaders need to act more quickly if they don’t want to be swept aside by emerging technologies, Smith School professor Henry C. Lucas Jr. argues in a new book.

Lucas is both a participant in and analyst of the online education revolution. He created the Smith School’s first massive open online course (MOOC) on disruptive technologies, and he has taught in the school’s online MBA program from the start.

His book, “Technology and the Disruption of Higher Education,” published in October 2015, is intended to serve as a wake-up call for traditional educators. “I became a convert because I saw the possibility of creating a quality product,” Lucas says. /DJ /

HOW IT WORKS

○ Program starts and ends with residencies in College Park, Md.
○ Incoming students can start in January, March, June or September
○ Four tracks available: Finance, accounting, marketing, and information systems and business analytics
○ Two-thirds of content delivered asynchronously
○ Students see streaming video of each other and their professor during live sessions
○ Classes capped at 22 students
○ Students can complete coursework in as few as 21 months

“What I hear frequently from students is they like the flexibility.”

/DANIELLE WANG/
BB&T Event Promotes Capitalism

Philadelphia Flyers founder and Comcast-Spectacor chairman Ed Snider ’55 shared the foundational values for his business at the BB&T Colloquium on Capitalism, Ethics, and Leadership on Sept. 29, 2015.

During the event, Snider spoke about his journey as an entrepreneur and the philosophy that has guided his career. Rajshree Agarwal, director of the Ed Snider Center for Enterprise and Markets, moderated the discussion.

Daniel G. Waetjen, regional president of Greater Washington, D.C., represented BB&T at the event, made possible by a $1.5 million BB&T gift to the school in 2010.

Snider started his career as an accountant making an annual salary of $5,000. On his first and only assignment, he cleaned up the books for a gasoline station owner who made $25,000 per year. “That’s when I realized I could not be an accountant,” Snider said. “I would rather own the gas station.”

Snider said politicians and media commentators often portray capitalists as villains, which is wrong. “They 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/

Winter Commencement: The Four Tenets of Money

As a 28-year-old widow, the grandmother of William “Billy” Greenblatt, English ’79, started riding in the back of a mail truck to her New York City post office job to save the subway fare and better provide for her children. “She instilled a value system about working hard and helping others,” the commencement keynote speaker told graduates during Smith’s 2015 winter commencement on Dec. 20, 2015.

Greenblatt, the founder and chairman of background screening company Sterling Infosystems and a member of Smith’s Board of Advisors, addressed the school’s 790 newest alumni, including 288 undergraduates, 135 MBAs, and 267 Master of Science and Master of Finance recipients. His grandmother’s story illustrated a message on “four tenets of money.”

1. Earning: Working hard is cathartic, Greenblatt said. “It makes you a better person.”

2. Saving: “Be old school,” he said. “Every time you’re tempted to buy on impulse, save that money.”

3. Negotiating: Arm yourself with knowledge, and don’t be uncomfortable or intimidated about negotiating. “Never stop reading,” he said.

4. Sharing: “There has to be philanthropy in all of us,” he said. “With success comes an obligation to help.”
Students Showcase Aromas of Entrepreneurship

*Undergraduate event features alumni in food industry*

Frozen desserts, spicy sauces and burrito-sized sushi rolls added flavor to a food entrepreneurship conference organized by Smith School undergraduate students on Nov. 16, 2015.

“This event is like a startup company that will last exactly three hours,” Smith School professor Oliver Schlake told the audience of about 200 guests at the school’s Shady Grove campus in Rockville, Md. “It’s a learning experience.”

Following a series of keynote presentations, participants roamed among tables, tasting products and making connections with entrepreneurs on the front lines of the food and entertainment scene in Washington, D.C.

**David Jones ‘84**, owner of Copper Canyon Grill and other Washington restaurants, talked about the ups and downs of entrepreneurship. “Our failures are the places where we learn the most,” he said.

He also talked about the need for systems and controls, which allow entrepreneurs to scale up when they no longer can micromanage every restaurant in their chain. “With a CPA background, that’s the kind of stuff that I enjoy,” he said. “The systems and controls are about as important as the actual concept.”

Ryan Seelbach, founder of Seelbach Entertainment Group and The Huxley nightclub, highlighted the importance of face-to-face connections in the food and entertainment industry. “Hospitality cannot be sold on the Internet,” he said. “It’s a bricks and mortar business.” /DJ/
Winning the Right Way at SAP

Business leaders need to win to advance their careers, but SAP CEO Bill McDermott says they must never lose sight of the need to play fairly.

“You gotta win, but you gotta win the right way,” he told an audience of more than 250 people crowded into Frank Auditorium in Van Munching Hall on Feb. 11, 2016. “Winning the wrong way is losing in the end, and your character will reveal itself. Keep that in mind as you climb the ladder.”

McDermott, who visited campus as part of the school’s CEO@Smith series, enthralled an audience of students, alumni, faculty and staff. From tales of his first entrepreneurial venture, to his most memorable sale, to an overhaul of the worst branch at Xerox, to what he learned from a terrible accident, McDermott had audience members on the edge of their seats.

“The one thing I talk a lot about is always having dreams, goals and wanting to be the absolute best at what you do for a living,” he said. “Pushing to be the best at what you do is so invigorating.”

SAP is the largest enterprise cloud company in the world with business networks that transact nearly $1 trillion in commerce annually. Under McDermott’s leadership, SAP unveiled a strategy in 2014 to help businesses of all sizes run simple in the digital economy.

McDermott said bought a delicatessen on Long Island to put himself through college, give back to his family and have some financial independence. He talked about how he had to go after markets that larger stores ignored, including senior citizens and teenagers.

“The most important thing I learned early on is that the little ones have to do what the big ones can’t do or choose not to do,” he said.

As CEO of SAP, McDermott has focused on building an enduring mission. “Companies don’t want to buy software, they want to buy an outcome,” he said. “We were just talking about the technology. We had to change that. So we created a customer focus for SAP and completely changed the culture.”

“We created a customer focus for SAP and completely changed the [technology] culture.”

BILL MCDERMOTT, SAP CEO
Smith to Host Marriott’s CEO

The Smith School’s CEO@Smith speaker series will continue in April with a presentation from Marriott International’s Arne Sorenson. Marriott operates and franchises more than 4,300 lodging properties in 81 countries and territories under 19 brands. Sorenson co-founded Marriott’s Global Sustainability Council in 2007, and in 2008 he launched the firm’s rainforest preservation partnership with the Amazonas Sustainable Foundation in Brazil.

Prior to Marriott, Sorenson specialized in mergers and acquisitions litigation as a Washington, D.C.-based attorney.

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Three Keys to Thrive in 2025

Organizations will need to do three things well to thrive in 2025, keynote speaker Calvin G. Butler Jr. said Nov. 13, 2015, at the fourth annual Smith School Business Summit in Baltimore.

1. Understand customers: “You need to think about where your customers are going, and you need to meet them there,” said Butler, CEO of Baltimore Gas and Electric Company.

2. Embrace technology: “Technology serves as the intermediary between me and my customer.”

3. Analyze data: “We have more customer information than we know what to do with it,” he said. “But the key is how I use that data to better serve you.”

The Smith School’s Office of Career Services organized the event, which attracted about 500 participants. Following Butler’s comments, Smith School professors moderated 11 panels focused on different aspects of “Workplace 2025.”

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Wall Street could learn something from baseball, investment guru John W. Rogers Jr. said during Smith’s Diversity Fireside Chat on Oct. 9, 2015. “Major private equity firms have basically never had a Jackie Robinson moment,” he said.

Government agencies and other progressive organizations sometimes make an effort to hire diverse vendors, but these contractors tend to work in construction, food preparation, janitorial services and similar sectors of the economy. “Today, that’s where we’re being pigeonholed,” Rogers said.

He said corporate boards and executive teams have actually become less diverse during his career in Chicago, where he launched Ariel Investments in 1983 after graduating from Princeton University. Since then he has grown the firm’s portfolio to $11 billion.

During the fireside chat, moderated by professor Henry C. Boyd III, Smith’s diversity officer, Rogers urged organizations to close the gaps that persist. “These companies talk a great game,” he said. “But they’re not living the values they talk about.”

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The Smith School’s CEO@Smith speaker series will continue in April with a presentation from Marriott International’s Arne Sorenson. Marriott operates and franchises more than 4,300 lodging properties in 81 countries and territories under 19 brands. Sorenson co-founded Marriott’s Global Sustainability Council in 2007, and in 2008 he launched the firm’s rainforest preservation partnership with the Amazonas Sustainable Foundation in Brazil.

Prior to Marriott, Sorenson specialized in mergers and acquisitions litigation as a Washington, D.C.-based attorney.
Beware of Twitter’s Squeaky Wheel Trap

Twitter can be a brutal world for customer service workers. Complaints about companies are not just public but often harsh: “Sitting on the Tarmac at DFW waiting for a gate! Late again #americanairlines.”

All companies take virtual punches, and they have to decide how to respond. New research by Liye Ma, assistant professor of marketing, finds that intervening to solve the problems of people who complain on Twitter is a double-edged sword: It improves customers’ relationship with the firm but also makes them more likely to complain in the future (relative to others with similar attitude to the firm who have not complained).

The net effect of intervening is positive, even looking just at complaints, but managers need to be aware of this dynamic, Ma says; lest they underestimate the effects of customer service interventions.

“You need to recognize the squeaky wheel effect,” Ma says. “Part of that means realizing the goal when you help consumers is not to stop complaints. It is to improve the customer relationship.”

Ma and his co-authors, whose work appeared in Marketing Science, had access to the data that a Fortune 500 telecommunications firm used to monitor customer sentiment on Twitter. The researchers studied a sample of 714 customers, weighted toward active Tweeters, analyzing their remarks and the firms service interventions from February through December 2010.

The customers could be characterized as negative, positive or neutral toward the company, and their state of mind could fluctuate over time.

All things being equal, the odds of future complaints rose after a company responded to a complaint. But responses to complaints could also shift people from the “negative” category into feeling warmly toward a company—which, independently, reduces complaints. And creating positive feelings, Ma says, is the more important goal that managers need to keep in mind.
A computer can do as good a job of predicting how many patients will be discharged from a hospital unit on a given day as doctors and nurses, according to new research coauthored by Sean Barnes, assistant professor of operations management. In some cases, the computer does even better.

Accurate estimates of patient departures can contribute to keeping health care costs down because they allow hospitals to make the most efficient use of resources. In recent years, the push toward sound management of available beds has led to the introduction of morning “huddles,” during which clinicians predict which patients will be ready to leave that day.

But that kind of logistical work might not be the best use of health care workers’ time. If the new model holds up, and can be improved, “we can minimize the time the clinicians spend thinking about operations and maximize the time they spend thinking about the treatment of patients,” Barnes says.

One notable feature of the model that Barnes and his coauthors devised is how few variables it uses: Fewer than 30. They include such factors as age, race, gender, how long a patient has been in the hospital, whether his or her status is “observational” and several symptoms.

The model’s simplicity would make it easy to reproduce in hospitals across the country. To test the model, the researchers looked at one general medical unit in a mid-Atlantic hospital. They examined 8,000 patient stays over a 34-month period stretching from 2011 through 2013.

Patients could be discharged at any time during the day; the model generated predictions both for 2 p.m. and for the end of the day. Overall, the model tended to be more aggressive than clinicians in predicting which patients would be leaving. (Of course, humans made the final call on discharges.) But on what might be the most important measure, the total number of patients ready to go home by the end of the day, the computer beat the humans.

The research is scheduled to appear in the Journal of the American Medical Informatics Association.
MEN IN GROUPS TEND TO SHOW OFF, pushing each other to display a cultural norm of male daring. This can spur overconfidence and financial risk-taking in Wall Street’s male-dominated culture, new research from finance professor Francesco D’Acunto finds.

“The salience of male identity increases men’s beliefs of experiencing good outcomes in a game of chance,” D’Acunto says. “Inducing overconfidence similarly makes men take on more risk and invest more.”

D’Acunto says the effect is even stronger for older men — especially those born before 1990. He says this is “consistent with the notion that gender identity stereotypes have become less stark over the last decades.”

In a set of experiments, D’Acunto tested his subjects for risk tolerance through a gambling-based task before and after each person read about masculinity. The male subjects became substantially more risk tolerant, while their female counterparts were unchanged.

The outcome was essentially the same when D’Acunto had his subjects concentrate on concepts commonly linked to masculine identity — such as power or control.

A Bloomberg News review of D’Acunto’s work suggests that “trading firms might want to avoid a ‘bro’ culture,” and that “individual investors might want to be wary of financial media websites that promote a hyper-masculine image.”

D’Acunto says his results also provide a rationale for marketing campaigns that exploit male cues to increase the purchase of risky products by consumers.

D’Acunto says his work covers new ground by testing whether social identity explains the greater tendency for risk taking by men. “Research so far has studied the effects of biology and genetics on risk attitudes across genders,” he says.

Binge watching television — taking in a season of “Mad Men” or “Silicon Valley” in a day or two — has become a new pastime, made tempting by streaming services such as Netflix, Hulu and Amazon.

Content providers often seem to cater to bingers, as when Netflix uploads an entire season of “House of Cards” all at once. But the rise of binge watching poses risks for streaming services, according to new research by Wendy W. Moe, marketing professor at Smith.

“From a business perspective, binge watching is not necessarily a behavior that content-providers want to encourage,” Moe says. For one thing, binge watchers are less likely than bingers to engage with advertisements, a tendency that, if it became widespread, could undermine the business model of some streaming services.

In a working paper, Moe and a co-author from Emory University examined the behavior of 10,067 registered Hulu viewers from late February 2009 through June 2009. The dataset included 11,757 viewing sessions, with 3.87 episodes viewed per session. A quarter of people in the sample watched a daunting 10 or more episodes at a time.

Hulu serves up ads, and the researchers looked at how often different types of viewers clicked on them. Binge watchers were less likely to click on ads in general, and the gap grew as the intensity of the binging session grew.

Bingers clicked on a mere 0.45 percent of ads during binge sessions that included a series finale, for example, which was roughly half their typical rate. Non-bingers tended to click on ads at a rate of 1 percent to 1.1 percent, regardless of whether their session included a finale.

Binge viewers react differently than non-bingers to finales in other ways, too. After sessions that included a finale, bingers tend to take a break from television watching, at least by their heavy-consumption standards, acting as though they need a rest.

Non-bingers, in contrast, stick with their usual television watching patterns even after taking in a climactic finale.

The Dangers of Binge Watching — For Hulu and Maybe You
DREAM
Filmmaker Bradley “BJ” Levin ’03 has reached millions of viewers with his documentaries on HBO, MTV, National Geographic and other channels. Along the way he has collaborated with celebrities, met world leaders and won two Emmy Awards.

Like many Smith School alumni, Levin has a dream job. “It’s super important to follow your dreams and to follow your passions and love what you do,” he tells students every fall when he returns to campus as a guest speaker in the College Park Scholars program led by Smith professor Mark Wellman. “If those three things line up, you will do your best work because you will be involved 100 percent.”
That wasn’t always the case for Levin, who started his career as an investment banker in Charlotte, N.C., and then Philadelphia. “I was told to stay within the lines,” Levin says. “I looked at the bosses who were around me — 10 or 15 years older — and realized they weren’t who I wanted to be like, and banking wasn’t what I wanted to do.” Levin assessed the risks and took action that led to his current position as Vice Media executive producer. “I literally left banking, moved to New York City and picked up a camera,” he says.

Part of the reason Levin’s second career has taken off, he says, is because of the skills he learned at Smith. “Talking in business terms helped me grow as a producer,” he says. “I had an edge because I could analyze quickly and work with budgets.”

The Smith experience has helped launch other dream careers. Outback Steakhouse co-founder Bob Basham ’70, Philadelphia Flyers founder Ed Snider ’55, and Under Armour founder Kevin Plank ’96 all got their starts at Smith. So did recent presidential candidate Carly Fiorina, MBA ’80, who talks on the campaign trail about her journey from secretary to CEO of Hewlett-Packard. Seven other Smith alumni, including Levin, share their stories on the following pages.

A Storyteller at Heart

Levin has earned credibility as a producer, but his first gig started with a bluff in 2005. He had just quit his job with Wachovia after 18 months and listed himself on craigslist as a freelance filmmaker. His first client wanted someone...
who could cover Fashion Week in New York using a camera called a “PD150.” Levin had no idea what that meant, but he agreed that he would be ready.

As soon as he left the Friday meeting, he rushed to a bookstore and then a camera shop to do research. “I sat there for the next 48 hours, reading camera magazines and playing with all of the equipment,” Levin says. “On Monday I showed up and filmed my first documentary.”

The final product got syndicated and rebroadcast on local channels all over the country, which gave Levin a boost. But he still had much to learn. “I put my head down for the next decade and really learned the craft from the bottom up,” he says.

Levin quickly realized that he needed more than technical knowledge. “It was more about how you interacted with people,” he says. “Some people spend their lives studying the camera, but for me I knew it was more about psychology and relationships and being intuitive and learning how to read a room really fast.”

Successes began pile up. Levin documented Howard Stern’s move from K-Rock to Sirius satellite radio in 2006. Then he worked on a BBC home renovation reality show. Then he landed at MTV, where he produced an Emmy Award-winning episode of “Made.”

Levin next moved to Bravo, where he became a “Project Runway” field director. “I was doing some heavy projects and my budgets kept getting bigger,” Levin says.

After stops at the Food Network, National Geographic and Discovery, Levin produced a feature documentary for HBO. “They were so happy with my work that they sent me around the world, and I did 20 films in 20 countries,” Levin says.

When HBO formed a partnership with Vice Media the next year, the New York-based startup hired Levin as executive producer/showrunner. His instructions from Vice Media co-founder Shane Smith were simple: “Let’s make this an Emmy Award-winning series.”

Levin’s team delivered in 2014 in its second season, winning an Emmy for “Outstanding Informational Series Or Special.” Since then Levin has continued to expand Vice on HBO. His guests in 2015 included President Barack Obama, who visited a federal prison with Levin’s team to discuss nonviolent drug offenders.

“I saw an opportunity to create stories that would resonate and make a difference in the world,” Levin says. “It’s important to love what you do, and I had a passion for storytelling ever since I was a young boy.”

Sweet Career

Former journalist Tia Craddock, PTMBA ’13, did more than pack her bags when she attended the 2012 National Black MBA Conference in Indianapolis. Working with Smith School career coach Kasandra Gunter Robinson, Craddock practiced her pitch and interviewing skills. Then she reviewed her performances on video.

“Kasandra asked me almost impossible questions, just so I could be prepared for anything,” Craddock says. “So when I got to the conference, I was sharp.”
“I use my MBA education every day. So much of what I apply is what I’ve learned about leadership, finance, marketing and strategy — and all those core courses and electives that I had the opportunity to take.”
The preparation paid off. Craddock impressed recruiters from the Hershey Company, which led to her current assignment as Reese’s senior associate brand manager in Hershey, Pa.

The job comes with obvious perks. “Candy is everywhere,” Craddock says. “In every conference room, on every end table, in every kitchen — there’s always something new for me to fall in love with.”

Sweets are nice, but more important for Craddock is the way her employer gives back to the community through initiatives such as the Milton Hershey School. “The Hershey Company cares about people,” Craddock says. “And the alumni network is amazing.”

During most of her part-time program, Craddock kept her position as a news producer for the local ABC affiliate in Baltimore. The job required creativity and people skills — two of Craddock’s strengths that she wanted to leverage in any future assignment. But she also wanted more opportunity for data analysis.

She says brand management provides the right mix. “I loved journalism,” she says. “But I always thought marketing was very dynamic because it uses every part of your brain.”

Now Craddock manages diverse teams, tests new products and crunches data. She also travels to meet retailers, suppliers and customers. “Every day is different,” she says. “And that’s what I love.”

**Called Up to the Big Leagues**

Some people claw their way into the sports industry. **Ted Towne, PTMBA ’08,** received an invitation to work in Major League Baseball. “I happened to be at the right place at the right time,” says Towne, assistant general manager and vice president of finance for the Washington Nationals.

After working as a controller and assurance professional for nearly 10 years, Towne moved to Lerner Enterprises in 2006. Six months later, the real estate development firm bought the Nationals, a league-owned franchise looking for stability in Washington, D.C., after a rough exit from Montreal.

During the next season, while the team played at RFK Stadium, Towne continued to impress his new employer. “They asked if I would like to come over to the baseball side of the business,” he says. “I use my MBA education every day,” Towne says. “So much of what I apply is what I’ve learned about leadership, finance, marketing and strategy — and all those core courses and electives that I had the opportunity to take.”

**On the Fast Track**

Villanova management professor **Quinetta Roberson, PhD ’99,** has always been fast. She won races as a University of Delaware sprinter. And later, during her Smith PhD years, she competed against undergraduates on the Terrapins intramural track team.

“It was my way of staying fit, as well as staying sane,” the Philadelphia native says. “Even today at Villanova, you can usually catch me on the track running wind sprints at some point during the week.”

Other fast activities include snowboarding, something Roberson picked up at Smith. She celebrated the completion of her PhD in similar fashion — by going skydiving. “I’m a bit of an adrenaline junkie,” she says.

Roberson also has a quick mind. She skipped a couple of grades before high school and then finished undergraduate and MBA programs before turning 21. After an early start in banking, she opted for an academic career as a way of immersing herself in a learning environment.

“I love being in the library and...
being around students,” she says. “It gets your wheels turning. I feel like I’m always thinking, learning, getting smarter.”

She says that’s what she loves most about her job. “I get to read. I get to write. I get to teach and interact with students.”

She also gets to travel. Her first opportunity came at Smith, when professor Susan Taylor issued a challenge. “She told me that if I finished my dissertation one month early, she would take me with her to Italy,” Roberson says.

Since then she has visited more than 40 countries, including South Africa, where she returns every year to teach business basics to local entrepreneurs.

Although Villanova pays her bills, Roberson shows her Maryland pride when the two universities play each other in basketball. During the most recent matchup, Roberson wore a Wildcats hat and Terrapins sweatshirt. “Villanova has my head,” she explains. “But Maryland has my heart.”

Borgman also helps Smith students explore their career options when they travel to Sydney every January with professor Mark Wellman, who leads a program through the school’s Office of Global Initiatives. Borgman sets up Google tours and finds speakers to meet with the U.S. visitors.

“I remember being in their shoes,” says Borgman, a New York native who studied in Australia for one semester during her Smith program. “You only get one chance to have your first international experience, and I want it to be memorable for these students.”

She says her study abroad program opened her mind to new possibilities outside the United States. After graduation she worked at UBS Investment Bank in London before moving to Google, where she has held previous positions in New York and Singapore.

“The Smith School of Business gave me the skills and experience I needed to achieve this dream job,” she says.
“THE SMITH SCHOOL OF BUSINESS GAVE ME THE SKILLS AND EXPERIENCE I NEEDED TO ACHIEVE THIS DREAM JOB.”
extreme poverty and wealth. "My grandfather was always generous and kind to people regardless of where they came from," Sharma says. "That influenced me as a child."

To have credibility with his clients, Sharma made sure his company reflected the same values. "My goal was never to start a consulting firm," he says. "It was to build a role model firm that gave back."

He started by looking inward at Censeo’s culture. "We've taken a lot of care to make sure we hire the right people," he says. "And then we give them an environment to grow." That focus on culture recently landed Censeo in Harvard Business Review.

A gut check came in the early years, when a major client started mistreating one of Sharma’s team members. The contract represented more than a quarter of Censeo’s revenue at the time, so ending the relationship would affect everyone.

“You don’t build anything without your team buying into your vision,” he says. Consensus came, and Censeo moved forward without the client. “We’ve never compromised our values,” Sharma says.

Other major clients — including federal agencies, social sector organizations and universities — have emerged to fill the gap. Sharma specializes in helping these partners drive meaningful change through Censeo and Public Spend Forum, another startup he launched in 2013.

“We want to have a disproportionate impact relative to our size,” he says. “The goal is real change.”
Finding Disney Magic

The Walt Disney Company says its theme parks are “where dreams come true.” For Darcy Accardi, PTMBA ’10, the slogan holds true for the multimedia conglomerate’s corporate offices, too. Accardi landed her dream job with Disney Imagineering in Glendale, Calif., in August 2015.

It was Disney’s corporate culture that captured Accardi’s imagination. “I’ve always been really interested in organizational culture and organizational development,” says the graduate of Smith’s part-time MBA program in Baltimore. “At Disney, there is a really high standard of excellence, and people are really committed to the company’s vision. You don’t see that in a lot of places.”

Accardi knew she wanted to work for Disney, but she didn’t know how to get her foot in the door. She had applied to positions through the company’s online portal, but those efforts proved fruitless.

Accardi had been working in higher education, with a brief stint in consulting. But she wouldn’t give up on her Disney dream. When she saw on the Smith School’s website that alumni had access to Smith career counselors, she reached out for help.

Accardi gushes about working with Erika Harrigan, assistant director of the Office of Career Services and a career consultant for part-time MBA students. Harrigan helped Accardi come up with a plan and stood by her as she enacted the strategy. With coaching from Harrigan, Accardi was able to use her network to get her résumé into the right hands.

“I think Smith does a good job of helping students and alums navigate that career exploration process,” Accardi says. “Once you know what you want, it makes it easier to focus.”

Less than six months after meeting Harrigan, Accardi accepted a position with Walt Disney Imagineering, the design and development arm of the company that creates the theme parks worldwide.

In her current assignment, she helps with resource planning and building a culture around training and development. Accardi was thrilled to move across the country to start her new adventure. “I feel so lucky,” she says. /DJ/ /CH/
“I love learning. It’s just more tools in my back pocket.”

/ CHAU HEGG, OMBA '15
ONLINE MBA, FANNIE MAE AND A BABY ON THE WAY

Project manager Chau Hegg, OMBA ’15, knew her Smith School program would be challenging. But she got an extra surprise during the first week of classes. “Right after the opening residency, I came home and discovered I was pregnant,” says Hegg, who also has undergraduate and graduate degrees in industrial engineering. “Suddenly it made sense why I was so hungry when they fed us steak.” She already had three children at home, plus a new job at Fannie Mae in Reston, Va. But the working mother didn’t panic. Instead, she sat down with her husband and figured out a path forward. By the time she graduated in September 2015, she had a 1-year-old daughter and a new position lined up at Fannie Mae managing software testing for a high-profile initiative. “I had kids, but I still kept going,” Hegg says. She shares four keys that have guided her career to this point.

SEEK LEARNING: Hegg preaches to her children about the importance of education. But she also models the behavior. “Going through the MBA program was a life lesson for my kids,” Hegg says. The passion for higher education started earlier in her career at the University of Illinois at Urbana-Champaign. After earning a spot on Caterpillar’s leadership rotation in 2002, personal commitments took Hegg to Seattle. To give herself an edge in the new environment, she enrolled in a graduate program at the University of Washington. Her new skills led to assignments at Microsoft and then Boeing. “I love learning,” Hegg says. “It’s just more tools in my back pocket.”

RAISE YOUR HAND: The same passion for learning carries over to the workplace for Hegg, who welcomes stretch assignments. “I don’t turn down offers,” she says. “I say yes.” When she returned with her husband from Seattle to Washington, D.C. — near where they both grew up in Ellicott City, Md. — opportunities in manufacturing were limited. So Hegg challenged herself to try something new. “I jumped right in to the quality assurance role, testing software,” she says. Hegg worked at Motionsoft and then Fannie Mae, where she continues to raise her hand for difficult assignments. “I’m a problem solver,” she says.

OWN IT: Balancing work and family obligations requires sacrifices, but Hegg makes no excuses for her decisions. “You make it how you want it,” she says. As a process engineer, she learned to pinpoint inefficiencies and redundancies — and the same mindset carries over to her work at Fannie Mae. Often she invents tools to help her improve her output. Along the way, she has learned prioritization, patience and stress management. “The things I would stress over would be much different with zero kids than with four kids,” she says.

EARN YOUR FLEXIBILITY: Working parents need flexibility, but Hegg has never expected special treatment. “You grow in your career,” she says. “You make relationships. You earn the trust, and flexibility comes with it.” Other opportunities come with the flexibility already built in — such as Smith’s online MBA. “The online program was able to offer the different options that I needed,” says Hegg, a member of the inaugural graduating class. /DJ/
How I Got Here

CONNECTIONS

Former New York prosecutor Michael-Sean Spence ’04 could have hammered the owner of an auto repair and body shop in April 2014. The paper trail pointed to under reporting of close to $1 million in income from various insurance companies, and the Queens District Attorney’s Office had a case for full restitution and incarceration.

But Spence considered other factors. The elderly defendant had cancer that required treatment, for example. And he had employees who would lose their jobs if the business failed. So Spence negotiated a settlement that allowed the man to pay the majority of what he owed without serving time.

“My goal is to make my state safer, while humanizing criminal justice,” Spence says.

Now as an Empire State Fellow appointed by New York Gov. Andrew Cuomo to the Division of Criminal Justice Services, Spence has an opportunity to promote procedural justice on a larger scale.

The two-year fellowship, which started in September 2015, targets mid-career professionals identified as high-potential public servants. Already Spence has relocated to New York’s capital in Albany, where he interacts regularly with police chiefs, mayors, district attorneys, lawmakers and other community leaders.

Spence has friends who participated in the April 2015 march from New York to Washington, D.C., and he understands the rationale behind recent protests against police brutality and racial injustice. But he has found his voice working for change from the inside out.

“It’s about knowing when to protest and when to engage in conversation,” he says.

Spence says his passion for justice started at the University of Maryland, where he worked with administrators to address racial insensitivities that surfaced in 2003. “Even then, I did not run to protest, even though it was an option,” Spence says. “Instead I engaged the University’s VP of Student Affairs in a conversation to bring about change.”

Between classes at Smith, he served as Black Student Union president, vice president of the campus NAACP chapter and Concerts Director of Student Entertainment Events. He also worked in Van Munching Hall and landed summer internships at New York Life Insurance, WorldCom, Northrop Grumman and Fox. “I was very entrenched in the school, and I love it to this day,” he says.

After graduation Spence went straight to law school at Howard University. He says his business and legal background helped him launch his career, working closely with forensic accountants in the prosecution of organized tax evasion and commercial theft. “I can have a business perspective as well as a legal perspective,” Spence says.

The Empire State Fellowship will create new opportunities for Spence, but his focus will remain on procedural justice. “We must work to build legitimacy and trust,” he says. “The problem now is that people don’t trust the system.”
Alumni Holiday Gala Attracts Largest Crowd to Date

NEARLY 850 ALUMNI, faculty and staff gathered Dec. 18, 2015, at the National Building Museum in Washington, D.C., to celebrate the holidays. It was the largest turnout for the Smith School's annual Alumni Holiday Gala, now in its third year. Of the attendees, 50 percent were returning alumni, with graduates from 1965 through 2015 represented.
Double Time for U.S. Army Major

When Maj. Vickee Wolcott, PhD ’15, arrived at the Smith School to work toward a doctoral degree, she had to hit the ground running.

The Army was paying for the degree, and it allows soldiers only three years to complete what takes other students four or five years, or longer, to accomplish. “Basically, every class assignment, every paper I wrote worked its way into my dissertation,” she says.

Granted, the Army gets you used to performing under pressure. Wolcott’s 12-year career in the service has included a deployment near Khost, Afghanistan, where she helped to administer a combat support hospital.

For her dissertation, she tackled a problem that social scientists have long wrestled with: To what degree are bad health habits transmitted socially? It’s a trickier question than it seems at first because people choose their friends in part because they have things in common with them.

To untie the knot of cause and effect, Wolcott drew on a database of anonymized health records of all soldiers from 2011 through 2014, one that had been assembled by another soldier-academic. The key to her study was one noteworthy fact about the Army: It reassigns soldiers to new units every few years, a process that takes self-selection out of the equation.

The Army’s strict hierarchy also opened the door to exploring not just peer effects but the influence of superiors and subordinates on behavior, something other scholars had not even attempted.

What did she find? When soldiers were transferred, their weight, tobacco use, and levels of drinking were all influenced by the health cultures of their new units. Obesity was the most “contagious,” transmitted through peers and across all rank levels.

The dataset she drew on will continue to reside at the Smith School’s Center for Health Information and Decision Systems (CHIDS), serving as a resource for other scholars. The hope is that it will be constantly updated, and even expanded to include the other military branches.

Fostering good health cultures is a priority for the Army, where roughly a quarter of soldiers are classified as obese. Wolcott will build on her research project in her new job, working as an assistant professor at the Army-Baylor University Graduate Program in Health and Business Administration, which is located at Fort Sam Houston, in Texas.

She hopes that her work will alert soldiers that their health can be significantly shaped by the people around them. “More broadly, it will help the Army understand where good health cultures exist, and why,” Wolcott says./cs/
**CONNECTIONS**

**50s**
/ KING LEATHERBURY '56 was inducted into the Racing Hall of Fame, with a career record of over 6,000 victories.
/ ED SNIDER '55 received the Lifetime Achievement Award at the Global Sports Summit.

**60s**
/ DAVE KASPER '87 agreed to a new contract with D.C. United to keep him on as General Manager through the 2017 season. He has also been appointed vice president of soccer operations.
/ CARY THOMAS '70, MBA '74 was named president of the Association of Independent Research Institutes.

**70s**
/ LES HATLEY '76 was inducted into the Maryland Entertainment Hall Of Fame on September 20, 2015. Individuals and groups who have made significant contributions to the history of entertainment in the state of Maryland are honored.
/ RONALD PAUL '78 was appointed to the Montgomery County (MD) Economic Development Corp. by County Executive, Ike Leggett.

**80s**
/ GUY BRAMI '89 has been elected as Chair of Covenant House Washington's (CHW) Board of Directors. He is currently the Principal Partner of Gelberg Signs.
/ CHRISTOPHER CHICK '89 was appointed Chief Lending Officer and Executive Vice President of Severn Savings Bank.
/ DON DELASH '86 has been appointed Vice President of Sales at Danaher Specialty Products.

**90s**
/ TERESA HALLECK '85, the CEO of San Diego County Credit Union was named “Most Admired CEO” by San Diego Business Journal.
/ CHRISTOPHER KUBASIK '83 was named president and CEO of L-3 Communications, a New York based defense firm.
/ HARVEY METRO '86 was included in Washington Business Journal's CFO of the Year list.
/ ROBERT MILKOVICH '82 was named Chief Executive Officer at First Potomac Realty Trust.

**00s**
/ RICHARD DUTTON, MBA '01 was named Chief Quality Officer at U.S. Anesthesia Partners.
/ DAVID EMERSON, MBA '02 has been tapped to open LCG Associates, Inc.'s new office in Seattle, Washington.

**ALUMNI NOTES**

/ DANIÉL ROLAND '78 joined Raymond James to open a new office in Guam.
/ RICHARD SCHAFFER '74 joined the Americanaex, the American Cannabis Exchange.
/ RONALD PAUL '78 was honored. State of Maryland are entertainment in the Hall Of Fame on September 20, 2015. Individuals and groups who have made significant contributions to the history of entertainment in the state of Maryland are honored.
/ HARVEY GOODMAN '77, SPPA, president and CEO of Goodman-Gable-Gould/Adjusters International, was named the National Association of Public Insurance Adjusters “Person of the Year.”
/ RONALD PAUL '78 was elected Chair of the Washington Tennis and Education Foundation.
/ HARRIET GOODEN, MBA '76, was named president of the Association of Independent Research Institutes.
/ GARY SWART '83 was named general partner at Polaris Partners.
/ VICTOR SWINT ‘86 was named president and CEO of Interface Performance Materials.
/ MARIANNE BOHR, MBA '92, a French teacher at Redland Middle School in Derwood, Md., published “Gap Year Girl,” a memoir about a “Baby Boomer’s adventure across 21 countries.”
/ MIKE DAUGARD '99 was named Vice President for the Baltimore Business Journal’s CFO of the Year list.
/ JOHN KOTEK, MBA '95 was nominated to be assistant secretary for nuclear energy by the White House.
/ LISA FARRELL LUJAN '92 was appointed to the Board of Directors of the New Mexico Health Insurance Exchange by New Mexico’s governor, Susana Martinez.
/ SKIP MAGNESS, MBA '92 was appointed Chief Financial Officer at First Potomac Realty Trust.
/ MITCHELL PAIGE '90 was included in Washington Business Journal’s CFO of the Year list.
/ JOHNNY PITTSENBERGER '96 was named Executive Vice President and Chief Financial Officer at Sotera Defense Solutions.
/ USMAN SHAHIR '97 joined NIKAI as Executive Vice President and Chief Financial Officer.
/ RICARDO CUÉLLAR, MBA '02 was included in Washington Business Journal’s 40 Under 40 list.
/ RICARDO CUÉLLAR, MBA '02 was appointed by PepsiCo as Director, Revenue Development Strategy for its fastest growing Region worldwide – the Asia, Middle East, and Africa market. He is based in Dubai.
/ MIKE DAUGARD '99 was appointed by PepsiCo as Director, Revenue Development Strategy for its fastest growing Region worldwide – the Asia, Middle East, and Africa market. He is based in Dubai.
/ RICARDO CUÉLLAR, MBA '02 was appointed by PepsiCo as Director, Revenue Development Strategy for its fastest growing Region worldwide – the Asia, Middle East, and Africa market. He is based in Dubai.
/ RICARDO CUÉLLAR, MBA '02 was appointed by PepsiCo as Director, Revenue Development Strategy for its fastest growing Region worldwide – the Asia, Middle East, and Africa market. He is based in Dubai.
/ RICARDO CUÉLLAR, MBA '02 was appointed by PepsiCo as Director, Revenue Development Strategy for its fastest growing Region worldwide – the Asia, Middle East, and Africa market. He is based in Dubai.
LANDRIA BUCKLEY, MBA ’15, will compete in the U.S. Olympic Team Trials in Eugene, Ore., in July 2016. During her Smith MBA program, she placed seventh at the USA Track and Field Championships/World Trials in the 400-meter hurdles. She later represented the United States at the World University Games in Kazan, Russia.

’S10s

JAMES FAYAL ’12 moved his start-up, Zest Tea, to Baltimore from Philadelphia.

STEVEN FEINER ’10 was featured in VentureBeat for his flower delivery start-up, A Better Florist.

JAMES SHAFFER ’10 opened a new restaurant, Argosy Café, in downtown Baltimore.

KANCHAN SINGH ’12 opened D.C.’s first cat café, Crumbs & Whiskers.

VOlUNteer LEADERS

DC/NoVA alumni chapter leaders include:

- Albertina “Tita” Brett, MBA ’98, MS ’98 (co-chair)
- Steven Asifo ’14 (co-chair)
- Zach Nerenberg ’13 (co-chair)
- Patrick Hollrah ’10
- Aditya Bhatnagar, MBA ’01
- Phyllis McKoy ’77
- Anthony Washington, MBA ’89
- Nike Famuyide, MS ’09

MORE THAN 10,000 SMITH SCHOOL GRADUATES live and work in Washington, D.C., and Northern Virginia, and now they have an alumni chapter to help them connect with one another.

The initiative came about from a push by Smith alumni working with the Office of Development and Alumni Relations, which has focused in recent months on engaging more regional alumni.

The school already has active alumni chapters in New York and Baltimore. But with so many graduates living and working in the D.C. region, it made sense to extend Smith’s alumni outreach.

The club launched with an entrepreneurship-focused networking event and reception on Oct. 15, 2015, in Tyson’s Corner, held in partnership with the University of Maryland’s A. James Clark School of Engineering.

Chapter leaders plan to offer programs and events that will attract alumni from all degree programs and career stages. Update your contact information on SmithConnector to receive information about upcoming alumni chapter club events.

Volunteer Leaders

DC/NoVA alumni chapter leaders include:

- Albertina “Tita” Brett, MBA ’98, MS ’98 (co-chair)
- Steven Asifo ’14 (co-chair)
- Zach Nerenberg ’13 (co-chair)
- Patrick Hollrah ’10
- Aditya Bhatnagar, MBA ’01
- Phyllis McKoy ’77
- Anthony Washington, MBA ’89
- Nike Famuyide, MS ’09
IN MEMORIAM

Business Pioneer Van Munching Dies at 89

BUSINESS LEADER, NAVY VETERAN AND SMITH SCHOOL BENEFACCTOR
Leo Van Munching Jr. ’50 died on Feb. 14, 2016, at his home in Darien, Conn. He was 89. Van Munching Hall, home to Smith and the School of Public Policy, bears his name.

“The thing that I remember about Leo is that he had such a wonderful heart and he was passionate about the school,” says Rudolph P. “Rudy” Lamone, dean of the Smith School from 1973 to 1991. “I had a lot of support over the years as the dean, but no one had a bigger impact on me than Leo Van Munching.”

It was Lamone, during his time as dean, who first reconnected with Van Munching. Lamone visited him at his New York office and persuaded him to come to College Park to see the school’s progress firsthand.

“Every time he came down, I had a project for him, and he’d always tease me about it,” Lamone says. “He came through almost every time.”

G. “Anand” Anandalingam, the school’s dean from 2008 to 2013, had a similar experience with Van Munching. “Leo was a straight-speaking authentic person who appreciated hearing unvarnished truths about things,” Anand says. “He and his wife, Peggy, had a very close and loving relationship, and they were hilarious together.”

Anand says that during meetings in Connecticut, Van Munching and his wife often teased each other about their differing political views. “They had a great sense of humor, and we always left these lunches after bouts of laughter,” Anand says.

The school’s move from Tydings Hall to state-of-the-art Van Munching Hall took place in 1993, following a gift from Van Munching. “This gift is my way of repaying the university for the warm welcome and fine education it provided me and many other veterans immediately following the end of World War II,” Van Munching said at the time.

Subsequent gifts supported the Office of Career Services and building expansions. “We are deeply grateful for Leo Van Munching’s extraordinary generosity, which has provided a first-class physical space for the Smith community and important scholarship support for students,” Smith School dean Alexander Triantis says.


Born in 1926 in Rotterdam, Netherlands, Van Munching immigrated to the United States with his family after the repeal of Prohibition in 1933. He served in the U.S. Navy from 1944 to 1946, then enrolled at the University of Maryland.

He graduated from the College of Business and Management (now the Smith School) in 1950 and immediately began working in the family enterprise. After spending a year at Heineken learning about brewing, he returned to the United States to learn the beer business from the ground up.

In addition to his donations to the University of Maryland, Van Munching has served as a member of the Smith School’s Dean’s Advisory Council and as an honorary trustee for the University of Maryland College Park Foundation Board. He is survived by his wife and their eight children, along with 13 grandchildren and two great-grandchildren.
Dreaming Big
With an Analytical Mind

Students dream big at the Smith School. Many want to shake up Washington, Wall Street or Silicon Valley. Others want to start their own firms or find their niches elsewhere.

After breaking into the finance world as an investment banker, Bradley “BJ” Levin ’03 followed his dream of becoming an Emmy Award-winning filmmaker. Entrepreneur Raj Sharma ’94 wants to change the way public servants run government. And Carly Fiorina, MBA ’80, campaigned to be president of the United States.

Dream jobs come in many varieties. But employers and investors increasingly demand one skillset that cuts across boundaries. They need critical thinkers who can analyze data, recognize patterns and take action.

Some of this demand is not new. The world has always been a complex place full of quantitative problems. What has changed is the massive amounts of data available now.

Some of the information fits neatly into rows and columns on traditional spreadsheets. Other data are unstructured. Think about the proliferation of emails, audio and video files, and social media chatter.

The Smith School recognizes and embraces the challenges involved. Our dream job is to help prepare the rising generation of critical thinkers to thrive in this world of big data — so they can compete for their dream jobs.

We started by looking closely at our undergraduate program. With the help of assistant dean and professor Rebecca Ratner, we added Critical Thinking Night into orientation activities to set the tone for freshmen.

We also added a business analytics minor and new fellowship opportunities, such as the Schilit Scholars in Accounting. This program, sponsored by Howard Schilit, MBA ’76, PhD ’81, teaches fellows how to uncover financial shenanigans buried in corporate books.

At the graduate school level, we ramped up our menu of specialty masters — each infused with analytics. We offer graduate degrees in marketing analytics, finance, accounting, information systems and supply chain management. And the list is growing.

Now we are drilling down on our MBA curriculum. As we set priorities and make adjustments, our Offices of Career Services and Executive Programs will play a key role. They will help us listen closely to the corporate recruiters and executive education clients who enrich the Smith community.

Numbers and other types of data tell stories that business professionals from all industries need to hear. The Smith School will make sure our graduates speak the language.

Warm regards,

ALEX TRIANTIS, DEAN
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#SmithAlumni