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Meet the Smith School placemakers building their communities in the tradition of Robert H. Smith ’50.

Women Leading Women honoree Marguerita Cheng ’93 shares three keys to her success.

Summary of your responses.
Free to Move About the World

Most Smith online MBA students live within 50 miles of Van Munching Hall, but about 40 percent of participants log in from farther away. The virtual classroom works especially well for military personnel, who don’t always stay in the same area for 21 months (the minimum length of the program). Active and prior duty military personnel comprise about one-fourth of enrollment. Overall, the Smith School had 230 online MBA students on Jan. 1, 2017. Here’s a map showing their locations at the time of application in 27 U.S. states, Washington, D.C., and four other countries.

Four students were living outside the U.S. in China, Egypt, Italy, Germany.

#9
Smith’s online MBA ranking from U.S. News & World Report in its 2017 survey of more than 200 programs.

#5
Smith’s ranking in a separate U.S. News category for Best Online MBA Programs for Veterans.

Professors on the Go
The flexible online MBA format also works well for Smith School faculty, who have logged in to teach classes from Belgium, China, France, Grenada, Iceland, India, Romania, Spain and the United Arab Emirates.
Business Honors undergraduate students at Smith partnered with local charity Cup of Joe to pack more than 400 breakfast bags for the homeless on Oct. 28, 2016.

Business Honors co-chair Allison Leap helped organize the event. “As a college student, it can be hard to volunteer due to time and transportation constraints,” she says. “It was great that we could bring the volunteering to Van Munching Hall to create an opportunity for business students to help the homeless.”

Cup of Joe provided juice boxes, fruit cups and other snacks for the bags, and 15 Business Honors students provided the labor while enjoying donuts and coffee in the undergraduate lounge.

Completed breakfast bags were delivered to Adams Place Men’s Shelter in Washington, D.C. /CH/

Service Learning at Jug Bay Wetlands

Specialty masters students at Smith got out of the classroom and got their hands dirty at the Jug Bay Wetlands Sanctuary on the Patuxent River in Lothian, Md., for a service learning activity on Oct. 21, 2016.

Participants learned about local ecology on a garden tour, then got to work hand-pulling invasive plants.

“It was so beautiful and doing group work was a wonderful experience,” said first-year MS in Accounting student Shengchu Wang. “I appreciate that the Masters Programs Office organized this trip. I had fun and learned a lot, and I’m looking forward to the next service learning trip.”

Amy Swann, director of Specialty Masters Programs, said her office selected Jug Bay for the trip because students were unlikely to visit on their own, and the activity was one they could do while chatting and making new friends. Her hope is to make it an annual fall event.

“We are trying to build the Smith community by helping students connect to one another and by helping them feel a connection to Maryland,” Swann said. “Some students have never done community service, so for them, it’s an introduction to the concept, and hopefully an incentive for them to seek other future community service opportunities.”

She said students are generally focused on getting experiences they can highlight on a resume or during an interview, but they don’t always think about community service learning as a way to obtain relevant experiences.

Masters Programs Office staff usually plan one service learning outing each semester. The spring event will be a project with the Maryland Food Bank on April 14, 2017. /CH/
Smith Women Speak Up at National Conference

**WOMEN NEED TO RECOGNIZE THEIR WORTH,** stop apologizing and ask for what they deserve at work, a Smith School alumnae panel told participants Oct. 20-22, 2016, at the annual National Association of Women MBAs Conference and Career Fair in Stamford, Conn. Smith’s Senior Director of Women and Diversity Programs Sharon Strange Lewis, EMBA ’05 (pictured above), moderated the discussion, “You Have a Seat at the Table, But Is Your Voice Being Heard?”

Panelists included Sherika E. Ekpo, MBA ’09, talent acquisition lead at the Consumer Finance Protection Bureau; Martine M. Saint Vil, MBA ’10, senior finance manager, digital, at Nickelodeon/Viacom; and Kristen Welch, ’90, MBA ’96, former senior vice president of global content operations at Discovery Communications.

“Smith is committed to closing the gender gap in the classroom and in the workforce,” Strange Lewis says. “Hosting this type of panel is a way to provide women with strategies to succeed in both spaces.”

She says the National Association of Women MBAs designs programming to propel more women into leadership roles. “When we partner with organizations like NAWMBA, we are increasing our footprint in that arena,” she says. / CH /
Girl Scout Cookie College Comes to Smith

More than 200 Girl Scouts came to Cookie College at the Smith School and learned about the business of selling cookies on Dec. 10, 2016.

“The girls learned life skills like goal setting and money management that will help them in all aspects of life,” said Sara Tyler, program specialist at the Girl Scout Council of the Nation’s Capital. “It sets them up for life.”

Tyler said bringing the girls to a business school provided additional benefits. “It exposes them to higher education,” she said. “If you’ve been there, you see that it’s attainable.”

Sharon Strange Lewis, EMBA ’05, senior director of Women and Diversity Programs within the Smith School’s Office of Diversity Initiatives, said girls need to see role models in business when they are young. “They need to feel empowered,” she said.

Overall, about 225 Brownies and Juniors from kindergarten to fifth grade came to campus, along with nearly 40 teenage volunteers. Tyler said the older Girl Scouts served as “attainable role models” for the younger girls while improving their own skills in public presentation and customer service.

“This was a girl-led activity,” Tyler said. “If we can get our teens to take on more of a leadership role, it sets them up for success as adults.” /DJ/

NEW BEST FRIEND FOR JOB SEEKERS

PATRICIA BUCHEK REICH has been named assistant dean and executive director of the Office of Career Services at the Smith School. She started in her new role on Feb. 27, 2017, following a national search.

Reich comes to Smith from Georgetown’s McDonough School of Business, where she was a senior assistant dean of the MBA Career Center and director of executive career development.

Reich previously worked with Smith students from 2003 to 2006 as a contractor with the search firm Stanton Chase, implementing a coaching initiative that helped full-time MBA students land top jobs.

She succeeds Smith School professor Jeffrey Kudisch, who will return to his faculty role after more than six years at the helm of Career Services. /CH/
SOFT SKILLS REIGN AT BUSINESS SUMMIT

COMPANIES WORRIED ABOUT DISRUPTION

need science and technology to stay relevant in the 21st century, but speakers at the fifth annual Smith School Business Summit pointed to soft skills as the real competitive advantage.

“If you get leadership, management and culture right, everything else takes care of itself,” keynote speaker David Williams told an audience of more than 300 faculty, staff, alumni, students and working professionals gathered Oct. 28, 2016, at the Omni Shoreham Hotel in Washington, D.C.

The event, organized by the Smith School’s Office of Career Services, explored leadership in a VUCA world. The acronym stands for volatile, uncertain, complex and ambiguous — descriptions of the global economy in the age of big data.

As CEO of Merkle, a customer relationship marketing agency, Williams has led four pivots into unknown territory and already is making plans for a fifth course adjustment to stay ahead of changing market conditions. “We started as a mailing list management company,” he said. “Today that would be like making buggy whips.”

Along the way, he has watched major clients like Blockbuster and Borders misread industry trends and get crushed. “The ability to constantly change has become really important,” he said.

The event included six panel discussions led by Angkor Group President Jeff McKinney, Smith School adjunct professor Jonathan Aberman, and Smith School professors Oliver Schlake, Wendy W. Moe, Anil K. Gupta and Clifford Rossi.

Premier-level sponsors included Aldi, NewDay USA and Northrop Grumman. Super Terrapin-level sponsors included AT&T and Pepsi.

Professor Oliver Schlake challenged participants to think creatively at the Smith School Business Summit. Given five standard Lego pieces, he said, “make something innovative.” Participants did not have to use all five pieces, and they could incorporate backgrounds and other objects. The crowd responded enthusiastically with more than 100 entries. Here are the winners in six categories.

1. DEEP INSIGHTS:
   “Fixing My Hair”
   Andrew Bain

2. ENVIRONMENTAL AWARENESS:
   “This is DJ Le Go at work”
   Franklin Phillips

3. BEST STORYLINE:
   “Flying into DCA for Smith School Business Summit” video
   Vanessa Shkuda

4. JUST PLAIN CUTE:
   “It’s a puppy! No, it’s a man throwing a ball! No! It’s one Lego sculpture arranged to have two faces!”
   Grace Lacayo

5. BEST RULEBREAKER:
   “Adjustable Bed”
   Andrew King

6. LIFETIME ACHIEVEMENT:
   “Legit Yoga” and 11 other entries
   Vijay Palaparty, MBA ’12

Lego Challenge:
Everything Is Awesome

Professor Oliver Schlake challenged participants to think creatively at the Smith School Business Summit. Given five standard Lego pieces, he said, “make something innovative.” Participants did not have to use all five pieces, and they could incorporate backgrounds and other objects. The crowd responded enthusiastically with more than 100 entries. Here are the winners in six categories.
Smith Faculty Ranked No. 1 in World

**SMITH SCHOOL PROFESSORS** ranked No. 1 in the world for faculty quality in The Economist’s 2016 full-time MBA report, marking the third consecutive year atop the category.

Prior to the current run, the school finished No. 2 for faculty quality in 2013. Overall, the Smith School finished No. 47 globally and No. 32 in the United States in the latest Economist rankings, released Oct. 13, 2016.

The Economist uses three metrics to gauge faculty quality: student ratings, faculty-to-student ratio and percentage of full-time faculty with PhDs.

Other faculty ranking systems also consider the strength and frequency of academic publication, another area of strength for the Smith School. The University of Texas at Dallas, for example, lists the Smith School at No. 15 worldwide in a five-year rolling average updated most recently on Feb. 14, 2017.

The Economist’s methodology for its overall MBA ranking includes student and alumni surveys measuring career opportunity, personal development and the educational experience. The ranking also considers increase in salary and potential to network.

In separate full-time MBA reports, the Smith School ranks No. 22 among U.S. business schools in the Financial Times, and No. 33 in Bloomberg Businessweek.

Winter Commencement:

Don’t Play Safe, Terp Football Legend Tells Grads

Rich Novak ’62 knows leadership. Beyond his corporate executive career, the three-year starting Terps quarterback engineered upset wins over top 10 teams Penn State and Syracuse during his final season.

“As the 2016 Smith School winter commencement speaker, he channeled proverbial wisdom from advertising guru David Ogilvy to give about 900 Smith graduates inspiration to lead with savvy.

“Ogilvy looked for leaders with a high standard in personal ethics,” Novak said. “Big people without pettiness; guts under pressure, resilience in defeat; brilliant brains, not safe plotters; a capacity for hard work and midnight oil; charisma; a streak of orthodoxy; the courage to make tough decisions; inspiring enthusiasts; a sense of humor.”

Novak, the retired LabCorp COO and now-operating partner at Linden Capital Partners, also lauded UMD President **Wallace Loh** as a futurist for his roles in the College Park revitalization effort and leading UMD past the “naysayers” into a more financially lucrative affiliation with the Big Ten.

Novak noted that Terp athletes have UMD tied for the most conference championships in team sports, collectively, in the past two years. One of those athletes, football placekicker **Adam Greene ’16**, carried a 3.9 GPA as an information systems and finance double major.

Greene preceded Novak at the podium, representing Smith’s undergraduate degree recipients. **Rahul Sood, MS ’16**, a technical director for the federal government in the cybersecurity field, was the graduate student speaker.
MBA TEAM WINS $12,000 GRAND PRIZE

A team of Smith School MBAs outperformed finalists from Northwestern, Georgetown and Carnegie Mellon Universities to win the U.S. Chamber Foundation’s inaugural MBA Case Competition on Nov. 3, 2016, in Washington, D.C.

“The event challenged students to explore the connections between profit and corporate social responsibility. Smith winners included 2017 MBA candidates Shishir Bhargava, Anna Holland, Allison Scharman and Emily Robichaud.

Scharman said the most valuable part of the experience was having the opportunity to work with her Smith teammates. “We had never worked together this closely prior to now, and I continually find myself in awe with how talented they are and how well we work together,” she said.

The team shared $12,000 in prize money. “They worked hard as a team, and it showed,” foundation president Carolyn Cawley said. “Their presentation was detailed and thoughtful, and they had great poise in front of our panel of judges.”

The event, organized in partnership with FedEx Freight, included 34 teams from 12 universities.
BB&T Colloquium Tackles Campus Speech

Is freedom of speech under attack at college campuses with designated safe spaces, free speech zones, trigger warnings and outrage culture? Attorney Greg Lukianoff, president and CEO of the Foundation for Individual Rights in Education (FIRE), explored the question on Sept. 27, 2016, at the BB&T Colloquium on Capitalism, Ethics and Leadership at the Smith School.

“We rely on our universities to be the engines of intellectual innovation, but it’s really hard to innovate if you’re afraid to open your mouth,” said Lukianoff, author of “Freedom from Speech” and “Unlearning Liberty,” and co-author of “The Coddling of the American Mind” in The Atlantic.

Lukianoff cited a 2010 study from the American Association of Colleges and Universities, which shows that only 30 percent of U.S. college seniors and 17 percent of professors think it’s safe to hold unpopular opinions on campus.

“It is now very radical listening to people who disagree with you,” he said.

Smith professor Rajshree Agarwal, director of the school’s Ed Snider Center for Enterprise and Markets, moderated the discussion. She said business schools usually focus on the exchange of products and services, but many of the same principles apply in the marketplace for ideas.

“Ideas matter,” she said. “What you should have is an active mind. An active mind has opinions but is willing to consider opposing viewpoints.”

Companies looking for business insights based on data will have a chance to partner with the Smith School in a new Master of Science in Business Analytics program.

“They can inform us what skills they want in graduates, and we can use their input in shaping the curriculum to fit the needs of the contemporary business landscape,” said Smith School professor Tunay Tunca, academic director of the 16-month, STEM-certified program that will offer afternoon and evening courses in College Park starting in fall 2017.

Industry input will come from members of the Smith School Business Analytics Consortium, which also collaborates with the school’s existing Master of Science in Marketing Analytics program and the undergraduate Business Analytics minor.

Inaugural consortium members include Deloitte, Maga Design Group, Mattel, KPMG and Unilever. They will provide consulting projects for students to tackle during their capstone course in the new graduate program.

Students will prepare for the capstone by focusing on real-world challenges in every course. Tunca said PhD students in math, statistics and computer science know how to work with numbers, but employers want graduates who can frame solutions in business terms and communicate opportunities to nontechnical managers.

“We’re aiming to produce graduates who are familiar with management problems and who have communication skills, so they can understand the data, do solid analytics work, then communicate and get the results applied,” he said. “Every course in the program will address that.”
The High Performance Puzzle

Managing Love-Hate Relationships with the Hotshots on Your Team

Organizations face a dilemma when they go looking for talent. They need individuals who can outsell, outthink and outproduce their peers. But the same organizations also need teams that function together in solidarity.

“Many hiring managers miss or underestimate the conflict,” says Smith School professor Hui Liao, co-author of a new study in the Journal of Applied Psychology. She says companies spend significant resources to attract and retain high performers — precisely because they want outliers who positively deviate from the norm. Then they place their prized recruits in collaborative communities and tell them to fit in.

“The mixed signals set up high performers as targets for aggression, exclusion and ridicule,” Liao says. “Many exit their organizations to escape the social consequences. But even when they stay, they often flounder without peer support.”

Her research, based on a field study of 414 stylists at 120 Taiwanese salons and a follow-up controlled experiment with 284 undergraduate business students, suggests the problem may be amplified in the modern workplace due to an emphasis on teamwork.

The study confirms the social downsides for high achievers, but it also shows the opposite. “The same high achievers targeted for undermining simultaneously receive disproportionate levels of support,” Liao says. “The dilemma turns into a paradox.”

So what happens when the opposing forces clash? “Our research suggests that high performers get crushed in the middle,” Liao says. “Their peers simultaneously view them as threatening and beneficial to their careers, so they target them for both sabotage and support.”

The contradictions take a toll. Experiencing both friendly and hostile responses from the same source can be disorienting and more harmful to one’s work and health than hostility alone. The tension is heightened in collaborative communities.

“Peers’ knowledge of individual performance transmits quickly in these relational contexts and, once known, the social comparisons are harder to avoid,” Liao says.

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HOTSHOTS: CRUSHED IN THE MIDDLE

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<th>WHY WE LOVE THEM</th>
<th>WHY WE HATE THEM</th>
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<td>1. They make the pie bigger for the group by generating benefits such as greater leader satisfaction with the group.</td>
<td>1. They take a bigger slice of the pie for themselves by reaping benefits such as higher pay and preferred work assignments.</td>
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<td>2. They make us feel we are just as good as them.</td>
<td>2. They make us realize we are not as good as them.</td>
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<tr>
<td>3. They inspire us to raise our expectations for ourselves.</td>
<td>3. They raise the boss’s expectations for the rest of us.</td>
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Online health communities are helping patients find and share information and connect with each other at unprecedented levels. But can they also create social value by helping to bridge the disparities between rural and urban health care?

As part of a recent study, Smith School professors Ritu Agarwal and Guodong “Gordon” Gao, and former doctoral student Jie Mein Goh, now at Canada’s Simon Fraser University, found that conversations within the online community played an instrumental role in bridging the divide, essentially “amplifying” the health capabilities of rural users.

It works in two ways, they say. First, online communities provide a platform for rural patients to ask questions and to learn from urban patients about the nature of the disease and treatment options that are available in better-serviced settings. Secondly, they offer emotional support, similar to what’s available at in-person support groups. That can make a big difference, the researchers say, in managing disease conditions and maintaining a positive outlook, which can be crucial for longer-term health outcomes.

The disparities between urban and rural patients are well-documented, with rural residents facing substantially reduced access to healthcare resources and knowledge. In their research, Agarwal and Gao studied data from an online community that was centered on a rare disease. Because of the disease’s uncommon nature, the online group attracted a broad cross-section of urban and rural patients, making it an “ideal setting” to examine the value potential of social support among patients.

“Obviously an online community is no substitute for a doctor who might need to perform a procedure,” Agarwal says. “But you can understand better how to cope with your condition and also understand better what your treatment options are, because urban patients have access to very sophisticated medical resources, and especially so in the case of rare diseases.”

For healthcare providers, online forums offer a chance to see vividly how patients experience a disease, Gao says. And that could help them understand how to deliver better care. For policymakers, meanwhile, online forums offer a low-cost way of making health resources more accessible, Agarwal says, “at least from the perspective of knowledge and understanding.”
Was This Occupy Wall Street’s Biggest Impact?

**Could the Prevalence** of anti-market rhetoric — like the kind espoused by the Occupy Wall Street movement — be slowing the economic recovery? New research from the Smith School says yes, it could — and by quite a lot. The study finds that the language of the anti-market movement can have a noticeable effect on people, particularly among more sophisticated investors.


In what is believed to be the first research to test the impact of anti-market rhetoric on economic outcomes, D’Acunto tested how subjects would invest hypothetical assets after reading a passage about the advantages and disadvantages of investing in the stock market.

Some subjects were given a passage that contained politically charged words and phrases, like those chanted during Occupy Wall Street protests and repeated throughout Bernie Sanders’ presidential campaign. Other subjects read a passage with more-neutral wording.

For example, the more highly charged “Wall Street” was replaced by the more neutral “stock market.” “Capitalistic economy” became “modern economy.” The phrase “investment banks like Goldman Sachs” was replaced with “specialized investment banks.”

Research participants who were exposed to anti-market rhetoric were less likely to invest in riskier investment opportunities, and when they did invest, they plunked down smaller amounts of money.

They were 10 percentage points less likely to invest in opportunities whose average take-up rate is 70 percent. Given a hypothetical $100 endowment to invest, they invested just $27, compared to the $35 average invested among the control group.

Surprisingly, the report found, the effect was greater among groups who are generally considered more sophisticated: women, older investors and the college-educated.

The findings pose a quandary for institutions, journalists and policymakers: How can stakeholders openly assess the failings of the financial system and bring about needed change, while not stoking the kind of panic that could stifle investment and deepen an economic crisis? / KJ /
The Departure of CEO John Stumpf
in October marked the latest messy chapter in the Wells Fargo scandal.

Stumpf had been in a downward spiral since revelations that bank employees, driven by bank incentives, had opened as many as 2 million accounts without their customers’ knowledge. The bank was fined $185 million. Stumpf was forced to give up some tens of millions in stock awards and was berated on Capitol Hill by Sen. Elizabeth Warren, who accused him of “gutless leadership.”

The Wells Fargo scandal could have been handled better from the start, says Smith management professor Susan Taylor. She should know; she wrote the book on corporate mea culpas. Her paper, “After the Fall: Reintegrating the Corrupt Organization,” lays out a four-stage framework for a successful corporate apology. Apologies matter, Taylor says. And companies that take shortcuts imperil their chances of surviving a scandal.

Taylor says it will be difficult for Wells Fargo to move credibly through the last two stages, given the significant change in leadership and employees, and the monitoring by prominent stakeholders.

The Art of the Apology: Deconstructing Wells Fargo

Stage 1. Discover the Transgression

Taylor says Wells Fargo should have voluntarily disclosed its transgressions, held internal investigations and cooperated swiftly and transparently with regulatory officials and salient stakeholders. Instead, the company seems to have played down the transgression to avoid embarrassment, and communicated different accounts to positively influence stakeholders’ perceptions.

Stage 2. Explain It

She says Wells Fargo seemed to have taken too few actions to explain and acknowledge its wrongdoing in order to adequately demonstrate accepting responsibility and remorse. Instead, it provided inadequate, insincere explanations.

Stage 3. Do Penance

Ideally, she says, Wells Fargo should accept an equitable punishment for its transgressions and, in the process, demonstrate a willingness to cooperate in rebuilding damaged relationships. The bank also would be wise to take a close look at high-level executives to determine whether they played a role in the transgression.

Stage 4. Rehabilitation

The rehabilitation stage marks a moving away from the question, “How should the organization be punished?” and a move toward ensuring that future transgressions at Wells Fargo don’t happen.
LEADERS NEED STRATEGY AND VISION. But they also need bricks and mortar — places where their teams can live, work and collaborate. The late ROBERT H. SMITH ’50 understood the importance of great physical spaces. He studied accounting at the University of Maryland and then went to work in his family’s construction business, which he guided to become the largest property owner in Washington, D.C. The school that bears his name has produced many other powerhouse players over the years who have designed, constructed, financed, managed or renovated real estate projects that bring communities together. Following are eight notable achievements, starting with one from Bob Smith himself.
Washington real estate developers raced to keep up with demand in the 1960s. But Bob Smith looked across the Potomac River and saw potential in a neglected part of Arlington, Va.

“It was a conglomeration of places that sold junk, used tires, a drive-in movie theater, a run-down ice skating rink, secondhand materials — it was very unattractive,” Smith told The Washington Post in 1996. “I did see that there was an airport, there was the Pentagon, and that driving to D.C. was a pretty short distance.”

Going against his father’s advice, Smith started construction on two apartment buildings in the area. The first one featured a crystal chandelier in the lobby, so Smith called it the Crystal House. After that came Crystal Gateway, Crystal Towers, Crystal Square, Crystal Plaza and dozens of other projects.

Smith took a gamble on the emerging neighborhood called Crystal City, and the move paid off. “The person who is afraid to take risks and make mistakes will never achieve everything of which he or she is capable,” he told graduates at the University of Maryland during a 2008 commencement address.
Two of Washington’s biggest names in real estate will merge in 2017, but key players who helped build the companies involved came together decades earlier on the tennis courts at UMD. Ambassador Joseph Gildenhorn ’51 attended business school with Bob Smith, and the lifelong friends played tennis frequently.

After college, Smith went to work immediately at the Charles E. Smith Co., taking over construction and development, while Gildenhorn took a less direct path into real estate. He headed to Yale for a law degree, served in the U.S. Army, and then launched a Washington-based law firm with two partners.

The young attorneys saw the region’s potential, so they quickly transitioned to real estate. Gildenhorn became the “G” in the JBG Companies, which has developed more than 36 million square feet of office and retail space in Greater Washington since 1960.

Over the years JBG has also built 15,000 residential units and 16 hotels with 5,500 rooms. One of Gildenhorn’s favorites is the Four Seasons in the historic Georgetown neighborhood. His daughter got married at the five-star hotel, and his grandson had his bar mitzvah reception there.

JBG occasionally sells its holdings, including its stake in the Four Seasons. “If I had my way, we’d keep everything,” Gildenhorn says. “But if the price is right, we sell to benefit our investors.”

This year, JBG and the company currently known as Vornado/Charles E. Smith will join together as the JBG Smith Properties, a publicly traded firm which will create additional opportunities for the firms. The merger will combine the histories of two proud Terps who reshaped the region.

Gildenhorn, who served as U.S. Ambassador to Switzerland from 1989 to 1993, shares his passion for UMD with his wife, Alma G. Gildenhorn ’53. Among their other philanthropic activities, the 1997 “Washingtonians of the Year” support the Gildenhorn Institute for Israel Studies, the Gildenhorn Recital Hall at the Clarice Smith Performing Arts Center, and serve as University of Maryland College Park Foundation trustees.

“I learned a lot and was influenced at the University of Maryland,” Joseph Gildenhorn says. “I had professors who were outstanding and great mentors to me.”
Everything old is new again at The Beacon, a historic renovation project brought to completion by Mitch Bodner ’99, managing director of development for Building and Land Technology.

The amenity-rich apartment community gives a second life to Jersey City Hospital, founded in 1882. The site is listed on both the New Jersey and National Registers of Historic Places, and it represents one of the largest historic renovations ever completed in the United States.

“We’re built up on a hill, so everyone on the lowest floors has great views of Manhattan,” says Bodner, who previously worked for Bob Smith at Archstone in Washington, D.C. “The Beacon will be standing on that hill for another hundred years. It’s a sense of pride.”

Bodner says doing a demolition and new construction would have been easier, but the renovation allowed his firm to preserve the Art Deco-style architecture and other links to the past. “You know there was a ton of love put into the project when it was built initially,” he says. “If you walk into the lobby of several of the buildings, you see marble columns and marble staircases — interior spaces that nobody would ever build today.”

The renovation started under different ownership in 2005 but stalled in 2008 during the financial crisis. Building and Land Technology took over in 2011, and Bodner joined the project in 2013. Since then he has overseen everything from construction to property management.

“I like being able to apply a diverse skillset,” says Bodner, who started at UMD as an architecture major before switching to finance. “Everything you learn in business school you get to apply.”
Visitors to the National Museum of African American History and Culture can’t miss the restored Pullman railcar that dominates the Segregation Gallery in Concourse 2. The artifact has historical significance, pointing to an era when African American porters were required to live in separate quarters. Its placement in the museum also has engineering significance for Lisa Anders, MBA ’95, who oversaw construction of the Smithsonian Institution’s newest property.

“I remember everything that it took to get that artifact in the building,” says Anders, vice president of business development for McKissack & McKissack, the architecture and planning firm that worked with the Smithsonian on the project.

Anders says crews had to shut down Constitution Avenue, lower the car into place about 50 feet below street level, and then build the museum around it. “We were still pouring concrete and we still had dirt,” she says.

The project kept Anders busy with business and engineering challenges from 2008 to 2016, but it also opened her eyes as an African American woman to the contributions of so many people who came before her. “It wasn’t that long ago that slaves were building the Capitol,” she says. “Now an African American-owned firm like McKissack & McKissack is working for profit to build the African American Museum on the Mall — within eyeshot of the Capitol.”
Learning to drive a car is not the rite of passage that it used to be. The percentage of people with a driver’s license has dropped steadily in recent years across all age groups as more people move to cities and embrace bicycles, ridesharing, Uber and mass transit.

The trend might alarm automakers. But New York-based real estate developer Paul Schulman ’90 also takes notice. “It’s pretty telling that this shift is real and not short-term,” he says. “So for us in real estate, it’s all about providing dynamic sites that allow people to live close to where they work and play.”

This means mixed-use environments, centrally located near bus and metro stations, greenspaces and social venues for dining, retail, art and music.

As president and chief operating officer of the U.S. Office Division of Brookfield Property Partners, it’s Schulman’s job to anticipate what tenants will want in five, 10 or even 50 years and give it to them. Brookfield is an owner, operator and investor in commercial property assets globally.

Schulman’s latest effort is Manhattan West, a signature Brookfield project that fits within a larger shift on Manhattan’s west side toward the live-work-play concept. When finished in the early 2020s, Manhattan West will include 7 million square feet of real estate representing $8.6 billion in value.

The site will feature restaurants, shops, a luxury boutique hotel, two office towers, a renovated commercial building with high ceilings and large floorplans, a residential space with 844 units and a 2-acre greenspace built over a Penn Station track.

“It is all about creating an environment that can help employers attract and retain the best talent,” Schulman says. “If you create that, it will be successful.”

Schulman came to UMD to study marine biology but discovered a passion for real estate development when two Rouse Properties executives visited his Smith School marketing class. “That’s when I knew real estate is what I wanted to pursue,” he says.

Schulman graduated with a business degree and then launched his career at two Terp companies. He got an internship with the Charles E. Smith Co. and then took his first job with JBG.

“It’s been about leveraging the Smith experience through the relationships that I’ve made,” Schulman says.

JBG sold its commercial property division to TrizecHahn in 1998, which allowed Schulman to transition from a regional developer to a publicly traded global firm. Soon he was running the Washington office for Trizec, which positioned him for another leap when Brookfield acquired the company in 2006. Schulman moved to New York in 2009 to start in his current role.

“Effectively I’ve been with one company through two acquisitions over a period of 25 years,” he says.
Kevin Plank ’96 has ambitious goals for his global performance brand. He also has a bold vision for Baltimore, home of the global headquarters for his upstart company that already has put Nike and Adidas on alert. Among other Baltimore investments, Plank envisions a 266-acre redevelopment that would convert mostly vacant waterfront property into an economic hub with offices, homes, stores, restaurants, parks and a world-class whiskey distillery. The 20-year Port Covington masterplan also includes new global headquarters for Under Armour.

“I believe that we have a great opportunity in front of us, and I believe that the redevelopment of Port Covington is the right thing for our city,” Plank writes in an open letter to Baltimore residents on Sept. 7, 2016.

Traffic studies suggest more than 42 million vehicles will pass by the property each year along Interstate 95, and Plank wants to give motorists something to see — a front porch or gateway “showing an authentic American city on the rise.”

Working with his real estate company, Sagamore Development Company, Plank vows to do the work with local contractors, giving priority to women- and minority-owned companies. He says Port Covington will also provide inclusionary housing.

“We are not just developers — this is our home,” he writes. “We want to invest in Baltimore, hire in Baltimore, live in Baltimore and give in Baltimore.”
Beautiful exteriors make great first impressions, but people live and work indoors. That’s where Kim Sullivan, EMBA ’10, puts her focus as a senior associate of workplace design and consulting at Gensler, a San Francisco-based architecture, design, planning and consulting firm with more than 40 offices worldwide.

“People spend so much of their time in an indoor environment,” says Sullivan, who earned an undergraduate degree in interior design from Virginia Tech. “Our clients know how important their workplace is for creating an environment that helps people work effectively.”

Sullivan’s latest project, the renovation of Hogan Lovells law offices at Columbia Square in Washington, D.C., will transform 450,000 square feet of historic space into a modern facility connected vertically with a monumental staircase spanning seven floors.

Each level will include high-energy gathering spots called “Hogan hives,” where people can meet and get coffee. Glass office fronts, state-of-the-art lighting and collaboration zones with smartboards and video conferencing technology will add to the open feel.

Gensler also designed a glass-walled conference room on the roof, flanked by terraces with herb gardens, dining facilities and views of the National Mall.

“They’ve been in this space for nearly 30 years,” Sullivan says. “To reimagine what it could be, and to work through the process with them, has been fascinating.”

The process started with workshops and focus groups, which produced a set of guiding principles like the “one team” concept. “They want to serve their clients with many minds, not just one,” Sullivan says.

The phased renovation started with a pilot floor, where stakeholders could test ideas in the real world. The project will wrap up in March 2018. “It’s a complete day and night difference,” Sullivan says. “The workspace is being transformed.”
Washington entrepreneur Ronald D. Paul ’78 is a people person who puts relationships first. So when his parents came down from New York to visit him during his sophomore year at UMD, he told them he was switching majors from accounting to human resources — something more aligned with his natural abilities.

“I’m going to take a walk around the block,” his father replied. “By the time I come back, you better have changed your mind.”

Nearly 40 years later, Paul still credits his father’s foresight. “It was the best advice he had ever given me,” Paul says. “The discipline I learned as an accounting major is something that has stayed with me.”

Discipline, combined with passion and vision, have guided Paul’s career as a real estate investor and banker.

The Ronald D. Paul Cos., launched in 1987, have purchased and improved multiple properties across Greater Washington. EagleBank, which Paul and four others launched in 1997, has also emerged as the region’s largest community bank.

“Our growth over the past 18 years has been attributable to one focus: building relationships internally within the EagleBank family and externally throughout our community,” Paul says.

He throws himself 100 percent into all his projects. “Whenever I’ve done something, I’ve attempted to give it my all,” Paul says.

That was his mindset when he scraped together money from family and friends and bought his first investment property, the Cromwell Apartments. The 196-unit complex, built by Charles E. Smith in the 1940s, was aging and needed renovation in 1987. But Paul saw potential and continues to own the Cromwell, along with numerous other multifamily and office projects.
He says the key is finding opportunities where he can add value, which sometimes means buying property in overlooked areas that are just beginning to evolve. “Everything I buy is a value-add play,” he says. “It’s a tough strategy because you don’t know whether it’s going to work or not and requires a tremendous amount of focus.”

Now in 2017, Paul is extending the Cromwell’s life yet again with its third major renovation. “My investment philosophy is long-term, which equates to buying and holding,” he says.

Paul is fortunate to have the same long-term relationships with his employees, partners, tenants and banking clients. He says these long-term relationships mean more to him than any property or investment he owns.

His partner and chief operating officer, Kathy McCallum, MBA ’96, has worked with him for 35 years and donated a kidney to him eight years ago. His head engineer has worked with him for 34 years. And he has banking clients and employees who have been associated with EagleBank since it opened.

“Any success that I have is all due to the people who surround me,” Paul says. “These are people I rely on and trust, and they advise me every day.”

Among Paul’s current activities, he serves on the Smith School’s Board of Advisors and the Board of Directors of the National Kidney Foundation of the National Capital Area. He and his wife, Joy Paul ’78, are also founders of the Ron and Joy Paul Kidney Center at George Washington University.

Paul also has a number of projects being developed in the Washington Metropolitan region, including a 370-unit housing and retail community in the UMD Research Park adjacent to the College Park/UMD Metro and proposed Purple Line stations.

“I am thrilled to be part of helping develop a walkable community to serve the Research Park, university and larger community,” he says. “Most importantly, I’m anxious to develop more relationships with my alma mater.” /DJ/

REAL ESTATE GROUP CONNECTS TERPS IN NYC

REAL ESTATE DEVELOPERS know how to build things. As a recruiter in the industry, David Floyd ’87 also likes to build networks. “I’m always trying to make connections and meet new people,” he says. “Networking is everything.”

About two years ago, he met real estate capital advisor Marc Schulder ’95 at a University of Maryland gathering in New York City. Together, they decided to launch a specialized group for local Terps in the industry.

The result, Real Estate Terps-NYC, meets quarterly for cocktails and presentations from keynote speakers like Paul Schulman ’90. Already Floyd and Schulder have about 225 professionals on their roster, and each event attracts as many as 75 participants.

“If you’re a Terp, and you’re involved in real estate, we should know each other,” says Floyd, a principal at search firm Rhodes Associates.

Membership is diverse with owners, developers, private equity professionals, lenders, brokers, architects, contractors and property managers. “Real estate is a broad field,” Floyd says. “You need to know other service providers, and Terps always like to connect.”

Schulder says the industry’s breadth has allowed him to apply all of his Smith School skills in marketing, finance, accounting and management over a 22-year career. Currently he is a managing director at Ackman-Ziff Real Estate Group, where he structures and arranges debt and equity capital for various real estate transactions.

“I have been involved in many aspects of investment real estate, having worked for private developers and owners, private equity funds, and now as a capital advisor,” he says. “Billions of dollars of real estate transactions have crossed my desk.”

Schulder says every transaction requires collaboration with other professionals, which is why the UMD networking group has grown so quickly. Awareness of the group has spread by word of mouth, but Schulder also has tapped into Smith School resources.

“The Smith School App was especially helpful in filtering the different industries and identifying alumni in real estate,” he says.

GET THE APP
Connect with 60,000 friends anytime, anywhere: go to your App Store and search for “UMD Smith.”
THE SOFTER SIDE OF FINANCIAL PLANNING

Financial planner Marguerita Cheng ’93 showed potential at the large firm where she started her career, but her sales manager had a concern. He pulled her aside and warned her about spending too much time listening to clients. “He led me to believe that being empathetic and patient was a liability,” says Cheng, the featured honoree at the Smith School’s sixth annual Women Leading Women forum on March 30, 2017. “I was devastated when he told me that I was a lousy financial planner, yet I was the one who coached other advisors on things like options strategies.” Instead of changing her personality, Cheng pushed back and found success on her terms. She became president of the Financial Planning Association of the National Capital Area and then served on the Financial Planning Association National Board of Directors from 2013 to 2015. She now manages the wealth of individuals and families at her own firm, Blue Ocean Global Wealth in Rockville, Md. At least three principles have guided her career.

SOAR WITH YOUR STRENGTHS: Financial advice was undervalued when Cheng started her career. “People would give it away if you purchased a product from them,” she says. Cheng had a different vision. She wanted to deliver financial planning separate from asset management, which required her to listen to her clients so she could understand their goals on a deeper level. “I was a little ahead of the curve,” Cheng says. “I really believed that people valued objective advice on their terms, and the best way to deliver that was to be independent.” Her approach was unconventional at the time, but she quickly attracted an underserved clientele turned off by aggressive salespeople. She says the key was trusting her instincts and focusing on what she could do best — blend hard and soft skills in a way that her colleagues couldn’t or wouldn’t. “We’re taught to manage our weaknesses,” she says. “It’s important to be aware of them, but let’s soar with our strengths.”

BE FEARLESS: After months of preparation, Cheng and her study partners took the Certified Financial Planner exam in 2004. They failed, but Cheng went back and tried again — earning a passing score on her second attempt. “I failed once,” she says. “My friends failed twice because they never went back.” Among other things, the experience forced Cheng to sharpen her knowledge of the U.S. tax code, which is now one of her strengths. The experience also taught her an important lesson about taking risks and responding to adversity. “Be risk aware, not risk averse,” Cheng says. “Don’t let risk hold you back, and don’t take failure personally. Be fearless.”

THINK GLOBAL: Cheng never stayed in one place for long while growing up. She was born in New York to a Chinese father and U.S. mother. Then she moved with her family to the Netherlands, then to Texas and to Japan. Besides her Smith School finance degree, she also earned a bachelor of arts in East Asian language and literature. “Growing up in different cultures, I was a global citizen before that phrase was even coined,” she says. Her background also trained her to see problems from multiple perspectives, which helps her show empathy and patience with her clients. “I can see the world through so many people’s lenses,” she says.
We’re taught to manage our weaknesses, it’s important to be aware of them, but let’s soar with our strengths.”

MARGUERITA CHENG '93
Perfect Hair, Perfect Business Partnership

In the 14 years between her undergraduate and executive MBA degrees, Jennifer Lee-Harrison, EMBA '11, held numerous consulting jobs, rose to a senior director position, collaborated with celebrity Steve Harvey and contributed to a successful strategic marketing plan. Yet, she still asked herself: “What do I want to be when I grow up?”

In 2012, she answered that lingering question, launching an entrepreneurial venture in Atlanta.

“I was always rubbing my hair,” Lee-Harrison says. “It’s a twitch of mine.” This habit inspired her business, Perfect Hair Collection. From the start, her focus has been on creating a variety of affordable hair extensions and wigs with an emphasis on hair texture.

Her decision to pivot careers was inspired by Mei Xu, JOURN ’92, co-founder of Chesapeake Bay Candle, who was a guest speaker in Lee-Harrison’s entrepreneurship class at Smith. Xu talked about being groomed to have a stable job, but challenged that instinct when she ventured into home décor entrepreneurship.

Lee-Harrison was excited to learn entrepreneurship could incorporate both passion and stability. “I would have never done this if I hadn’t gone to the Smith School,” Lee-Harrison says. She also credits her classmates. “I met some of the most dynamic class colleagues, who I have admired and who have supported me in this business,” she says.

Prior to launching Perfect Hair Collection, Lee-Harrison did multicultural marketing for Choice Hotels International. One of the people she managed for the brand’s image was Harvey. When she told him why she was planning to resign, he asked her to explain her idea.

The resignation meeting turned into a partnership that would expand Perfect Hair Collection beyond what Lee-Harrison could have imagined, with Harvey investing $500,000 and becoming a co-owner.

She credits her success to her natural entrepreneurial spirit, work ethic and Smith education.

“I don’t think anything is unrealistic to accomplish with hard work, discipline and focus,” Lee-Harrison says. “Whatever it is that drives you, do not let other people tell you why it is not possible.” / JR /
KEVIN GOOD ’02 has used his Smith School finance degree to pursue an unusual career track for a business major: Indie filmmaking. “When people think about filmmaking, they think it’s about talent or being discovered in a laundromat,” he says. “But only 1 percent of it is talent. The other 99 percent is starting and managing a small business.”

Good always pictured himself falling into a corporate finance or venture capital career after graduation, but decided to try his hand at filmmaking instead.

His most recent film, “Dinner with the Alchemist,” was nominated for 15 awards and won Best Narrative Feature, Best Screenplay, Best Supporting Actress, Best Editing, Best Original Score, Best Production Design and Best Wardrobe in the 2016 IndieCapitol Awards.

“If you’re going to spend most of your life working, you’d better make it something you are really interested in,” he says. “You will be good at it, you will survive it and look forward in the morning to do it. Within reason, it’s more important than making money.”

In the drama, which features a cast of characters pulled from actual police reports, a wealthy alchemist travels to New Orleans to seek help from a legendary voodoo priestess. When several murders occur, the alchemist and locals butt heads as they try to identify the serial killer.

Creating a film outside Hollywood is a difficult task, Good says, so the key to success is a good team. He worked with more than 70 cast and crewmembers from the Washington, D.C., region, including his wife, who wrote the screenplay.

Good says making a movie is simply about creating and selling a product. You must observe how competitive the marketplace is, keep costs at a minimum and avoid spending money you don’t need to spend.

He says one lesson from Smith School professor Mark Wellman about developing and managing a brand is far more relevant to the process than courses on filmmaking. “If I could do it all over again, I would be more aggressive about taking classes I was interested in instead of classes I needed to graduate,” he says, reflecting on his education. “Smith and UMD provide many tools, but it is up to you to slow down and say, ‘Hey, this is something I would like to try to do in life.’ You will graduate at some point. The question is, will you have built up a skillset that you actually want to use for your future?”

FROM B-SCHOOL GRAD TO INDIE FILMMAKER

BRIEF CASE

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Wedding Photographer Transitions to PepsiCo

HOW DOES A BANKER-TURNED-WEDDING PHOTOGRAPHER land a coveted brand management job at beverage behemoth PepsiCo? Mohamed Boraie, MBA ‘17 and MFin ‘17, shares his path.

Born and raised in Egypt, Boraie studied economics and spent a year in commercial banking before moving on to the International Finance Corporation in Cairo, the investment arm of the World Bank.

Boraie developed a passion for taking photos during international work trips and eventually started a wedding photography business on the side. After five years with the World Bank, Boraie joined his business school-bound wife in a move to the United States.

He planned to apply for another job in finance, but decided to pursue his photography business full-time.

“After two-and-a-half years focusing on the wedding photography business, I decided I really wanted to combine my analytical side and my creative side,” he says. “I felt like brand management and marketing would be a great way to do this. I knew I had to go back to get my MBA.”

Boraie enrolled in Smith’s MBA program, then after his first semester decided to add on the Master of Finance dual-degree program, allowing him to emerge from school as a more well-rounded leader.

A summer internship at Campbell’s cemented his career goals, and he was planning to take a job offer at the soup company when a different opportunity presented itself at PepsiCo’s North America beverage headquarters in White Plains, N.Y.

“I was looking for a marketing career that would prepare me to become a business leader at an organization, and Pepsico is one of the top companies that offers this path,” he says.

Between taking wedding photos and Smith classes, Boraie spent much of the past two years working on his personal brand to establish the career he wants. He encourages others to do the same.

“You might move between companies, but your personal brand stays with you,” he says. “Reflect on what really makes you unique and how this translates to a specific company or your own business. It doesn’t have to be Pepsi — at the end of the day, you want to bring value wherever you land.” /CH/
Alumni Survey
Says...

Smith’s Office of Development and Alumni Relations surveyed all alumni in fall 2016. Thank you for your participation and feedback.

How you feel about Smith:

- 88% are proud to list Smith degree on LinkedIn
- 78% recommend Smith to others
- 71% recommend Smith to recruiters

Staying in touch:

- 46% use LinkedIn to stay connected with Smith
- 66% who have participated in networking events want to attend more
- 65% know about and have read SmithBiz newsletter

Most important Smith services:

- 74% say access to Smith alumni is most important benefit

What else you want:

- Networking events for alumni with shared interests/hobbies
- More career services
- More events with alumni from your grad class
- More programs, especially in entrepreneurship, effective communication/public speaking, and leadership

For more information about Smith's benefits and services for alumni, please visit rhsmith.umd.edu/alumni
‘60s

/ BOB MILLOY ‘67 was enshrined in the Washington, D.C. Sports Hall of Fame following a career coaching high school football in Montgomery County, MD, including stints at Whitman, Springbrook, Sherwood and Good Counsel.

/ RICHARD “DICK” DANITA NIAS ‘81 was appointed to the University System of Maryland Board of Regents by Governor Larry Hogan.

/ GARY TABACH ‘77 was inducted into the Washington Business Hall of Fame.

‘70s

/ LOUIS POPE ‘74 joined U.S. Customs and Border Protection, Air and Marine Operations as program manager.

/ DANITA NIAS ‘81 was appointed VP for Institutional Advancement at Florida Atlantic University.

/ KEVIN SMITH ‘82 CFO of United Way of the National Capital Area, was a 2016 Washington Business Journal CFO of the Year honoree.

/ RICHARD “DICK” KOCH ‘84 joined George Mason Mortgage as Managing Director, Strategic Growth & Acquisition.

‘80s

/ DOUGLAS KELSEY ‘81 joined U.S. Customs and Border Protection, Air and Marine Operations as program manager.

/ DANITA NIAS ‘81 was appointed VP for Institutional Advancement at Florida Atlantic University.

/ KEVIN SMITH ‘82 CFO of United Way of the National Capital Area, was a 2016 Washington Business Journal CFO of the Year honoree.

/ RICHARD “DICK” KOCH ‘84 joined George Mason Mortgage as Managing Director, Strategic Growth & Acquisition.

‘90s

/ WILLIAM “BILL” MURNAME, MS ‘90 was named CEO at Lazydays, one of the largest RV dealerships in the world.

/ MIKE THOMAS ‘90 celebrated his 16th anniversary in business as a local independent insurance agency (Lighthouse Insurance Services), proudly representing Erie Insurance. They provide home, auto, life, and business insurance to protect clients. His company was recently named Crofton Rotary Service Above Self Award and the Crofton Chamber of Commerce Leadership Award.

/ VINOD JAIN, PHD ’94 recently published Global Strategy: Competing in the Connected Economy, which details how firms enter, compete and grow in global markets.

/ MATT KLEIN ‘94 joined Spirit as the Senior Vice President and Chief Commercial Officer.

/ STEVE HALLIGAN, MBA ‘95 is the CEO of n2grate, which landed the No. 1 spot on Washington Technology’s 2015 Fast 50 list.

/ SCOTT BERNARD NELSON, MBA ‘98 was named Director of Communications and Marketing at Linfield College in McMinnville, OR.

/ DALE VANDEMPUTTE, MBA ‘96 was named Chief Scientific Officer of Nutra Pharma.

/ TYRONE BROOKS ’96 was the keynote speaker at this year’s African-American Heritage Sports Luncheon hosted by the Pittsburgh Pirates.

/ MATTHEW JANKOWSKI, MBA ‘00 was hired as Senior Vice President of Business Development of IOMAXIS.

/ HILLARY BERMAN, MBA ‘03 published Customer, LLC: The Small Business Guide to Customer Engagement & Marketing. The book teaches small business owners how to put their customers at the center of their business so that customers buy more easily, return more frequently, and refer more often. Customer, LLC is available on Amazon.com in paperback and Kindle formats.

/ KEVIN STONESIFER ‘03 has been promoted to partner at Baker Tilly.

/ CHRIS HENSON JONES ‘04 opened SourceCore in Vienna, VA, a class-based fitness studio.

/ JOSHUA POLSKY ‘05 married Dr. Heather Levin on July 30, 2016 in East Meadow, NY.

/ DIANA (SCHOENBERG) MITCHELL ’05 lives in Phoenix with her husband, Will, and her son, Felix. She has worked for CVS Health for 5 years and is responsible for interpreting rules, regulations and guidance related to the Affordable Care Act as it relates to Pharmacy Benefit Management (PBM) business activities both for the company and its clients.

/ AQIL CHISHTY, MBA ’06 was named CEO of MDIG two years ago and has since maintained the position.

/ CASEY HEDDEN ’06 married Drew Jennings on Sept. 17, 2016 in Lake Tahoe, CA.

/ MELISSA DARMDY ’09 began working at Under Armour as an HR Diversity Consultant.

/ BRIAN LAVIN ’09 opened the restaurant Gnocco in Baltimore.

/ MONISHA LEWIS ’10 began working at BBDO as a Communications Planning Director.

/ LAKISHA GREENWADE ’11 was named to the 2016 Baltimore Business Journal’s 40 Under 40 list.

/ G. NAGESH RAO, MBA ’11 married Kali Wasenko.

/ HEATH CAMPBELL, MBA ’12 has been named president of BB&T’s Northern Georgia Region.

/ BENJAMIN RANK ’12 oversaw the seven official merchandise stores in Quicken Loans Arena during the Republican National Convention.

/ ALEXANDRA “ALI” VON PARIS ’12 was named to 2016 Baltimore Business Journal’s 40 Under 40 list.

/ THOMAS MALONE ’13 began working at Citi as a Financial Management Associate.

/ BRITTANY WALSH ’13 moved to Arlington, VA, and began working for Cvent as a Client Success Consultant.

/ MATT BRANDSTEIN ’15 began working at PwC as a cybersecurity, privacy and risk associate.

/ CHERYL WEI ’15 began working at PwC as an experienced associate.

/ BRIAN LAVIN ’09 opened the restaurant Gnocco in Baltimore.
Smith Revelers Go Global at Holiday Gala

Seven Wonders of the World was the theme for the Smith School’s Holiday Gala on Dec. 16, 2016, at Washington, D.C.’s Andrew Mellon Auditorium. Alumni, joined by faculty and staff members — about 900, collectively — experienced seven regionally distinctive activities: a caricature artist from Jordan, samba lessons from Brazil, henna tattoos from India, wine tasting from Italy, foosball from Mexico, coffee tasting from Peru, and an interactive mural from China. The Smith School also collected teddy bears to benefit the Prince George’s County Domestic Violence Unit.

Forbes 30 Under 30 Honors Two Smith Alumni

Forbes 30 Under 30 has selected two rising stars from the Smith School for its 2017 list. Hungry Harvest cofounder and “Shark Tank” dealmaker Evan Lutz ’14 appears on the social entrepreneurs list, and Starwood Capital Group vice president Akshay Goyal ’10 made the cut in the finance category.

Lutz was also named to 2016 Baltimore Business Journal’s 40 Under 40 list. He appeared on ABC’s reality show “Shark Tank” on Jan. 8, 2016, and received a $100,000 investment from Robert Herjavec for a 10 percent stake in Hungry Harvest. The company, started at UMD with support from the Dingman Center for Entrepreneurship, collects surplus produce destined for waste and delivers it to local families and businesses at discounted prices.

During his undergraduate studies, Goyal participated in the QUEST Honors and Gemstone programs, and served as an equity analyst in a class that manages the Lemma Senbet Fund. He became the youngest vice president in Starwood’s history when he was promoted at age 26.

EVENT CALENDAR

/ April 4 / Baltimore
  Smith Baltimore Alumni Club – Smith on Tap

/ April 4 / Washington, D.C.
  Smith Alumni Career Workshop: Leveraging a Multigenerational Workforce

/ April 6 / Online
  Webinar: Is a Startup Part of Your Second Act?

/ April 13 / NYC
  SmithNY – Risks on the Horizon for Banking and Finance

/ April 18 / McLean, VA
  Smith DC/NoVa Northern Virginia Happy Hour

/ April 27 / Online
  Webinar: Not Getting Customers? Try Asking Why

/ April 29 / College Park, MD
  Maryland Day

/ May 9 / Online
  Webinar: How to Prepare Your Career for Future Technologies

/ May 16 / Baltimore
  Smith Alumni Career Workshop: Professional Communications

/ May 20 / College Park, MD
  Golden Terps 50th Reunion

/ June 3 / Baltimore
  Smith Alumni Day at M&T Bank Stadium

/ June 20 / Washington, D.C.
  Smith Alumni Career Workshop: Professional Communications
CONNECTIONS

THE SMITH COMMUNITY IS FILLED with talented and artistic people. The school received more than 275 photo submissions in fall 2016 to the Smith Photo Contest, now in its third iteration. Overall, 20 winners were selected to hang in Van Munching Hall in seven categories.

PORTRAIT
1st Place:
“My Baby Melts Me”
Adedeji Adebayo ’18

2nd Place:
“After Midnight”
Lauren Genevieve Kessler, MBA ’17

3rd Place:
“Generations”
Nina Silverstein, MBA ’17

ARCHITECTURAL
1st Place:
“The moment of CASA MiLà”
Lizhi Guo, MFin ’15

2nd Place:
“Immaculate”
Andrew Roberts, MBA ’16

3rd Place:
“Andes Overpass”
Nate Adler ’14

CAMPUS
1st Place:
“All Smiles”
Jiening Wu ’16

2nd Place:
“Catalonian Commute”
Jason Queen ’17

3rd Place:
“UMD Memorial Chapel”
Karmanya Pathak, MS ’16

LANDSCAPE
1st Place:
“Smiling Sunflower”
Le Zhong, MS ’15

2nd Place:
“Bonsai Rock”
Jeff Woodward ’98

3rd Place:
Untitled
Katharine Kong ’17
**ACTIONS**

1st Place:
“Let’s Shape It”
Mohamed Boraie, MBA ’17, MFin’17

2nd Place:
“Imaginary Fight”
Vishal Gaur, MS ’17

3rd Place:
“Dance in the Sunrise”
Grace Yang ’18

**GLOBAL**

1st Place:
“Cesky Krumlov: A Town Trapped in the Past”
Rahul Mehta ’18

2nd Place:
“India”
Srishti Kapoor ’18

3rd Place:
“Between Two Doors (Tel Aviv, Israel)”
Dalia Bauman ’19

**PEOPLE’S CHOICE**

“Imprinted Memory”
Doron Tadmor ’20

“Egypt’s Western Desert”
Martina Beshai, MBA ’18
Go Ahead, Take Both Roads

Two roads diverged in a yellow wood” for the traveler in Robert Frost’s poem, “The Road Not Taken.” Both paths promise adventure, but only one can be chosen. We call this “opportunity cost” in economics, although the concept sounds more romantic in rhyme.

Opportunity cost is real, but sometimes the answer to an either-or question is “both.” That’s the promise of the Smith School’s dual degree programs, which combine the power of a Smith MBA with specialized knowledge in other fields.

The educational innovation works well for aspiring real estate professionals who want to build and manage the physical spaces that bring people together to live, work and play.

Massive commercial and mixed-use projects like the landmarks featured in this issue of Smith Business require leaders with significant industry know-how. But the same leaders also need hard and soft skills in finance, accounting, marketing and management.

A person planning a real estate career might feel like the solitary traveler in Frost’s poem, staring at an MBA down one road and a Master of Real Estate Development down the other. Fortunately, such a person can earn both degrees simultaneously through a Smith School partnership with the University of Maryland’s School of Architecture, Planning & Preservation.

That’s one of the competitive advantages of operating a business school at the University System of Maryland’s flagship institution. We are surrounded by excellence in all manner of disciplines, and we are eager to collaborate when it makes sense.

Other dual degree programs in our lineup combine the Smith MBA with a Master of Social Work, a Master of Public Policy and a Juris Doctorate at the University of Maryland’s Francis King Carey School of Law in Baltimore.

We are developing similar dual degree programs with all the other University of Maryland professional schools in Baltimore.

Students can also stay within the Smith School and combine their MBA with one of our specialty masters programs in finance, accounting, information systems, supply chain management, marketing analytics and business analytics.

Egyptian student Mohamed Boraie, MFin ’17, MBA ’17, took this path and caught the attention of two Fortune 500 companies in the food and beverage space. You can read about his Campbell Soup internship and PepsiCo job offer on Page 30.

Boraie and many other Smith students rewrite the ending of Frost’s poem: Two roads diverged in a wood, and I — I took both. And that has made all the difference.

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