SMITH BUSINESS
ROBERT H. SMITH SCHOOL OF BUSINESS

FALL '17 / VOL. 18 NO. 2

WHY CUBA’S BRAIN DRAIN IS DIFFERENT / 10
SOCIAL ENTERPRISE: WHERE DOES YOUR CITY RANK? / 22
MEET THE MENTALIST / 24

THE HIDDEN COST OF Skipping YOUR NEXT VACATION
RULES FOR WORK-LIFE BALANCE

UNIVERSITY OF MARYLAND / FEARLESS IDEAS
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Solo Consumerism
Want to meet new people? Ditch your “wingman” and go out alone, new Smith School research shows.

The Hidden Cost of Skipping Your Next Vacation
Smith alumni share 24 rules for work-life balance in a 24/7 world.

Social Enterprise Hotspots
Where does your city rank in new ecosystems report?
First 50 Years

Doctoral program footprint at the University of Maryland’s Robert H. Smith School of Business

Brain Clusters
Institutions with at least four Smith doctoral alumni on the faculty:

1M+
Students taught by Smith doctoral alumni

213
Colleges and universities worldwide with Smith doctoral alumni on the faculty

22
Countries where Smith doctoral alumni work: Canada, China, Colombia, Denmark, France, Germany, Hong Kong, India, Ireland, Israel, Kazakhstan, Kuwait, Malaysia, Nigeria, Singapore, South Korea, Spain, Taiwan, Thailand, Turkey, United Kingdom, United States

514
Doctorates awarded, 1966-2016

#9
World ranking from Financial Times, 2015

Career Paths
Most Smith doctoral students pursue careers in higher education. Others work in the private and public sectors at organizations including:

- Apple
- Amazon
- Adobe
- American Express
- Booz Allen Hamilton
- Federal Reserve Board
- Freddie Mac
- IBM
- Oracle
- World Bank

First in the Field
Smith awarded its first doctoral degrees in 1968 to James H. Donnelly Jr. and the late John Ivancevich. Donnelly taught at the University of Kentucky for 43 years and is now retired. Ivancevich taught for 41 years at the Universities of Kentucky and Houston.

82%
Academic placement

41
U.S. states (plus D.C.) where Smith doctoral alumni work [all except Alaska, Idaho, Maine, Mississippi, Montana, Nebraska, South Dakota, Vermont, Wyoming]
Ethics Professor Who Led Prison Trips Retires

Smith School professor Stephen E. Loeb, a pioneer in accounting ethics education and an early adopter of active learning techniques, retired in spring 2017 following a 47-year career at the University of Maryland.

“Steve’s contributions to accounting and business are the stuff of legend,” says Smith School professor Charles E. Olson, who met Loeb 53 years ago when their PhD programs overlapped at the University of Wisconsin-Madison. “His research record at Maryland will never be equaled.”

Among Loeb’s other accomplishments, he served twice as accounting department chair, taught all levels of courses in all programs, mentored PhD students and was a leader in launching the school’s Business Ethics Experiential Learning Module, which put full-time MBA students inside federal prisons to meet white-collar criminals.

“He pioneered Smith’s prison trip and implemented it with passion,” Olson says. Loeb was also the key faculty member in the development of Smith’s Master of Science in Accounting program, now part of a menu of eight specialty masters programs at the Smith School. /DJ/

PhD Program Celebrates Golden Anniversary

Smith School doctoral students faced many unknowns in 1966, but they helped launch a top 10 program that now has alumni working at more than 200 academic institutions worldwide.

“It was a risk to come here,” Smith School professor emeritus Burt Leete said during a golden anniversary celebration with faculty, staff, students and alumni on May 12, 2017. “But the results have been positive.”

The program’s initial class included nine students who earned job offers from Kentucky, Notre Dame and other prestigious universities. Leete, who arrived at UMD a few months before the first intake, has watched the program grow since then to nearly 100 students.

A milestone was reached in 1983, when the degree changed from a Doctor of Business Administration to a PhD. Among other recognitions, the Financial Times ranked the program No. 9 in the world in its discontinued doctoral rankings in 2015.

“The PhD program here is on par with the best programs in the world,” said Nataly Lorinkova, PhD ’10, who now teaches at Georgetown University. She was one of seven alumni panelists who offered career advice to current students during the daylong celebration in College Park.

Sheetal Singh, PhD ’11, who has taught at Morgan State and George Washington Universities, said the Smith network is what really sets the program apart. “When you go to conferences, the name Maryland matters,” she said. /DJ/
Best of the Best

**Most Creative Idea:**
Chill-O, a company that sells jelly ice pops or “gelsicles” with real fruit. Unlike traditional ice pops, the treats do not melt at room temperature.

**Most Likely to Continue:**
Terp Gear, which sells Maryland-themed iPhone cases. Students sourced their products from China and sold them on Amazon.

**Most Challenging Pivot:**
Frocket Power, a company that sells T-shirts with bold pocket designs. The original concept was Study Buddy, a tutoring service that failed to generate revenue.

**Most Profitable Company:**
By Accident Photography, a photo services company led by photographer Justin Derato, an environmental science and policy major scheduled to graduate from UMD in 2018.

**Most Profitable Individual:**
Derato, who enlisted 17 classmates to support his company.

Real Business, Real Money for Undergrads

College costs money, but Smith School entrepreneurship students have flipped the script. As part of Business Management 461, an undergraduate elective, classmates form teams and start real-world companies that earn hundreds or even thousands of dollars.

“Every company made money,” Smith School lecturer David Kressler announced on May 3, 2017, during an awards gala for about 100 participants in three sections. “That is something that nobody can take away from you.”

Kressler taught two sections of the course for business majors in spring 2017, while Smith School professor Brent Goldfarb taught a third section for business minors.

Goldfarb said the course, modeled after the Real Entrepreneurship Competition for Smith MBA students, allows undergraduates to go through the whole cycle of entrepreneurship in a low-risk environment.

“I have looked at other campuses and spoken with my colleagues across the universities,” Goldfarb said. “This is one of maybe three places where students actually have the freedom to explore and run a business within a semester.”

Goldfarb said the biggest value of the experience is learning what entrepreneurship feels like, so students will know at the start of their careers if they ever want to do it again. “That’s the sort of thing you don’t want to discover after you’ve mortgaged your house and started your first business at age 35,” he told the students.

Stephen B. Ferber ’90, a member of the Board of Advisors at the Dingman Center for Entrepreneurship, said students also learned how to execute ideas and pivot when necessary. “A well-executed average idea is much better than a poorly executed great idea,” he told the students.

Ferber, CEO and managing partner of Golden Gate BPO Solutions in Weston, Fla., helped congratulate winners in five categories.
Entrepreneur of the Year Spreads Laughter

Entrepreneur Micha Weinblatt ’05 likes to make people laugh, so he and a friend launched Crooked Monkey at the University of Maryland in 2005. The irreverent T-shirt brand, focused on humor and vintage graphics, took off and allowed Weinblatt to explore other ventures.

In 2012 he cofounded Betterific, a platform that allows companies to crowdsourced innovation. Along the way, Weinblatt stayed active at the Smith School’s Dingman Center for Entrepreneurship, which honored him as its 2017 Alumni Entrepreneur of the Year during the third annual Rudy Awards on May 4, 2017.

Named after former Smith School dean and Dingman Center founder Rudolph “Rudy” Lamone, the awards acknowledge entrepreneurial spirit.

“This annual convening reminds us all that entrepreneurship is a team sport and a startup’s success depends on the connections and network that an entrepreneur makes to take an idea to market,” said Dingman Center executive director Elana Fine ’97.

Special guests at the event included Michael D. Dingman, benefactor and namesake of the Dingman Center.

Dingman Center Board of Advisors member Jason Cohen ’96 also presented the $1,000 Jason & Jamie Cohen Entrepreneurship Fund Award to student startup FroDoh, maker of frozen doughnut holes. / CH /

Other 2017 Winners

Research Honors: Heejung Byun, PhD candidate ’18
Faculty Award: Professor David Kirsch
Mentor of the Year: Bob London ’81, founder and CEO of Chief Listening Officers and Dingman Center Entrepreneur-in-Residence
Angel Investor of the Year: Amit Mehra
Social Entrepreneur of the Year: Anastasia Polyakov ’17, founder of Annie’s Children
Student Entrepreneur of the Year: Aaron Bloch ’17 and Benjamin Khakshoor ’18, co-founders of CourseHunter

STUDENT STARTUPS SPEND SUMMER AT DINGMAN

Students from nine UMD startups spent summer 2017 growing their businesses in the Dingman Center for Entrepreneurship’s Terp Startup incubator program. Launched in 2015, the competitive program is the third and final phase of Dingman’s Fearless Founders accelerator process to help students launch businesses.

Accepted applicants received up to $5,000 and a dedicated mentor to help them grow their businesses over an eight-week period that began in June.

The Dingman Center’s Chris Rehkamp, student venture programs manager, headed the program for the second year, organizing activities, workshops and fieldtrips to help participants learn more about venture creation. / CH /
Student Artwork Orbits Earth

Smith School sophomore Sara Cha had her artwork exhibited at the International Space Station for four weeks after winning UMD’s Space Patch Mission contest.

“I am fascinated with space from an artistic viewpoint,” said Cha, a marketing student from Rockville, Md.

Cha’s design returned to Earth in summer 2017 with a certificate of spaceflight. The Student Spaceflight Experiments Program, which sponsored the contest, is also considering making the design into a patch or pin for student scientists participating in the program, an initiative of the National Center for Earth and Space Science Education and the Arthur C. Clarke Institute for Space Education.

Cha’s patch design accompanied the program’s Mission 11. The program flies student-designed science experiments to the International Space Station to inspire the next generation of scientists and engineers.

The mission patch reflects the identity of Maryland in the context of the program. / MO /

Hospitality Fellows Get Sneak Peek at New Hotel

University of Maryland visitors had to wait until fall 2017 to lodge at the new Hotel at the University of Maryland. But undergraduates in the Smith School’s Hospitality Business Fellows program got early access on April 28, 2017, with a hardhat tour of the 10-story, 297-room facility on Baltimore Avenue near the main campus entrance.

The two-year project, focused on “placemaking and building relationships,” is part of the multiyear Greater College Park Initiative to remake the community as a national top 20 college town.

The Smith students observed installation of the terrapin-themed bas relief behind the reception desk and preparation for a main lobby gallery of local artwork and adjacent 150-seat bar and dining venues operated by local restaurateurs.

The rising sophomores and juniors also got a sneak peek at the fourth-floor Red Door Salon & Spa by Elizabeth Arden and a Zen garden that helped the facility become green-building certified through the Leadership in Energy and Environmental Design (LEED).

They also got an early look at first- and second-floor meeting venues; 21 studio suites and five one-bedroom units complemented by three executive suites, including a two-story presidential suite; and the penthouse loft with a campus view.

In addition to such site visits, Smith’s Hospitality Business Fellows engage in experiential and interactive courses and in summer internships with partner companies in fields related to their majors, such as marketing, operations, human resources and finance. / GM /

Startup Garage

THE DINGMAN CENTER FOR ENTREPRENEURSHIP WILL SHARE SPACE AT THE HOTEL WITH OTHER UMD GROUPS, SUCH AS THE DO GOOD INSTITUTE. THE “STARTUP GARAGE” WILL FOSTER INNOVATIVE THINKING BY BRINGING DIVERSE STAKEHOLDERS TOGETHER.
Spring Commencement:  
Don’t Toy with Your Brand,  
Mattel President Tells Grads

Barbie has a strong personal brand and so should you, Mattel president and chief operating officer Richard Dickson, UMD ’90, told Smith School graduates on May 22, 2017.

“Regardless of what you majored in or what your career will be, each one of you will always be the architect and brand manager for at least one brand: You,” the spring commencement speaker told undergraduate students. “The most effective brands have a clear vision of their future and know what they stand for — what they will and won’t do.”

Overall, about 1,200 students graduated from seven programs in two ceremonies.

GETTING DOWN TO THE BASICS
Dickson shared six practical tips for personal brand managers.

1. LOOK PEOPLE IN THE EYE. “We live in a world where there is less and less time to make a good impression,” he said. “Looking people in the eye, a firm handshake, a sincere smile and speaking clearly all count.”

2. CHECK YOUR SPELLING. “You will soon be working with people like me who care,” he said.

3. WRITE THANK YOU NOTES. “The experience of opening and reading a thoughtful handwritten note is more powerful than ever in a digital world,” he said.

4. RESPECT EXPERIENCE. “Learn from the experience of others, their successes and mistakes,” he said.

5. THINK BEFORE YOU POST. “I can’t tell you how many talented people I’ve seen screw up a lifetime opportunity with a moment of bad judgment,” he said.

6. FAIL FORWARD. “It’s all about the recovery,” he said.

Federal Employees Get Smith School Discount

Federal employees and their spouses receive a 30-percent tuition discount when they qualify for select graduate programs at the Smith School through a new agreement with the U.S. Office of Personnel Management.

The rate applies for admissions to online, executive and part-time MBA programs or to any of the school’s specialty master’s programs.

“Studying in the nation’s capital gives our students special access to public, private and social sector leaders,” says Smith School Dean Alexander Triantis. “This agreement will strengthen those ties, enhancing the two-way flow of knowledge between the university and federal agencies where important decisions get made.”

The FedGrant reduced tuition rate applies to civilian employees and their spouses who qualify for Smith School admission and receive no other tuition reductions or scholarships.

U.S. military veterans who also work for the federal government have access to different education benefits. For more information, visit rhsmith.umd.edu/fedgrant.
Data Analysts Apply Skills to Help Pets

Cats and dogs need love, but sometimes they also need data-driven decision making.

Smith students stepped in to help during the school’s inaugural Data Jam, a weeklong competition among teams from the full-time MBA, Master of Science in Information Systems and Master of Science in Marketing Analytics programs.

Participants used their creative and technical prowess to address business challenges at Vitus-Vet, a startup launched by Smith Executive MBA alumni Mark Olcott, EMBA ‘13, and Kalpesh Raval, EMBA ‘13. The company creates software that makes it easier for veterinarians to share medical information with each other and pet owners.

“Veterinary medicine is a $27 billion per year industry where we are still primarily relying on the fax machine for sharing medical records,” Olcott told the Washington Post in 2014.

VitusVet provided Smith School teams with marketing research and challenged them to apply any model or analytical framework to develop solutions for growing the company’s customer base.

After one week of studying the problem, teams presented their ideas on April 14, 2017. The winning team included first-year MBA students Jose Cacho Eleta, Robert Ginsberg and Baani Chandok. They received $300 and a trophy.

— Brett Hunniecutt, MBA ’17

Smith Launches STEM-Certified Finance Degree

Finance students looking for “jobs of the future” have a new degree option starting in fall 2017, when the Smith School launched the first STEM-certified Master of Quantitative Finance program in the Washington, D.C., region.

“Having a quantitative finance degree will give you statistical and programming tools, but also an understanding of financial products and markets,” says finance professor Michael Faulkender, associate dean of masters programs at the Smith School. “The integration of those two things will prepare people for the finance jobs of the future.”

Faulkender says the new degree will complement the school’s Master of Finance program, ranked No. 4 in the United States by the Financial Times in 2017.

“There are so many different career paths in finance,” Faulkender says. “It makes sense to split up the course sets so students can drill down on what they really need.”

The new degree caters to students looking to enter mathematically complex fields such as risk management, market regulation, institutional asset management and hedge fund management. The Master of Finance caters to students looking for more client-facing roles.

STEM certification allows international students to apply for an additional two years of optional practical training, which will give them more time to live and work in the United States.

Other STEM-certified programs at Smith include the Master of Science in Business Analytics, Marketing Analytics and Information Systems.
Prize Winners Deliver Faster Internet

Two part-time MBA students from the Smith School won second prize in a science and technology entrepreneurship competition with PhareTech, a company that delivers faster network speeds by consolidating data streams into single fiber-optic cables.

“You’re reducing the number of fibers in a system,” said PhareTech CEO Andrew King, PTMBA ’17. “That’s a reduction in labor, installation, maintenance and energy costs.”

The company impressed scientific and entrepreneurship experts at the American Association for the Advancement of Science, a Washington, D.C.-based technical society that hosted the Lab to Launch Competition.

King and PhareTech co-founder Carlos Caicedo, PTMBA ’17, won $3,000 for their pitch after two rounds of judging.

The classmates started PhareTech in fall 2016 through the Smith School’s Fed Tech program, which links promising MBA students with cutting-edge technology from the U.S. federal lab system.

The partners explored a variety of applications during the program. “The whole idea of slow bandwidth speeds and slow internet speeds is something that can be applied to so many different industries,” King said.

After listening to about 75 potential clients, King and Caicedo decided to focus on campuses where multiple buildings need to be connected. Examples include higher education facilities, military bases and other government complexes. /JR/

Kimmy Foundation Funds Scholarship

Kimmy Duong fled Saigon and her position with IBM in 1975 as the city was about to fall to North Vietnamese forces. Today she is vice chair and chief financial officer of Pragmatics, a Reston, Va.-based information technology consulting firm, which she operates with her husband, CEO Long Nguyen.

As president of the Kimmy Foundation, she has pledged $2 million to fund endowed and current-use scholarships for undergraduates at the Smith School and the University of Maryland’s A. James Clark School of Engineering.

The scholarships will help recruit and retain talented students who could not otherwise afford a UMD education. Awardees receive $5,000 in the first year.

“I want the scholarship recipients to grab this opportunity, then create their own opportunities later,” Duong says. “This should only be a first step for them in long and productive careers.” /GM/

REPRESENTING SMITH

Smith students stood out at national and international business case competitions in 2017.

Smith undergraduate awards

First at the Deloitte Consulting Undergraduate National Case Study Competition.

Second at the ninth annual Intermodal Association of North America (IANA) Logistics & Supply Chain Management Case Competition at the University of North Florida.

Third at the University of Washington Tacoma’s sixth annual Milgard Invitational Case Competition on Social Responsibility.

Honorable mention at the American Marketing Association Collegiate Case Competition, sponsored by eBay, at the AMA International Collegiate Conference in New Orleans.

Competed in the selective Wake Forest University’s Center for Retail Innovation Marketing Summit.

Smith Master of Science awards

Second and third at the annual APICS Mid Atlantic District Case Competition in Pittsburgh.

Smith MBA awards

First in the inaugural Case Competition at the U.S. Chamber of Commerce.

Second in the Big 10 Plus Case Competition.

Third in the Emerging Markets Case Competition.
CUBA IS EXPERIENCING A BRAIN DRAIN, but not the kind that forecasters predicted when the long-closed country began opening its borders. It’s an internal brain drain. Highly skilled Cuban workers aren’t necessarily emigrating for more lucrative jobs in Miami and elsewhere. In fact, most aren’t emigrating at all. They’re staying in Cuba, but moving toward the burgeoning hospitality sector, says Rebecca Bellinger, managing director of the Smith School’s Office of Global Initiatives and Center for International Business Education and Research (CIBER).

The trend is posing a major new threat to Cuba, a popular destination for Canadians, Europeans and increasingly Americans. “Cubans are deciding that they’ll have a higher quality of life if they enter the travel and service industry,” Bellinger says.

To be sure, some highly skilled Cubans — doctors, lawyers, professors and others — are leaving the country in search of opportunity. But many more are staying in Cuba and opting to leave their jobs because of low state salaries.

State workers are also fleeing their jobs for the more lucrative private sector. Others are taking second jobs as taxi drivers, waiters and bellhops — jobs involving regular interaction with foreign visitors and their hard currency.

The country maintains two forms of legal tender: the Cuban peso and the Cuban convertible peso (CUC). The CUC is pegged to the U.S. dollar, and is many times more valuable than its counterpart.

Most Cubans are paid in the weaker peso, limiting their buying power. Visitors to the country use the CUC and leave tips.

Bellinger, who has been traveling to Cuba since 2010, has seen an uneven upturn in travel — steep in Havana but shallow everywhere else. That’s in large part because U.S. visitors have faced travel restrictions and may not be aware of what the island offers outside Havana. “Old Havana is where most people want to go when they come to Cuba,” she says.

The Cuba policy rollback announced by President Donald Trump on June 16, 2017, might slow some of this growth. But U.S. visitors continue to be strongly outnumbered by Canadians.

Under Trump’s new policy, U.S. visitors cannot support the Cuban government or its military, which controls most hotels and other infrastructure in Havana. But U.S. airlines can continue to land in Cuba because the military does not control the airports.
Ditching Your Wingman

IF YOU WANT TO MEET NEW PEOPLE, leave your “wingman” at home and go out alone. People will think you are more open-minded, curious and interested in the world and be more likely to strike up a conversation with you. That’s the finding of new research from Smith School professor Rebecca Ratner and Smith marketing PhD student Yuechen Wu.

The research builds on Ratner’s previous findings that people are reluctant to do fun activities in public settings alone, such as dining out or going to a movie, because they are afraid that others will judge them negatively.

“The notion that ‘people will think I’m a loser and have no friends’ keeps people from venturing out alone,” Ratner says. She and Wu decided to take that research further and examine whether those fears are warranted.

“We find that people might think those out alone have fewer friends, but not that they are losers because of it,” Ratner says. “If you want to make a positive impression on others, going out and doing these types of things alone will make a very particular type of positive impression on people.”

Building Diversity the Bloomberg Way

Investment bankers focus on capital markets, but Erika Irish Brown took on additional responsibilities when she worked on Wall Street. “I always had a second job, which was diversity and inclusion,” she said Feb. 27, 2017, during the Smith School’s fourth annual Diversity Fireside Chat, presented in partnership with Bloomberg. She shared five strategies for diversity and inclusion that anyone can apply, regardless of job title.

1. Build from Both Ends. Great ideas can start in the C-suite or at the grassroots level. “Our approach has been top-down and bottom-up,” Brown said.

2. Address Unconscious Bias. People encounter millions of stimuli per second — too much information for conscious minds to process — so brains apply filters. Companies can use artificial intelligence and other techniques, such as blind resumes with names stripped off, to control for human biases.

3. Think Global, Act Local. Global organizations must consider local laws, norms and other dynamics. “You need a global strategy that gets applied locally,” Brown said.

4. Be Your Authentic Self. An organization can be diverse and inclusive, and still have a strong workplace culture that clashes with some personalities. Brown said job seekers need to make sure they can be authentic within the workplace environment before accepting a position.

5. Measure Impact. Setting goals for diversity and inclusion is a start. Brown said managers also need accountability, which requires data collection, measurement and reporting. “Data is our product,” Brown said. “Seeing the data is empowering for people when it’s not something they have their eye on every day.”
Playing Nice in a Sharing Economy

The car you rented as part of your auto-share club reeked of cigarette smoke and a cross-country road trip worth of crumbs littered the seats and floor. There was a slight and mysterious stickiness on the gear shift. It made you wonder: Why are some vehicles in the car-sharing club kept meticulously tidy while others arrive icky?

As the sharing economy grows, with prominent players Zipcar, Airbnb, Uber and Rent The Runway, heads of companies are wondering the same thing. And they’re wondering how they can encourage their customers to be better custodians of the goods they share.

New research from Smith School marketing professor Rosellina Ferraro seeks to answer those questions. The study, which focuses on car-sharing, asks: Is customer misbehavior contagious, and what can companies do to encourage customers to be their better selves?

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Working with co-authors from Germany, Finland and England, Ferraro conducted a series of lab and field experiments, and found that signs of misbehavior from previous users, with candy wrappers and other litter left behind, encouraged others to behave in a similar manner. But in a field test that created a social community among users, drivers took better care of the vehicles, and even tidied the messes left behind by previous drivers.

“Not only did it reverse the effect,” Ferraro says, “but people tried to make up for the bad behavior of other people.”

The researchers also found that drivers were less likely to repeat bad behavior when borrowing a car from a company with a strong brand or when they saw the owner as an individual, rather than an impersonal service entity.

The global sharing economy market was valued at $26 billion in 2013 and is expected to swell to $335 billion by 2025. According to a 2016 Pew Research study, 72 percent of American adults had used at least one of 11 access-based companies.

“The sharing economy is going to be even bigger than it is now,” Ferraro says. “People are predicting, with the automobile, that someday everyone will be driving like this. The same may be the case for all kinds of things, for example, laptops. It will be interesting to see how it evolves.”

The study, “Contagious Effects of Customer Misbehavior in Access-Based Services,” appeared in the Journal of Service Research. /kj/

BRAIN TRUST
Why Employees Break Rules

When employees break the rules at work, it might not be mischief. It might be monotony.

A new study finds that employees whose tasks are organized in a repetitive way are more likely to fall prey to ethical lapses and break rules to make their workday easier. But there’s good news. The researchers found that shaking up the order in which employees perform tasks — even without changing the tasks themselves — can reduce rule-breaking.

It does that by encouraging a more deliberative mindset, rather than an automatic or intuitive one, Smith School professor Rellie Derfler-Rozin says.

Derfler-Rozin and co-authors from Italy’s Bocconi University and North Carolina’s Kenan-Flagler Business School hypothesized that alternating sets of tasks would force employees to remain cognitively alert, helping them override the impulse to break rules.

They tested that theory in a mortgage application processing unit of a Japanese bank and found that workers who had more variety in the order of assigned tasks were less likely to sneak extra minutes into their lunch break.

The researchers followed up with lab studies, which showed that even a slight manipulation of task sequence helped reduce cheating and shortcuts.

“Employees steal, loaf, harass others and take safety shortcuts to an alarming degree,” Derfler-Rozin says. “Often, they do so without considering the implications, merely satisfying an immediate, self-interested desire.”

For example, hospitality workers might bend the rules in a customer’s favor, in pursuit of better tips. Nurses might rush through hand-washing regimes to finish tasks more quickly.

The findings, published in a recent issue of the journal Organization Science, add to a growing body of behavioral research that explores the difference between rapid autonomous thinking and higher order, deliberative thinking.

“What was surprising, but also encouraging, for me was that such subtle changes to task structure in the field and a subtle manipulation in the lab, that does not change the content of the tasks, but merely the order of the subtasks, could create such an effect,” Derfler-Rozin says.

The study suggests that organizations can create a difference by making simple changes to job design. “Tapping directly to people’s motivation is a much harder task, that in many cases creates backlash and reactance,” Derfler-Rozin says. /KJ/
AMERICANS EXCEL AT MANY THINGS. Vacationing isn’t one of them. Year after year, labor surveys reveal that millions of U.S. workers fail to take their allotted time off. A study from the U.S. Travel Association shows that 54 percent of Americans ended 2016 with unused vacation days.

Collectively, the nation skipped 662 million days of annual leave during the year, including 206 million days that cannot be rolled over or exchanged for money.

The overriding reason is fear. Survey respondents report concerns of falling behind at work as the No. 1 deterrent to taking time off, followed by fear that no one else can step in and do the work in their absence.

Smith alumni know the pressure. They hold leadership positions in every industry and sector. But they also have families, friends and personal interests.

Taking time off to rejuvenate is just one consideration as they strive for work-life balance. Feeling whole requires adherence to a range of guiding principles. Here are 24 suggestions from the Smith community — one for each hour in the day.
Employees worried about falling behind often stay late in the office, check emails during dinner or work through the weekend to squeeze out extra results.

J. Gerald Suarez, Smith School professor of the practice in systems thinking and design, says people do better when they pace themselves. They can stave off job-related accidents, errors, stress, fatigue and illnesses.

Taking a much-needed break can also boost long-term productivity and creativity.

“There are benefits to recharging and to looking at old problems from new perspectives,” Suarez says. “We are more prone to make new connections and thinking of new ideas when we have the capacity to step back and look at old problems with fresh eyes.”

Unfortunately, slowing down can be hard when everybody else is racing to get ahead. Suarez says fear of looking bad in comparison to peers keeps many people grinding away.

“In a culture that values accomplishment, that rewards superstars, where there is only one first place and you have winners and then everybody else, the temptation of trying to optimize every day is very real,” he says.

A person feeling overwhelmed might need a weeklong vacation at a mountain retreat or beach somewhere. But certified mindfulness meditation trainer Klia Bassing, MBA/MPP ’04, says pausing for even a few seconds can calm the nervous system.

“When I start feeling anxious or stressed, I take three full breaths,” she says. “It seems too simple, but it’s very powerful.”

Bassing, founder of Visit Yourself in Washington, D.C., has taught group and individual classes online and on-site for 12 years. She says many clients come back after one week and tell her how much it helps just to pause and give attention to their breathing.

“We have this tendency to think that solutions need to be complicated,” she says. “But it’s often quite simple.”
Visiting yourself becomes a group project when individuals share their lives with others.

Moving to Poland in 2015 made sense for Shawn Rantas Rodriguez, MBA ’09. She was already traveling to Poland about once a month as a senior supply chain manager for Raytheon, and taking an expatriate assignment would boost her international credentials at the U.S. defense contractor.

But she had other people to think about. Her husband, Paul Rodriguez, MBA ’08, had fewer prospects overseas. He was retiring from the U.S. Coast Guard and looking to grow his side business as a consultant. All of his clients were based in the United States, so living in Poland would add distance. The couple also had two children to consider, a toddler and newborn.

Work-life balance requires tradeoffs, and the challenges multiply when both partners in a relationship have career and family aspirations. For Shawn and Paul Rodriguez, who met during MBA orientation at the Smith School, the key is communication.

“Paul and I share a philosophy that we are partners in this,” Shawn Rodriguez says. “We have to be very clear about what we want and what we need.”

Going for a walk, chatting with a friend or staring out a window for a few minutes can also help people reset their minds and bodies during a hectic workday.

Bassing says the key is to “visit yourself.” The phrase, which became her company name, occurred to her when she worked at the World Bank and saw energy levels rise every year on Take Your Child to Work Day.

“There was a sense of connection and aliveness that wasn’t normally there,” she says. “I started thinking, ‘What if you could visit yourself at work.’”

Bassing says many people spend so much time in the future, worrying about what they will do next, that they forget to visit themselves.

“They forget to enjoy life as it actually happens,” she says. “They’re just lost in the story that they need to be really, really busy.”

Bassing says people gain power to change the storyline once they become aware of it. But to really find balance, they must confront their underlying fears of inadequacy, failure and rejection.

“It takes some courage to get real with that fear,” Bassing says. “If we never realize, ‘Oh, I’ve been afraid,’ then we’re basically driven by this fear and we can never get off the hamster wheel.”

Visiting yourself becomes a group project when individuals share their lives with others.

Moving to Poland in 2015 made sense for Shawn Rantas Rodriguez, MBA ’09. She was already traveling to Poland about once a month as a senior supply chain manager for Raytheon, and taking an expatriate assignment would boost her international credentials at the U.S. defense contractor.

But she had other people to think about. Her husband, Paul Rodriguez, MBA ’08, had fewer prospects overseas. He was retiring from the U.S. Coast Guard and looking to grow his side business as a consultant. All of his clients were based in the United States, so living in Poland would add distance.

The couple also had two children to consider, a toddler and newborn.

Work-life balance requires tradeoffs, and the challenges multiply when both partners in a relationship have career and family aspirations. For Shawn and Paul Rodriguez, who met during MBA orientation at the Smith School, the key is communication.

“Paul and I share a philosophy that we are partners in this,” Shawn Rodriguez says. “We have to be very clear about what we want and what we need.”

Having two MBAs in the family helps. When facing work-life decisions, Shawn and Paul Rodriguez collect data, analyze risks and calculate future value.

“I do a spreadsheet for everything,” Paul Rodriguez says.

The couple also weigh qualitative information, which factored heavily when an oil and gas company recruited Paul Rodriguez to do consulting work for its Arctic drilling program in Alaska. The job would have been lucrative, but it also would have required extensive time away from home.

“We sat down and re-evaluated what was important,” Paul Rodriguez says. “We decided that wasn’t the right path for us.”
Take Turns

Shawn and Paul Rodriguez also understand that balancing two careers in one family requires sacrifice.

Shawn Rodriguez stepped away from a good position at Raytheon in Washington, D.C., when the Coast Guard reassigned her husband to Cape Cod, Mass., in 2012. She eventually found a new position at Raytheon offices in Massachusetts — which led to Poland and her husband’s turn to put his career second.

“We realized that during the course of our marriage together, there will be times when one of our careers is going to be taking the lead, and the other one might have to compromise or be secondary,” Shawn Rodriguez says. “That ebbs and flows.”

Former construction superintendent Jeanette Jordan, MBA ’09, didn’t relocate to Poland. But she and her then-husband did pack their belongings in Fairfax, Va., and drive across the country in 2014.

Jordan had no job waiting for her, but she moved to Silicon Valley to grow her tech career after starting a professional transformation at the Smith School.

“If things didn’t work out, it would be like a really cool vacation, and we’d turn around and come home,” Jordan says.

Changes have come fast since then. As director of product marketing for Factual, a location data company with Silicon Valley ties, Jordan travels at least one week per month. At home she’s recently divorced with a toddler and infant, both born in California.

Most of Jordan’s family and support network live on the East Coast, which adds to the complexity of work-life balance. Jordan knows she can’t do everything, so she focuses instead on doing one thing well at a time.

“Wherever you are, be present,” she says. “If you’re in mom mode and doing something with your kids, be there and be focused on it. And if you’re at work, be there and be 100 percent focused on that.”

Jordan says new managers and new parents often make the same mistake. They want things done right, so they cling to control.

She recommends a different approach. “You have to focus on the most important things — your relationships,” she says. “Then you have to let go of the rest and not worry about if it’s perfect or executed the way you would do it.”

At Factual this means giving people room to experiment. “It’s a big shift going from being an individual contributor to being a manager,” Jordan says. “Things aren’t necessarily going to go the way you want, but having my team feel empowered and supported is important.”

At home Jordan has a nanny who also needs space to do things her way. “I can’t micromanage her,” Jordan says. “That would undermine the relationship.”

Overall, Jordan has had to let go of many tasks commonly associated with parenting. “There are certain aspects of being a mom that you’re not going to outsource, but there’s no shame in getting a laundry service or a housecleaner,” she says. “Everything that you don’t specifically have to do, don’t do.”

Jordan’s advice comes with a caveat. Delegating important tasks to unvetted or unqualified individuals would be reckless. The strategy requires due diligence.

“You must surround yourself with great people,” Jordan says. “You can’t work at this level and be a dedicated parent without the help and support of a strong community and team.”

BE Present

Recruit A Village

Fall 2017 / Smith Business / 17
Bank executive Heath Campbell, EMBA ’12, leaned on his support network when he jumped into his executive MBA program at the Smith School. “I don’t think you can accomplish this journey without a phenomenal team around you,” says Campbell, regional president of BB&T in Atlanta. “That team is also very relevant at home.”

Campbell knew he wanted an executive MBA, but the timing seemed off in 2010. He and his wife, Kristi, already had a toddler at home and were expecting their second child.

His wife was working as a nurse practitioner, and Campbell was climbing the ranks at BB&T in Greater Washington. So how could they squeeze in weekend classes, homework and group projects?

The nudge to move forward came from his wife. “There is never going to be a good time,” she told him. “This is as good as any.”

So after much soul searching and prayer, Campbell took her advice. “We jumped in,” he says. “I look back on it, and I can’t believe we did it when we did it or how we did it. But the end result was we became stronger as a family because we did it together.”

Campbell picked up some additional good advice from mountaineer Chris Warner, a BB&T client he met in Baltimore. “Don’t go through life and reach the pinnacle, but miss the point of it all,” Warner writes in his book, “High Altitude Leadership.”

Campbell says life requires tradeoffs. But things of greater value should not be sacrificed for things of lesser value. “I don’t want to reach the pinnacle and miss the point of it all,” he says.

The arrangement worked, in part, because Johnson paid attention to feedback from his family and made adjustments when necessary.

Corporate jobs come with feedback built in. Performance reviews, raises, promotions and accolades provide indicators of success — or warnings when people stray too far from defined objectives.

Individuals have to set their own checks and balances at home. “Define your objectives,” Johnson says. “Then look for affirmation.”
When career and personal objectives clash, he follows a simple rule. “Tie goes to the family,” says Johnson, a member of the Smith School’s Board of Advisors who now lives and works full-time in the Washington region as chief operating office at InSite Wireless Group.

Susan Pearson, a retired Accenture partner and former Smith School Board of Advisors president, has a similar value system. “Health and security of the family is always going to take precedence,” she says.

Putting family first required a major adjustment when the older of her two daughters, Emily Pearson ’12, developed diabetes at age 5.

Susan Pearson and her husband, Doug, discussed lifestyle choices, and together they decided that he would stay home with the kids while she continued working full-time.

Her job required frequent travel, which sometimes triggered “mommy guilt.” She remembers the time her girls took her toothbrush out of her suitcase, thinking it would stop her from going on a business trip. “There’s a pull when the kids want you to stay, and you’ve got to go,” Susan Pearson says. But she refused to beat herself up.

“I enjoyed and valued the work I did and was comfortable that my husband, their father, was at home,” she says. “He also had work and hobbies at home that he enjoyed. So we were able to find the right balance between work and family — one that worked for both of us and our children.”
Some people measure work-life balance by counting hours, but Susan Pearson rejects the built-in assumption that work is something people must endure so they can enjoy their personal time.

“For me it wasn’t a dichotomy,” she says. “You need to choose the type of work and the job that you love doing — what brings joy — and do it.”

Another key is to create value, which means treating people well while doing meaningful tasks. “Put more into this world than you get out,” Susan Pearson says.

This is what she loved about her work at ETS, which led to opportunities at Andersen Consulting, which became Accenture. She not only helped her clients improve their businesses, but she helped build a business that ultimately hired thousands of people.

“It’s nice to look back and see that you made a difference at work, you have long-term friends who were both clients and co-workers, and your family is happy,” she says.

Having a stay-at-home dad, meanwhile, worked well for Emily Pearson. Her father managed home routines and attended field trips and other school activities. “It was him and all of the other moms,” Emily Pearson says.

Susan Pearson attended family events when she could. But she also found ways to support her daughters remotely. One solution was to read the same books assigned to them in school. “So when she read my book report, we could talk about it,” Emily Pearson says.

The coordinated reading included other books not assigned in school, which led to safe discussions about sensitive topics. “We had a mother-daughter book club,” Susan Pearson says.

Emily Pearson is now forging her own career path. The journey started with a range of internships during her undergraduate program at the Smith School.

More recently, as a University of Michigan MBA student, she explored financial technology opportunities at Citigroup during a summer 2017 internship in New York City.

She also volunteered to lead a club that organizes international trips for first-year MBA students. Working across time zones, she collected money and managed logistics for 500 participants in 29 groups headed to every continent except Antarctica.

The commitment was bigger than expected, but she learned a lot about herself along the way. “You can’t do what you love until you discover what spurs your curiosity and keeps you going,” she says. “That’s basically what I’ve tried to find.”
Lines between work and family often blur for Dana Ritzcovan ’93, managing director and head of human resources for the Americas region at UBS.

She and her husband, Alex, both have careers and responsibilities at home with two teenage sons. But rather than trying to keep her life compartmentalized, Ritzcovan strives for a healthy integration.

“Work is part of my life,” says Ritzcovan, who also serves on the Smith School’s Board of Advisors. “They aren’t two separate things that must be balanced.”

Sometimes, this means taking a work call in the bleachers at a high school football game. Other times, it means stepping out of a business meeting and taking a personal call.

“If one of my kids texts me, I’ll never be ashamed to say, ‘I need to take this call,’” Ritzcovan says. “There are sacrifices on both sides.”

Ritzcovan has worked in human resource management since the early 1990s and has watched work-life attitudes evolve — especially toward women. “A generation ago, women tried to hide their family situations,” she says.

Today UBS is reaching out to women turned off by traditional corporate culture and inviting them back. “These women are incredibly talented and competent,” Ritzcovan says. “What they sometimes lack is confidence. We give them that confidence, and they are so appreciative.”

Many organizations offer more flexibility than in the past, so women and men with personal commitments can structure their lives in ways that work best for them.

“There’s nobody judging you when you’re on a call and they see you’re at your home office,” says Ritzcovan, who works from home most Fridays. “As long as you get the job done, it doesn’t matter where you do it.”

Managing human resources at one of the world’s largest banks means that Ritzcovan must consider work-life issues for herself, but also for thousands of employees.

She says people respond when their workplace starts to feel like an “extension of the family.” At UBS this means career development workshops, mentoring programs, community service opportunities, elder care resources, new parent coaching and other support.

UBS also focuses on hiring and promoting from within, so employees have internal mobility. “People need to feel like they are investing in themselves,” Ritzcovan says. “It has a payoff in the long term. The level of commitment changes, and productive hours increase. That’s different than counting the number of hours in a chair.”

Smith School lecturer Nicole Coomber remembers one night about six years ago, when she put her four-month-old son to bed and then sat at the dining room table in tears. “I can’t go back to work,” she told her husband. “Is there any way we could afford for me to stay home with him?” The answer was yes, if they rented out their basement and cut back on all frills.

“I went back to work the next day,” she says.

Coomber now has four children, including twins who arrived in 2016. She also maintains a teaching load at the Smith School and runs a media and consulting firm called Managing Motherhood. Despite the challenges, Coomber says she wouldn’t have things any other way. “I would not be happy if I weren’t really leaning in hard to my life,” she says. Coomber shares tips for work-life balance in a video series at rhsmith.umd.edu/managing-motherhood.
SOCIAL ENTREPRENEURS LOOKING FOR A FRIENDLY ENVIRONMENT to launch a startup might try San Francisco, New York or Washington, D.C. But new research from a team of Smith School undergraduate students points to Boston as the No. 1 place to be.

Boston topped a list of 21 U.S. metropolitan areas in the 2017 Social Enterprise Ecosystems Report, prepared by the students in collaboration with Washington-based Halcyon Incubator and Smith School professor David Kirsch.

The opportunity emerged from a partnership between Halcyon and the Smith School’s Dingman Center for Entrepreneurship.

Kirsch says that when Halcyon program director Ross Ryan approached him about expanding the second edition of Halcyon’s Social Enterprise Ecosystems Report, he decided to recruit his Social Innovation Fellows at Smith.

Program participants do an applied project each spring as part of their yearlong fellowship, and Kirsch thought the Halcyon report would make an interesting challenge.

“Most of what the students normally do is a classic marketing problem, just applying known tools to solve it,” Kirsch says. “What happened here was the problem was in this unknown space called social enterprise ecosystems. We didn’t know what that meant. They couldn’t just follow the well-trodden path to that set of tools and methods, and figure out what to do. They had to build it.”

Volunteers included Fasika Delessa ’18, Sarina Haryanto ’18, Aishwariya Chandrasekar ’17 and Evan Haas ’17.

The project involved critically examining and redesigning the methods used in 2016, conducting interviews and surveys with incubators around the country, pushing marketing messages through social media and direct outreach, analyzing raw data and running regression models.

There were many late nights and an overflowing Google Drive of documents. “This team just kept digging and digging,” Kirsch says.

Ross says Halcyon has been thrilled with the results and hopes the Dingman Center partnership continues. “It has just been incredible to have partners who can go to such depths, and who understand the literature and different statistical methods,” he says. “They really made sure that this analysis goes beyond just talking with incubators and accelerators, but catalyzes future research.”

The team started with two basic questions: Do social enterprise ecosystems differ from traditional enterprise ecosystems like the one in Silicon Valley? If so, to what extent?

What the team discovered was something like a Venn diagram with overlapping characteristics but key factors that favor social entrepreneurs in certain locations.

While the students delved into the data, Kirsch came across a new academic conference in Rome looking for social enterprise research submissions. The timing seemed ideal. “It was the perfect storm,” Kirsch says.

He invited the students to expand the scope of their project by developing and presenting an academic paper at the event.

The four students embraced the challenge, leading them to the first IESE-LUISS Conference on Responsibility, Sustainability and Social Entrepreneurship on April 18-19, 2017.

They were the only undergraduates who presented research among groups of doctoral candidates and academics. “Normally when undergraduate students attend an event like that, they sit in the back and take notes,” Kirsch says. “These students moved to the front of the room.”

Delessa says the recognition came after many long hours of work. “All those late nights where we were truly thinking critically and working hard, putting our full effort and energy into one goal and seeing it through, that kind of transcends,” she says.

Chandrasekar says her team relied on research from some of the same people in Rome, which was intimidating. But Kirsch kept pushing the team forward. “The whole experience solidified my interest in graduate school and a career in academia,” she says.

Getting the students to Rome was a joint undertaking of financial support and logistics provided by the Smith School’s Undergraduate Programs Office, the Office of Global Initiatives, the Dingman Center and the Center for Social Value Creation.

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TOP SOCIAL ENTERPRISE ECOSYSTEMS

1. Boston
2. San Francisco
3. Washington, D.C.
4. New York
5. Chicago
6. Austin
7. Denver
8. Minneapolis
9. Seattle
10. Los Angeles
11. San Diego
12. Philadelphia
13. Dallas
14. Atlanta
15. Baltimore
16. Miami
17. Raleigh
18. Phoenix
19. Pittsburgh
20. Detroit
21. New Orleans

Source: 2017 Social Enterprise Ecosystems Report, Halcyon Incubator
READING MINDS: PART MAGIC, PART BUSINESS ACUMEN

Max Major ’05 can read your mind. It’s a passion he parlayed into the only career he ever really considered. While at the Smith School, he honed his entrepreneurial skills to build a business as a renowned mentalist. Major, who describes his craft as combining “the showmanship of a magician mixed with some cool psychology and hypnosis,” now performs at more than 200 events each year for top organizations like Microsoft, Google, Facebook, Lockheed Martin and the U.S. Department of Defense. His feats include unlocking cell phone passcodes and tapping into people’s childhood memories, for example, by pinpointing the name of their favorite pet growing up. How he does it is “one part magic, one part psychology, one part reading people, one part influence,” he says. He shares four keys that have guided his career to this point.

DISCOVER YOUR PASSION: The career started as a hobby when Major was 11, growing up on a sheep farm in Carroll County, Md., and he learned his first magic trick. “It was just that ‘thing’ that spoke to me,” he says. His first “big break” came at 14, when a neighbor hired him to perform at his child’s birthday party. “I realized that not only was this fun, but you can get paid to do this,” Major says. This ignited the entrepreneurial spark — fueled by parents who encouraged him to do what he loved — that put Major on the path to pursue magic as a career.

BROADEN YOUR SKILLS: After high school, Major found himself at a crossroads. Should he go to college or pursue his performance career full-time? An unsolicited scholarship offer he couldn’t refuse landed him at the University of Maryland Baltimore County, where he discovered he liked college but not the graphic design program he was enrolled in. He started researching what program would be a good fit and found the Smith School. “I realized the business skillset was just as important or even more important than my abilities as a performer,” Major says. “It’s not enough to be good at your craft.” He saw Smith as his path to building a business, and he recommends business school for others who pursue nontraditional career paths. “I don’t think I would have found success as quickly had I not gone to Smith,” he says.

TAP INTO RESOURCES: Major discovered the Dingman Center for Entrepreneurship during his junior year. “It’s just an incredible resource center,” he says. Dingman experts helped Major put together a formula to book performances for large corporate events. When he graduated with honors in 2005, he launched the career he continues to grow today. “I’ve never had a real job,” he says. “This has been my pursuit my whole life.”

KEEP EXPLORING: Major performs during big conferences and private social events. He also delivers keynotes and trainings about body language, reading people, influence and negotiation. Major is currently gearing up for a winter Broadway run in New York with his one-man show, “Think Again,” and he has a self-produced one-hour television special in the works to distribute through Amazon and Hulu. He also remains interested in starting other businesses. He opened Homestead, a farm-to-table restaurant in Washington, D.C., where he lives with his dog, Bruce, when he’s not on the road. He also started the networking group Metro Event Specialists that has more than 5,000 members. /CH/

See for yourself: For more on Major and his events, visit maxmajor.net
“I realized the business skillset was just as important or even more important than my abilities as a performer.”

/ MAX MAJOR '05
Pokémon Go allows gamers to collect virtual creatures in the real world. Now Smith School entrepreneur **MICHAEL DOBSLAW ’01** has an augmented reality app that lets people experience history the same way.

His tech startup, reVistor, recently launched an app that uses the camera on a mobile device to incorporate the user’s surroundings, similar to Pokémon Go. When opened on select historical sites, the app recreates events like the Battle of Gettysburg in Pennsylvania, the Battle of Chickamauga in Georgia and the Battle of Bentonville in North Carolina.

Instead of reading static information on plaques or listening to audio tours, smartphone users can point their devices at landmarks and watch reenactments of key events.

Dobslaw, who studied transportation and supply chain management at the Smith School, says the app was inspired by a trip to the Malvern Hill Civil War Battlefield with his mother.

“One day we will be able to see the event in action with technology,” he told his mother.

“Well, why don’t you do it?” she replied. Dobslaw decided to take the initiative and create an application that allowed people to experience history in action.

Besides learning about the past, Dobslaw is passionate about preserving historical sites. “It’s a shame to see disintegrating battlefield monuments and overgrown markers becoming more prevalent,” he says. “With this app, we can preserve the history of these sites for future generations.”

Dobslaw’s vision with reVistor is to draw families with young children...
to historical sites. “Younger people aren’t engaged with history,” he says. His own interest in history started at an early age and continued at UMD, where he took classes in military history.

Dobslaw used what he learned at Smith to launch the company while working as a senior supply chain manager for professional services firm EY. He is currently using what he learned about marketing to promote the app.

“Smith taught me the importance of intellectual property,” Dobslaw says. “I have submitted a patent and hope it will be accepted.”

He also plans to expand the app’s offering to include more historical sites and live action events. Another option is to partner with public park services to develop an interactive tour app for wildlife parks and similar sites. 

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Alum Wins Maryland Entrepreneur Award

Double alumnus Elie Asher ’97, EMBA ’12, received the Maryland Technology Development Corporation (TEDCO) ICE award for entrepreneurship on May 25, 2017, in Baltimore.

Asher, president and CEO of Gold Lasso, also serves as an adjunct marketing professor at Smith.

“My connection to the Smith School is very deep,” Asher said. “My company wouldn’t be possible without the University of Maryland.”

Asher received funding from angel investors at the school’s Dingman Center for Entrepreneurship three times, once for a company he started and later sold and twice for Gold Lasso.

Gold Lasso is a marketing agency that helps media companies build and monetize subscriber engagement using native advertising and email automation technologies. “Our goal is to create value for our investors,” Asher said.

TEDCO is an independent state organization that acts as a source for entrepreneurial business assistance. The organization holds the Innovation, Corporate Excellence, Entrepreneurship (ICE) awards each year to recognize entrepreneurs and companies that are developing cutting-edge technologies.
Smith School alumna Raaheela Ahmed ’15 has passion for education, advocacy and youth empowerment. So she went door-to-door to thousands of homes and attended dozens of community meetings to get elected in 2016 to the Prince George’s County Board of Education.

She primed herself, in part, by serving a term on the University System of Maryland Board of Regents during her undergraduate career.

“If there’s one thing I’ve learned from the University of Maryland, the Smith School and the Board of Regents, it’s how to be a fearless leader,” says Ahmed, who was raised in Bowie, Md., by an immigrant father from India and an immigrant mother from Pakistan.

She says fearless leadership means doing what is right instead of what is popular. “It’s about questioning and challenging the confines of what is, in an attempt to break new, better ground for the future,” she says. “It’s about facing adversity with resilience and strength.”

The election victory on Nov. 8, 2016, provides an example of resilience and strength for Ahmed’s family. Her father, an entrepreneur and angel investor, ran unsuccessfully five times for the Maryland House of Delegates before managing his daughter’s school board campaign.

“He tried so many times, but he was forever an outsider,” Ahmed told the Washington Post in a story about young Muslim women succeeding in politics in ways their immigrant parents couldn’t.

As an honors student at UMD, Ahmed earned degrees in finance and economics. She has provided financial management services to federal clients, and her Smith School education also guides her service as a public official, where she works to bring diverse stakeholders together.

“What I try to do in my service as an elected school board member is bridge those gaps — by embodying a transparent, accountable, engaging working style,” she says. “And let me tell you, it’s hard. You’re essentially always on call.”

The work is demanding, but Ahmed takes satisfaction in the journey. “I’m living the change I want to see,” she says. “I am exactly where I need to be. I’m using my power for positive movement.” / GM /
Thanks to a generous commitment from Robert G. Hisaoka '79, students at the University of Maryland will soon have new ways to explore entrepreneurial pursuits and connect what they learn in the classroom with the real world of business and venture creation.

Hisaoka’s three-year gift to the Smith School’s Dingman Center for Entrepreneurship will expand the annual Pitch Dingman Competition and create the Robert G. Hisaoka Speaker Series to bring business leaders and startup founders to campus.

Early in his career, Hisaoka quickly transitioned from public accounting in the auto industry to co-owning and running some of the largest car dealerships in the country. His expertise in the industry gave him the opportunity to harness his entrepreneurial drive to turn around underperforming dealerships.

After selling some top-ranked dealerships in 2006, he focused on investing in startups and engaging in philanthropy.

Hisaoka’s gift includes his active support as host of the new speaker series and chair of the Pitch Dingman Competition.

The contributions expand on his previous support of entrepreneurship through the Dingman Center with the Hisaoka Fellowship Program, which offers stipends for first-year MBA students interning with startups.

Hisaoka, a Maryland native who grew up in Bethesda, previously served on the Smith School’s Board of Advisors and was named a UMD Distinguished Alumnus in 2013. /CH/
Smith Day
Smith alumni, students, faculty and staff will gather in College Park, and alumni will gather around the world to celebrate the Smith School community and our points of pride on Nov. 15, 2017. #UMDSmithProud

MBA Reunions

Young Alumni Council
This new council will focus on the newest graduates from the undergraduate program. As young alumni leaders, the council will work to develop events and programming that best represent the interests of this population.

Alumni Programs

Stay Connected
rhsmith.umd.edu/alumni

- Update your contact information
- Attend an event
- Volunteer
- Read Smith Biz newsletter

Join the Conversation
#SmithAlumni

- @UMDSmithAlumni
- Robert H. Smith School of Business Alumni
- @SmithAlumni

EVENT CALENDAR

/ October 7 / College Park, Md.
QUEST 25th Anniversary Gala

/ October 11 / Lutherville, Md.
Links and Drinks

/ October 11 / Online
Webinar: Innovation and Leadership

/ October 17 / Online
Webinar: Employee Engagement (From Spaghetti to Synchronicity: How to Grow Smart)

/ October 20 / Online
Student and Alumni Networking: Business Analytics & Technology Industries

/ October 28 / College Park, Md.
Homecoming

/ November 2 / New York City
Smith in the City

/ November 8 / Washington, D.C.

Specialty Masters Networking Night

/ November 8 / Online
Webinar: From Data to Decisions

/ November 9 / Bethesda, Md.
UMD Connect Startup Expo

/ November 14 / New York City
Health Disruptors

/ November 15 / Worldwide
Smith Day

/ November 16 / Online
Webinar: Year-End Charitable Giving

/ November 17 / Online
Student and Alumni Networking: Accounting & Consulting Industries

/ December 5 / Online
Webinar: Business with Cuba

/ December 7 / New York City
Holiday Party

/ December 15 / Washington, D.C.
Smith School Holiday Gala

/ March 1 / College Park, Md.
Women Leading Women

/ March 9 / College Park, Md.
Social Enterprise Symposium

/ March 15 / San Francisco Bay Area
Networking reception

/ April 13-14 / College Park, Md.

To view all Smith Alumni events, visit go.umd.edu/alumnievents
Did you know that gifting non-cash assets to the Smith School can be more beneficial than a cash donation? Gifting non-cash assets can allow you to make a larger gift at the same cost as cash or to make the same size gift at less cost to you.

The Benefits of Non-Cash Gifts:

Appreciated Securities allow you to avoid capital gain taxes and to receive a deduction for the full market value of the shares.

IRA Assets can be counted toward your Required Minimum Distribution with no income tax paid on the withdrawal. Or, you can name UMD the beneficiary of an IRA to create an estate gift in a single step.*

Real Estate gifts provide multiple options. You can donate the property outright; donate the property, but retain lifetime rights to live in or rent the property; or use it to create a new stream of income.

Other assets, such as business interests, artwork and insurance policies can also be used in a variety of giving strategies. Let us help you “gift” your appreciation.

For additional information, please contact the Office of Gift Planning.

Email: giftplanning@umd.edu
Call: 866-646-4UMD
Visit: giftplanning.umd.edu

*All gifts from retirement accounts should name the University of Maryland College Park Foundation (52-2197313) as the beneficiary. The donor can then designate where and how the proceeds should be used.
‘60s
/ ROBERT PINCUS ’68 joined the Board of Directors of CTIS, a health informatics company.

‘70s
/ JIMMY SANTA ’76, who was also a three-year letterman for University of Maryland football, was named Salesman of the Year at the Ungerer Company in New Jersey.

‘80s
/ BOB JOHNSON ’80 was appointed chief operating officer of INSite Wireless Group, one of the largest privately owned tower and wireless infrastructure companies in the United States.
/ CHRISTOS BETTIOS ’86 joined NFM Lending as the company’s Chief Information Officer.
/ MIKE DEGRACE ’86 was appointed senior vice president of Sales North America at Amplify Snack Brands, a leading marketer and manufacturer of branded better-for-you snack food products.
/ BLAINE SHIPLER ’86, MBA ’93, was named senior vice president and Business Banking team leader at Howard Bank, a locally-owned community bank serving businesses, professionals and individuals in the Greater Baltimore area.
/ MOHIT SAHGal, MS ’88, joined Paradigm Technology, a boutique consulting company and strategic solutions partner, as vice president of the Analytics Group.
/ KEN SANEZ, MBA ’89, was named Executive Vice President of Allegheny Science and Technology. In this role, he will focus on forthcoming initiatives in the energy markets for government and industry partners.

‘90s
/ TODD MCDONALD ’90 was named Managing Director for the Mid-Atlantic and Southeast technology markets of Horizon Technology Finance Management LLC.
/ MARCIA HOWES, MBA ’91, was named vice president of Global Supply Chain at Johns Manville, a global building and specialty products manufacturer and a Berkshire Hathaway company.
/ CHARLES HICKS ’92 was promoted to executive vice president for Strategic Growth at SC3, a mission-focused provider of intelligence and technology solutions to the federal government.
/ CRIS PARCELLES ’92 was hired as the director of Financial Systems at Bloomberg BNA.
/ TODD DEL TUFO ’93 was promoted to vice president, Acquisitions and Asset Management at Enterprise Homes.
/ AMIR ZEKRYA ’96 joined Abt Associates as vice president of finance. He has 20 years of experience in financial planning and analysis for government and commercial clients.
/ JOSH FLYR, MBA ’97, was named vice president, Network and Revenue of Frontier Airlines. In this role, he will oversee network planning and scheduling, as well as pricing and yield management.
/ ADAM BENSCH ’98, co-founder of Union Craft Brewing, was named one of Ernst & Young’s Maryland Entrepreneurs of the Year. In addition to his success with Union Craft, Bensch recently launched the Union Collective, a new home for local makers, nonprofits and other community-focused businesses that will produce and sell their wares on site, share resources, collaborate, and connect with the community at large.
/ RAPHAEL D’AMICO ’98 joined the Investment Banking Department of Seaport as managing director focusing on oil and gas exploration and production and midstream companies.
/ JOSHD. LAWSON ’98, MBA ’03, has been promoted to partner at Baker Tilly. Lawson provides a variety of tax and business advisory services to real estate and construction companies, in addition to serving high net worth individuals and families.
/ PRITPAL KALSI ’04 was promoted to director with SC&H Group’s Oracle Hyperion EPM and BI Consulting practice. SC&H Group is a leading audit, tax, and consulting firm located in Baltimore.
/ BRIAN MEENAHAN ’05 was promoted to market president of BB&T Bank.
/ BOB KWAJA ’07 joined Belcan, LLC as vice president, Finance. He will be responsible for managing and overseeing all finance, contracts, pricing, procurement and accounting functions, as well as M&A activities for Belcan Government Services.

‘00s
/ BROOKE (FORTE) MANRIQUE, MBA ’03, has been appointed as vice president, global human resources and communications for SI Group, a global chemistry company. Manrique, 40, is one of the youngest women executives in the chemical industry.
/ DONNA BLACKMAN, MBA ’10, was promoted to senior vice president of business operations, acting as the liaison for all internal BET Networks departments with Viacom Media Networks shared services.

‘10s
/ JEN WOLOSOFF ’08 was awarded the NYC Top Digital Seller Award for Digital Sales Excellence.
/ BRIAN LAVIN ’09, the chef and owner of Gnocco, a Mediterranean restaurant in Baltimore, was named a finalist for Zagat’s national “30 Under 30” list.

ALUMNI NOTES

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LAURA HOWES, MBA ’10, will serve as director of Bass Connections and Rubenstein Fellows Academy at Duke University.

ALEXANDER NEVEROV, MBA ’10, was promoted to chief of staff at Protein Sciences Corporation in Meriden, Conn. Protein Sciences specializes in vaccine development and protein production.

DINA RIBBINK, PHD ’10, has joined the University of Oregon, Cascades. She moves from her original placement as an assistant professor at the University of Western Ontario Ivey Business School.

MICHAEL GOLDBERG ’11 is an associate in the tax law group at Stein Sperling Bennett De Jong Driscoll, PC in Rockville, Md.

LAKISHA GREENWADE, MBA ’11, released her first book available on Amazon titled 40 Days to Unshakable Self-Confidence. She is a Forbes business and leadership coach, operating her business under Lucki Fit.

EDWIN KING, MFIN ’11, was appointed as executive director and CEO of the Kentucky Housing Corporation, which is Kentucky’s Housing Finance Agency. Prior to that, King served as the chief of staff for the Finance and Administration Cabinet of Kentucky.

JOHN PATRICK PARASKEVAS ’11, MS ’12, PHD ’17 (affectionately known as JPP to Smith PhDs) is an alum from the undergraduate and Master of Science programs in supply chain management. In fall 2017, he will join Miami University of Ohio as an assistant professor.

NAGESH RAO, MBA ’11, recently completed an Eisenhower Fellowship program in Philadelphia.

BRAD GREENWOOD, PHD ’13, has joined the University of Minnesota as a tenured faculty member. He moves from his original placement as an assistant professor at Temple University Fox School of Business.

HONGSHUANG (ALICE) LI, PHD ’14, is leaving her position at Indiana University to join her husband, XIANG WAN, PHD ’11, at Ohio State University as an assistant professor. They have two children together, Chelsea and Jason.

ROBERT ROTH ’14 joined Layla Capital as vice president, where he will be responsible for sourcing and underwriting potential investment opportunities, assisting with the maintenance and servicing of loans post-closing, and expanding Layla Capital’s broker and borrower networks and relationships across the country.

NICK FU, MBA ’15, MS ’15, had his furniture startup, HousePouch, profiled on TechnicallyDC. HousePouch combines technology, creative interior design and quality products to simplify and personalize the home furnishing process.

KATIE BREEN ’12 manages marketing for Shinesty, a startup that sells outlandish party outfits for millennials. The company recently filmed a docu-comedy for MTV about the entrepreneurs behind the company.

NEW MEMBERS:

Lisa Anders, MBA ’95. VP for Business Development, McKissack & McKissack

Jason Cohen ’96. CEO & Founder, Halen Brands, Inc.

Kimberly Ellison-Taylor. Chairman, American Institute of CPAs, and Global Accounting Strategy Director, Oracle Corporation

Göran Espelund, MBA ’87. Chairman of the Board, Lannebo Fonder

Laura Freitag ’88. Partner, EY

Nicole Poiard ’91. Office of General Counsel, National Education Association


Kathryn Stewart. Managing Director, Cranbrook Capital

EX OFFICIO MEMBERS REPRESENTING THE ALUMNI CHAPTER BOARD:

Andrea Brody ’87. Chief Marketing Officer, BravoSolution

Tony Washington, MBA ’89. SVP, FHA Multifamily Lending, EagleBank

EX OFFICIO MEMBERS REPRESENTING THE YOUNG ALUMNI COUNCIL:

Khail Pettus ’15. Investment Banking Analyst, Goldman Sachs

Ali Von Paris ’12. Founder & CEO, Route One Apparel
Terps Meet Ravens at Smith Alumni Day

Smith alumni, family and friends enjoyed an afternoon of activities on June 3, 2017, at Smith Alumni Day inside the club level of M&T Bank Stadium, home of the Baltimore Ravens. Attendees went on stadium tours, snapped photos with mascots Testudo and Poe, and enjoyed a tailgate-themed buffet, games, contests, balloon animals, face painting and a moon bounce. This annual event takes place in early June each year to provide alumni with an event the entire family can enjoy. (Photos by Jeff Williams and Alissa Arford, EMBA ’10)

Sonja Brown ’02 snaps a photo with Testudo and Poe

Contest participants show their costumes after racing to put on life jackets, flip-flops, leis and sunglasses.

Jim Arford ’68, right, and his family tour the Ravens locker room

Kevin Berry ’90, Denise Berry ’00 and their son, Parker, enjoy Smith Alumni Day.

Julie Suh ’15, Stephen Leung ’15 and Carissa Kwan ’17 display their balloon sculptures.

Poe greets Alex Matov, MBA ’12, and his son, Aidan

Javazen partners Edward White ’15 and Ryan Schueler ’14 show samples of their organic coffee.

James Lacer ’04, MBA ’12, and his daughter, Carmen, color pictures.
Former Dean Howard Frank Dies at 75

Entrepreneur, business executive and educator Howard Frank died on May 1, 2017, in Bethesda, Md., at age 75. He was Smith School dean from 1997 to 2008 and afterward served as a member of the faculty.

Frank had an immense impact on the Smith School during a time of growth and change. He led the makeover of the school’s curriculum and research agenda, integrating studies in technology, entrepreneurship and globalization with the core business disciplines.

One year after he arrived in 1997, the College of Business and Management became the Robert H. Smith School of Business when it received a $15 million naming gift. Under his leadership the school attracted significant gifts and endowments to build scholarship funds and attract and retain world-class faculty.

Frank was committed to seeing Smith become a premier research institution, and he doubled the size of the faculty during his tenure and championed initiatives like summer research support.

He also worked to improve programs, services and facilities for students — launching the Undergraduate Fellows program and increasing doctoral student support. He also expanded and renovated Van Munching Hall, bringing all undergraduate business classes under one roof for the first time.

Frank and his wife, Jane, were also longstanding and generous supporters of the Smith School.

Before coming to Smith, Frank served as director of the Information Technology Office of the Defense Advanced Research Projects Agency (DARPA), as a senior fellow and adjunct faculty member at the Wharton School of the University of Pennsylvania, and as a faculty member at the University of California, Berkeley.

An accomplished entrepreneur and business executive, Frank created and managed three companies, was the CEO of a major subsidiary of a Forbes 500 company, and was active in the venture capital field.

Besides Jane, his wife of 52 years, Frank is survived by children David, Laura and Erica; and grandchildren David Douglas, Jr., Jennifer, Sarah and Eve / RW /
Combinator founder Paul Graham has advice for aspiring leaders: “Live in the future, then build what’s missing.” That’s what University of Maryland pioneers did 25 years ago when they built QUEST.

The Quality Enhancement Systems and Teams undergraduate honors program, which celebrated its silver anniversary on Oct. 7, 2017, brings business, engineering and computer science students together to collaborate on real-world problems.

Global organizations have moved in the same direction since 1992, as lines continue to blur among sectors, industries and functional areas.

Already banks are no longer banks. Capital One touts itself as a technology company in financial services, and others are following suit.

Automakers are also looking more like technology companies, which led Ford to appoint a new CEO with deep ties to Silicon Valley.

Hotels still use bricks and mortar. But when Marriott International CEO Arne Sorenson visited the Smith School in 2016, he talked about digital disruptors like Google, Amazon and Apple.

These are the Internet gatekeepers who control how service providers connect with customers in the 21st century.

Increasingly, all of these organizations need fearless leaders who can see problems from diverse perspectives. Even colleges and universities, rooted in centuries of tradition, are moving toward the QUEST model with multidisciplinary solutions.

As an early adopter in this space, the Smith School has used its advantage to launch other boundary-spanning initiatives.

Smith MBA students, for example, have their own version of QUEST called designEd. They also participate in iCorps, where they work with STEM faculty, doctoral students and government agencies to take technology ideas to market.

Similar collaboration will soon happen at The Hotel on Baltimore Avenue, where the Smith School’s Dingman Center for Entrepreneurship and likeminded groups from across campus will share space in a “startup garage.”

The Smith School also teams with the A. James Clark School of Engineering to offer a Master of Science in Telecommunications.

Success in the workplace of the future will depend on partnerships like these.

Bridging gaps between technical and strategic thinkers also will require leaders who can speak both languages. These leaders will need hard and soft skills so they can interpret technical recommendations and communicate vision to diverse audiences.

The Smith School has responded with four STEM-certified graduate programs, including a new Master of Quantitative Finance launched in fall 2017. Smith also transformed its MBA curriculum in fall 2017 with increased focus on quantitative and analytical skills.

Banks might not be banks in the future, and automakers might not be automakers. But fearless leaders who can bridge gaps and connect dots will always have a place.
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