HOT
TRENDS
THAT WILL CHANGE
THE WAY YOU EAT

/14

SMITH'S
WINTER OLYMPIAN
/4
OVERSHRING AT WORK
/10
STARTING YOUR DAY WITH
RUDE-COLORED GLASSES
/13
COLLEGE IS EXPENSIVE.
The SECU MD Foundation can help.

The University System of Maryland Scholarship Program
The SECU MD Foundation is dedicated to helping students achieve their dreams through education. We are giving out $40,000 in scholarships to students who are attending or have been accepted to a University System of Maryland four-year institution. Winners are awarded based on an essay or video submission. Applications will be accepted from February 1 – April 6, 2018.

To learn more, visit secumdfoundation.org/scholarships
Eligible high school seniors, transfer students, and current University System of Maryland students are encouraged to apply.

ACHIEVE YOUR DREAMS.

BANK LIKE A TERP
WELL BEING STARTS AT SECU
Learn more at secumd.org
ON THE COVER:
Have some trends with your peppers. Smith School alumni on the front lines of the food and beverage industry explain what’s hot.

(PHOTO BY ANTHONY RICHARDS)

ABOVE:
Evan Lutz ’14, CEO and co-founder of Hungry Harvest, rescues unwanted produce and delivers it to subscribers once a week at discount prices.

(PHOTO BY ANTHONY RICHARDS)
How to Trademark a Color

You recognize that iconic, bright yellow Cheerios box in an instant. But a U.S. trademark court says that’s not reason enough to grant the cereal maker exclusive claims to the color. Smith School marketing professor Henry C. Boyd III, who is also a lawyer, explains how to win the rights to your preferred hue or tint.

1. **Stake your claim.**
   Pick a distinctive color for your industry. Pink building insulation? It has to be Owens Corning. Robin’s egg blue jewelry box? It has to be Tiffany. Yellow cereal box? It could be Cheerios, Corn Pops, Honeycombs, Golden Grahams or Kix.

2. **Color your world.**
   Use the same color across all product lines and advertising. UPS has brown trucks and uniforms. Even the slogan was brown until 2010: “What can brown do for you?” Cheerios strayed from the formula, using different colors for its Honey Nut, Apple Cinnamon, Frosted, Chocolate and Pumpkin Spice varieties.

3. **Try a combo.**
   If your preferred color is taken, try a distinctive combination. Caterpillar makes yellow tractors, but John Deere secured a trademark for yellow and green equipment.

4. **Lock it down.**
   Go to court when other brands encroach. FIMCO, a South Dakota company that makes agricultural sprayers, tried to copy John Deere’s yellow and green. Deere sued and won in 2017.
Undergrads Attend Harvard Women’s Conference

Smith School undergraduate students from the Women in Business Association attended an international women’s conference Oct. 20–21, 2017, at Harvard University in Massachusetts.

The event featured self-development workshops, networking events and guest speakers from different industries.

“Each of these inspiring women was able to speak about what it’s like to be a woman in business,” said Danah N. Bourislee ’18, an international business and finance double major who attended the event as president of Smith’s Women in Business organization.

The group also has attended leadership seminars, yoga workshops and a 2016 conference at Fordham University in New York.

Focused on 50/50 by 2020

About 40 percent of incoming MBA students in all Smith programs were women in 2017, a reflection of industrywide progress toward gender parity.

U.S. News & World Report data show 37 percent of full-time MBA students, 39 percent of part-time MBA students and 32 percent of executive MBA students at ranked programs were women in 2016. Those figures include incoming and returning students.

Although the rates have climbed in recent years, MBAs still trail most types of graduate programs in terms of women’s enrollment.

“Our intake of women across our various MBA programs hasn’t increased as rapidly as necessary,” Smith School dean Alexander Triantis says. “However, working with other educators and corporate partners, we continue pushing forward.”

Through its 50/50 by 2020 campaign, Smith is working toward gender parity by the 100th anniversary of women’s suffrage in the United States.

Since launching the campaign in 2015, the school has expanded its signature Women Leading Women forum from one evening to a full month of activities. The school also has opened an Office of Diversity Initiatives, hosted workshops on subconscious bias, and drilled down on gender issues related to talent pipelines, academic programs and job placement.

“We believe that every bit of progress can make an impact on organizations across the economy,” Triantis says. “At the very least, women’s issues are being discussed much more by all our constituents, and creative ideas to solve the long-standing and pressing issues are being explored.”

Women MBAs Earn Chapter of the Year Award

A Smith School organization earned recognition in 2017 as the National Association of Women MBAs Academic Chapter of the Year.

The NAWMBA announcement on Nov. 1, 2017, includes special mention of Smith’s “Get Confident” series, which encourages women to try new activities ranging from golf to skeet shooting. The series also includes career coaching and tours of regional businesses.

“Their innovation has spread excitement throughout NAWMBA’s academic chapters via our monthly presidents’ discussions,” NAWMBA manager of operations Nadia Al Hashimi says. “It has ignited collaboration within and across programs at business schools across the country.”

2017 MBA Intake

All Smith MBA programs, including full-time (34.3%), part-time (40.8%), online (37.0%) and executive MBA (34.2% in the United States and 72.4% in China).
One week after earning a Super Bowl ring with the Philadelphia Eagles on Feb. 4, 2018, former Terps quarterback Frank Reich ’84 was named head coach of the Indianapolis Colts in the National Football League. Reich was offensive coordinator with the Eagles for two seasons.

During his collegiate career, he backed up future NFL Pro Bowl quarterback Boomer Esiason ’84 for three seasons before emerging as a starter. Against the University of Miami in 1984, Reich came off the bench with Maryland trailing 31-0 and led the Terps to a 42-40 win — the biggest comeback in NCAA history at the time.

Reich did something similar in 1993 during the NFL playoffs. After trailing 35-3, he led the Buffalo Bills to a 41-38 overtime victory against the Houston Oilers. He also played for the Carolina Panthers, New York Jets and Detroit Lions before starting his coaching career in 2006.

The Colts job will be his first as head coach. Previously he held assistant coaching positions with the Colts, Arizona Cardinals, San Diego Chargers and Eagles.

The PyeongChang Winter Olympics represented a homecoming for Smith School finance student Thomas Hong. The South Korean native, who came to the United States when he was 4, returned to his homeland as the youngest member of the U.S. short track speedskating team.

Hong, 20, finished third in his qualifying heat in the men’s 500-meter event, ending his medal bid on Feb. 20, 2018. He also teamed with John-Henry Krueger, J.R. Celski and Aaron Tran for a fifth-place finish in the 5,000-meter relay on Feb. 22.

Hong moved to Laurel, Md. with his mother, older sister and grandmother shortly before his fifth birthday. His father stayed in South Korea for work, and the family adapted by making frequent trips back and forth.

Almost immediately after arriving in Maryland, Hong started training with the Potomac Speedskating Club at the Wheaton Ice Arena.

Hong’s family and friends describe him as laid back and not prone to bragging about his athletic accomplishments, which include a world record with Team USA in the 5,000-meter relay during a November 2017 World Cup event in Shanghai.

“I don’t really talk about it too much,” Hong told The Diamondback student newspaper at UMD. “My friends and the people I grew up with know that I’ve been skating.”
Freshmen Get Critical Thinking Counsel

Five Deloitte professionals led a critical thinking workshop on Oct. 23, 2017, as part of Smith Start, a program consisting of multiple events designed to prepare Smith freshmen for academic and career success.

“Technology changes and the world changes,” Deloitte managing director Susan Chutka told the students. “There is a need to be proactive and think beyond A/B into what should we do next, and that requires critical thinking.”

As part of the event, students were introduced to the Smith School’s six standards of critical thinking and were tasked with coming up with personal definitions for each. / DJ /

Six Critical Thinking Standards

Not all ideas are equally valid or helpful. Smith School professor Rebecca Ratner outlines six standards to help students evaluate the quality of their contributions.

1 / CLARITY
Can others understand your point?

2 / DEPTH
Do you address the complexity?

3 / BREADTH
Do you cover all viewpoints?

4 / ACCURACY
What is the source for each of your claims?

5 / RELEVANCE
Do you raise key issues?

6 / PRECISION
Is your point specific enough?

Distinguished Scholar-Teacher Celebrates Enterprise

Upward mobility for the masses starts with enterprising individuals who know how to harness the human potential within market systems, Distinguished Scholar-Teacher Rajshree Agarwal said on Oct. 19, 2017, at the Smith School.

Agarwal, one of six UMD Distinguished Scholar-Teacher award recipients for the 2017–18 academic year, addressed about 200 guests as part of the program’s annual lecture series. She is the founding director of the Ed Snider Center for Enterprise and Markets and the Rudolph P. Lamone Chair and Professor in Entrepreneurship at the Smith School.

Many people believe that business leaders succeed by destroying their competition. But Agarwal’s body of research shows the real driver of market growth is collaboration.

“High-performing individuals succeed not because of their own ability, per se, but because they are able to convince other high performers to join them,” Agarwal said. “And that is what matters in terms of their ability.”

The Distinguished Scholar-Teacher award, launched in 1978, honors UMD faculty members who excel in academic research and classroom instruction. The award is vetted by a panel of former Distinguished Scholar-Teacher awardees and the Associate Provost for Faculty Affairs.

The Smith School has produced 17 Distinguished Scholar-Teacher award recipients. / DJ /
TRADITIONAL CASE COMPETITIONS require teams to study historical events and imagine themselves in leadership roles. The teaching method has merit. But Smith School students also benefit from live case competitions, which involve real scenarios in real time with real data. Here are two examples from fall 2017.

**BEVERAGE STRATEGY FOR PEPSICO**

Nearly 100 full-time MBA students tackled their first real-world business challenge Aug. 23–25, 2017, during the third annual MBA Orientation Live Case Competition at the Smith School.

“This competition will slingshot you into your MBA program,” said Smith School professor Neta Moye, who designed the experiential learning activity with representatives from PepsiCo. “It will ratchet up your learning curve.”

Students relied on current PepsiCo sales figures to generate strategies for boosting beverage revenue at wholesale clubs like Costco and BJ’s. PepsiCo delegates stayed on campus during the three-day event to answer questions, and then they judged team presentations.

The winning team urged PepsiCo to expand the prominence and promotion of coconut water in the club channel through the Naked brand.

“Millennials want healthy options, and coconut water is the next natural thing,” incoming MBA student Rashmi Jayanth told the judges. “We’re trying to leverage the success of the Naked brand.”

**ANTIPERSPIRANT STRATEGY FOR UNILEVER**

About 230 Smith School undergraduates applied their accounting, marketing and management skills in a live case session with Unilever on Oct. 10, 2017.

Teams estimated market demand and determined pricing strategy for a new dry-spray antiperspirant. They considered a passive marketing approach with light advertising and low pricing. But the winning recommendation was an aggressive approach with heavy advertising and high pricing.

Greg Will ’02, a Unilever customer development team lead, set up the case parameters and discussed how elements of the exercise connected to Unilever product marketing efforts. Other Unilever representatives available during the event included Olivia Serrat ’15, Allison Leap ’17, and Meredith Soule ’17.

Unilever has been engaging with Smith students for 10 years, including mini-case sessions in smaller classroom settings.

Smith School accounting professor Gary Bulmash teaches the sophomore-level core accounting course that provides the Unilever live case participants. He says the Unilever live case consistently draws good feedback from students. “They appreciate the experiential learning and career networking opportunity,” he says.
Three Keys to Unlock Your Potential

Marketing executive and Smith Advisory Board member Connie K. Weaver ’75 shared insights for unlocking leadership potential in her keynote address to graduates at the Smith School’s winter commencement ceremony on Dec. 20, 2017.

Weaver drew insights from her career driving major brand and digital transformations at TIAA, AT&T, BearingPoint, The Hartford, Microsoft and MCI before recently co-founding the Tracker Group, a strategic management consulting firm in Naples, Fl.

Weaver offered three keys for graduates to unlock their potential:

► EXPECT DETOURS People who imagine a predictable or linear path to the C-suite will likely be disappointed. “Careers are like climbing a rock wall,” Weaver told the graduates. “You can’t go straight up. You’re going to go up, sideways and in many cases down before you go up.”

► APPRECIATE FAILURE Taking a detour or accepting a stretch assignment can be risky. Weaver said setbacks are inevitable and can hurt. “But failure stings less when you appreciate how it can grow you,” she said.

► RECRUIT SPONSORS Mentorships are nice, but Weaver prefers sponsorships. “Sponsors are people who will be with you for life,” she said. The best relationships work in both directions. “You get as much as you give,” Weaver said.

Overall, the Smith School welcomed 778 bachelor’s, master’s and doctoral graduates to its alumni community at the ceremony at the Xfinity Center in College Park. / CH /

Meals on Wheels America CEO Ellie Hollander sent an email thanking six part-time MBA students at the Smith School for their contributions to fight hunger.

Through research, the team realized a demographic trend affecting the nonprofit organization. Demand for services is increasing, but volunteers are aging. To tackle this problem, the team developed a volunteer growth strategy with solutions designed to increase youth participation.

The consulting project was part of the Creativity in Business class taught by professor Oliver Schlake. Team members included Alan Brylawski, Mark Davis, Lauren Hayden, Christina Rickman, Renee Maton and Laura Scruggs. / MO /
Wisdom from a Sports Business Icon

Washington Wizards and Capitals owner Ted Leonsis shared lessons from his youth and career as an entrepreneur during a campus visit on Sept. 19, 2017. Here are three quotes from the inaugural Robert G. Hisaoka Speaker Series, made possible through a gift from Robert G. Hisaoka ’79 to the Dingman Center for Entrepreneurship at the Smith School.

“Leave more than you take.”
Leonsis achieved business success at an early age. He worked hard, earned good grades at Georgetown University, started a company and made lots of money. He thought he was living the dream. But his priorities changed in 1982 following a midair scare on a commercial flight.

“No one knows nothing.”
Doing research and seeking advice is great, but trusting experts can also hinder innovation. Leonsis says people who play offense must learn to trust their own instincts. “There are no right answers that someone else can give you,” he said.

“Play offense rather than defense.”
The experience caused Leonsis to flip his priorities. Instead of thinking about how much he could take for himself, he started thinking about how much value he could create for others. “We all have reckonings,” he said.

School Adds Endowed Chair in Financial History

The Wall Street legend behind a new endowed chair in financial history shared lessons from his career on Sept. 13, 2017, at the Smith School. Henry Kaufman, a former Salomon Brothers executive who founded his own economic and financial consulting firm in 1988, established the Henry Kaufman Chair in Financial History Endowment to protect the status of history research and education at the Smith School for decades to come.

The endowed chair expands a previous gift from the Henry & Elaine Kaufman Foundation that established a fellowship program at the Smith School’s Center for Financial Policy in 2010.

As a refugee who fled Nazi Germany with his family in 1937, Kaufman knows firsthand what can go wrong when people neglect lessons of the past.

“I realized that misbehavior in financial markets and misbehavior by business can lead not only to economic and financial problems, but it can also induce political change that would endanger a democracy — which it did in Germany,” Kaufman said.

David Sicilia, who holds the new endowed chair, said Kaufman has done more to support the teaching of business history than probably any American. “His predictions were so listened to that he could move Wall Street by just making a pronouncement,” Sicilia said.
Call him old school, but BB&T Chairman and CEO Kelly S. King believes in absolutes. “You should be absolutely 100 percent honest,” he told Smith School faculty, staff and students on Sept. 26, 2017. “There are a lot of people in academia who will disagree with that, who will say there are no absolutes. They will tell you there is nothing that is really objective. It’s all relative.”

King, the featured guest at the Smith School’s BB&T Colloquium on Capitalism, Ethics and Leadership, said people who accept that way of thinking should try telling their significant others that they are committed to 99 percent honesty. “If you’re not honest with me 1 percent of the time, how can I completely trust you?” he said. “And if I can’t completely trust you, how can I depend on you? And if I can’t depend on you, how can we have a mutually supportive relationship?”

King said BB&T has 10 absolute values, starting with honesty. “We not only hang them on the wall,” he said. “We live by them.”

Once a person commits to a set of values, the next step is consistency. A person can’t be 100 percent honest Monday through Friday and take the weekend off. “That doesn’t work,” King said. “Integrity is about living all of your values consistently.”

The Problem with 99 Percent Honesty

Discussion Starters from Unilever

Students starting their careers should ask themselves three questions, Unilever North America President Kees Kruythoff said on Oct. 10, 2017, during a CEO @ Smith keynote address. “These individual discussions can help you discover your personal purpose,” Kruythoff said. “People with purpose, they thrive.”

Are you making a difference?
Kruythoff said people can define impact in different ways. “But make sure you put a high ambition level in there,” he said.

Are you learning?
Kruythoff said people need curiosity, especially in the digital age when technology changes so rapidly. “In this day and age, it’s even more important that you continue to accelerate the learning,” he said.

Are you having fun?
Kruythoff said people need to find their passion and enjoy the journey. “What we do at Unilever is serious,” he said. “But we never take ourselves too seriously.”
Self-disclosure in the workplace is becoming more popular and commonplace. And perhaps for a good reason: Decades of research on self-disclosure suggest that sharing personal information about one’s self tends to foster goodwill among others.

In the work environment specifically, demonstrating vulnerability endears colleagues to one another and can positively influence team performance, organizational behaviors and turnover.

But new research by Smith School management professor Jennifer Carson Marr indicates that sharing personal information is not always in an employee’s best interest. Marr and two co-researchers found that when it comes to self-disclosure, who’s doing the sharing matters just as much as what’s being shared.

They discovered that when a higher-status individual discloses a weakness, the receiver’s perception of the discloser is negatively affected. Their relationship quality and task effectiveness are compromised.

By showcasing weakness at work, higher status employees might inadvertently trigger their own status loss.

It raises the question: What, exactly, qualifies as a weakness? The researchers define it as personal information that “makes salient a personal shortcoming.” In other words, weaknesses fall under a broad umbrella.

What could be construed as weakness varies from organization to organization and from team to team. Moreover, a weakness might not be inherently negative. A statement like, “I didn’t do well on my performance review,” probably shows weakness. But other statements could be neutral or positive, such as when a woman discloses that she’s pregnant.

On the other hand, the research shows that peer status individuals do not face this self-disclosure conundrum. When peer-status co-workers share weakness, the receiver’s perception of that person remains the same.

As a result, the peer status discloser’s influence, potential for conflict and relationship quality are unaffected by revealing weakness at work.

With the lines between professional and personal lives blurring, and with colleagues interacting more frequently on social media, the likelihood of revealing one’s shortcomings and weaknesses increases. For higher status employees, a key takeaway from Marr’s research is to seriously weigh the pros and cons of displaying vulnerability in the workplace.

While doing so might help the higher status discloser feel more bonded with their lower status colleagues, it could also lead to a wounded professional reputation.

The study, “When sharing hurts: How and why self-disclosing weakness undermines the task-oriented relationships of higher status disclosers,” is featured in Organizational Behavior and Human Decision Processes.
Seeing an opportunity to channel the energy of a hyperactive, 7-year-old tomboy, the mother of Tricia Homer entered her in the Prince and Princess Competition — a traditional part of Caribbean carnival festivities. Additional pageants followed for Homer, until she found herself on stage representing the U.S. Virgin Islands in the 2005 Miss Universe pageant. Today, as the Smith School’s executive communication coach, Homer draws on the experience to prepare aspiring business leaders for corporate roles. She shares seven lessons to consider, in her own words.

1. **Posture and Poise:** I took my first modeling classes before my first pageant in 1989. A coach taught me “how to walk.” By this, I mean how to quite literally glide across the stage. Poise and confidence come through in the way you stand, use the space and address a room.

2. **Interview Effectively:** This pageant segment isn’t seen by the public, but the importance of the skill speaks for itself. Interviewing effectively is the foundation of launching a successful career.

3. **Take a Good Photo:** With LinkedIn and other social media platforms being used in the business space, taking a good photo is increasingly relevant — especially with the ability for employers to research candidates online. Presentation matters.

4. **Answer on the Fly:** In most pageants, finalists are asked an onstage question. Business leaders face similar situations. Quick tip: Don’t be afraid to say you need a moment to think about an answer while you gather your thoughts.

5. **Network:** Pageant contestants are judged at every stage of the process. Miss Universe contestants begin competing three weeks prior to the televised event. Judges (and potential employers) are looking for contestants who can get along with anyone and maintain a conversation. As a Miss Universe competitor, I was able to find common ground with women from all over the world. It was my ability to build relationships that won me the Miss Congeniality title.

6. **Tell a Story:** Knowing how to develop and deliver an effective speech is important for both pageants and business. It can make all the difference in being heard and well received.

7. **Be Fearless:** I always entered pageants intending to win. But if you don’t finish in first place, you focus on the positives gained. I am not afraid of rejection or risk-taking. I didn’t win the Miss Universe crown, but I now have 80 friends across the globe. Are you planning a trip to Sri Lanka? Czech Republic? Belgium? I have friends there. I can connect you!
Friendly and Slimy
Doing Harm in a Nice Way

Don’t let your guard down just because a customer service agent has a disarming smile. Smith School research shows that companies can be friendly and unscrupulous at the same time. “Service climate is distinct from ethical climate,” says Smith School professor Hui Liao, co-author of the study featured in the Journal of Applied Psychology. “It’s possible to do harm, but to do it in a nice way.”

Some companies even use flattery and attentiveness to compensate for their failure to protect customer interests. “Service providers may amplify superior service behavior to distract customers from unethical acts,” Liao says.

Prior research has demonstrated financial payoffs for companies that offer quality service, but Liao and her co-authors from the University of Notre Dame, Fordham University and Renmin University of China go deeper, exploring the synergies between doing things well and doing things right.

Data came from 196 Chinese movie theaters, which the authors tracked for six months. Some findings are predictable. The financial rewards for delivering quality service, for example, increase when companies also behave ethically. Other findings are more nuanced and perhaps surprising. Here are three highlights:

**RULES DON’T APPLY TO EVERYONE**

Poor service and unethical behavior do not always cause lost patronage. Companies can get away with bad behavior when competition is less intense. “Customers might have concerns about quality of service or morality but still purchase whatever is being sold because of the lack of available alternatives,” Liao says. Market turbulence — when customer composition and preferences are highly changeable — is another factor. “Customers with changing wants and desires tend to critically evaluate service and expect it to cater to their preferences,” the paper concludes. “Even if customers receive good service, they are more likely to discern unethical behaviors and respond negatively and cynically.”

**IT DOESN’T HAPPEN BY CHANCE**

Employees often interact with customers without close supervision, which makes service behavior difficult to monitor and control. Liao says companies that want their customers treated well and ethically must proactively build the right climate through policies, procedures and codes that reward the desired actions. Liao says companies should consider their service and ethical climates separately. “Don’t assume that one follows the other,” she says. “Service climate or ethical climate each focuses on aspects of customer orientation that are not explicitly emphasized by the other.”

**BEWARE OF SINS OF OMISSION**

Unethical behavior might include willful actions, such as selling expired or stale snacks in a movie theater. But employees can also harm customers through inaction.

For example, employees in a theater setting may cheerfully, pleasantly and patiently respond to customers’ questions about movies to help them make their best choice, but may hurt customers’ long-term interests by failing to tell them about promotion or coupon information for future purchases,” the authors write in their recent paper.
Workers who witness incivility in the morning often spend the rest of the day wearing “rude-colored glasses” that taint their perceptions of the world. New research in the *Journal of Applied Psychology* shows that a single exposure to unkind or thoughtless behavior can trigger the effect.

“You don’t even have to be the target of the bad behavior,” says Smith School management professor Trevor Foulk, co-author of the paper. “Rudeness is contagious and can spread to uninvolved third parties.”

The paper, written with Andy Woolum at the University of North Carolina-Wilmington and Amir Erez and Klodiana Lanaj at the University of Florida, draws conclusions from daily self-reporting of 81 business professionals exposed to video simulations over a 10-day period.

Although many people think about rudeness in clear terms — the incident either happened or it didn’t — the authors explain that most social interactions at work are somewhat ambiguous and open to interpretation.

Most observers would agree that sending an abrasive email or ridiculing a colleague in a public meeting counts as rudeness. But what about leaving a mess in the breakroom for somebody else to clean up, failing to say “hi” in the hallway or neglecting to share credit for group accomplishments?

“Witnessing rudeness can activate a rudeness filter, and this activation can bias subsequent judgments,” Foulk says. “We call it ‘rude-colored glasses’ because the observed event changes the way people perceive their social interactions throughout the day.”

Once people perceive rudeness, they typically throw up defense mechanisms that lead to psychological withdrawal and lower performance.

The paper, “Rude Color Glasses: The Contaminating Effects of Witnessed Morning Rudeness on Perceptions and Behaviors Throughout the Workday,” also measures the effect of core self-evaluation, a trait that makes some people less susceptible to the negative effects of rudeness. It involves the ability to show kindness to oneself during moments of self-reflection and internal dialogue.

People with this trait feel confident, successful and satisfied with their own performance, and they project these attitudes onto others — seeing benign intentions where others see rudeness. “People who score high on the core self-evaluation scale have higher tolerance or immunity to rudeness,” Foulk says.
HOT TREN
S

that will change the way you eat

by DARYL JAMES AND GREG MURASKI
PHOTOGRAPHS by TONY RICHARDS
Nobody likes to see food go to waste. But economists who study agriculture understand that proper stewardship of our natural resources requires a certain amount of postharvest loss.

“If you want 100 bushels of corn to get to the hogs or to the elevator, you’re going to have to produce more than 100,” says Steve Sonka, an affiliated researcher at the Smith School’s Ed Snider Center for Enterprise and Markets. “That’s the reality of biology and economics.”

Sonka says “zero waste” makes a good slogan. But public, private and social sector organizations that want to maximize their environmental and food security impact should remember that going after the low-hanging fruit is more than a metaphor in agriculture.

Plucking the first fruits from a fully laden tree is easier than gleaning leftovers, and there comes a point when rescuing the last bits of produce no longer represents the best use of economic and environmental resources. “To capture those last bits is not just economically expensive,” Sonka says. “Zero waste would be less environmentally friendly.”

Society really needs to focus on finding and eliminating “excess loss,” Sonka says. “That’s the amount that could be prevented through education and proper application of existing technology.”

Despite advances in technology, excess loss remains a problem at every node along global supply chains from farm to fork, even while hunger persists in all regions.

Sonka, the founding director of the ADM Institute for the Prevention of Postharvest Loss at the University of Illinois, is currently working with Snider Center colleagues and students to reduce waste in Africa through a multiyear grant from the Rockefeller Foundation.

Entrepreneur Evan Lutz ’14, CEO and co-founder of Hungry Harvest, is fighting postharvest loss closer to the University of Maryland.

His company, launched from his dorm basement in College Park, already has spread from Philadelphia to South Florida — while the waitlist of potential new customers has swelled into the tens of thousands in other parts of the country.

The business model is simple. Agents purchase fresh produce that otherwise would be thrown away at farms and packing houses due to imperfections in appearance or fluctuations in demand. The food is then boxed and delivered to subscribers once a week at discount prices. For every box sold, Hungry Harvest also helps feed someone who is food insecure.

When it comes to excess loss, Lutz says the main challenge in the United States is abundance.

Food has never been cheaper relative to income, which invites carelessness. Although one-in-six Americans remains food insecure, the Natural Resources Defense Council estimates that the country wastes about 40 percent of its agricultural supply.

Zero waste might not be feasible, but 40 percent is certainly too much. “People value food based on price,” Lutz says. “What people don’t see is the energy and effort and resources that go into making that food.”

Ultimately, he says, Hungry Harvest is about education. “In the United States we have to have an attitude shift about food,” he says. “We need to consider where it comes from and what its value is — not just its abundance and price.”

Increased focus on postharvest loss will change the way you think about and consume food in the coming years. Here are more hot trends from Smith alumni and other school affiliates.
Change has come fast in the food and beverage industry since Jeff Knabe, MBA ‘02, retired as a drummer with alternative rock band Burst of Silence and enrolled in business school. During his post-MBA career at PepsiCo, Campbell Soup and now McCormick and Co., Knabe has guided major consumer brands through multiple marketplace disruptions.

“The marketplace keeps changing, so it’s always fresh,” says Knabe, a senior marketing manager who oversees the Grill Mates and Lawry’s brands at McCormick. “That’s what’s kept me so engaged in food and beverage, and that’s why I’ve done it for 15 years.”

Club stores, supercenters, ecommerce, dollar stores, limited assortment retailers and other alternative channels have caused shifts in consumer shopping behavior. Regional chains such as Giant and Winn-Dixie remain popular, but have seen significant consolidation among their ranks. The implications are huge for a spice, condiment and flavor manufacturer like McCormick, which relies on retailers to reach consumers.

“Retailers have gotten more powerful, more sophisticated and more strategic,” says Knabe, who grew up five minutes from McCormick headquarters in Hunt Valley, Md. “That means that we need to understand consumer preferences and behavior, and the needs of our customers, so that we can grow our brands and the category across a broad range of channel partners.”

The latest shift, Knabe says, is toward e-commerce sales and home delivery. Amazon, which acquired Whole Foods in 2017, already offers same-day or next-morning grocery service.

“The whole e-commerce space is exploding,” Knabe says. “That’s causing traditional retailers to behave in different ways than they have before because they have to adapt to change, which means we have to be agile and adapt to change.”

One way is through increased online advertising, which is more surgical and customized than traditional advertising. “We have made significant progress in this area, but there is still huge upside to market effectively in the digital space,” Knabe says. “Marketers never had the ability to reach a consumer the way we do now.”
“The décor, design and vibe of the restaurant all speak to who we are,” Cheng says. “The menu is full of things that we would want to eat ourselves. It’s an extension of our dining room.”

She says the payoff comes when customers give “that silent head nod” of approval after their first bite. “It’s very gratifying when we have guests come in and tell us our food reminds them of home, whether that’s near or far, and that they find it comforting,” Cheng says.

Another payoff comes when Instagram bloggers share positive experiences online. “We have people from out of town who come back every time,” Cheng says. “Instagram expands awareness around the world.”

The Internet is global, and so are supply chains. But a growing niche of U.S. consumers want locally sourced options. Adam Benesch ’98 has seen the trend at Union Craft Brewing, which he operates in Baltimore as owner, co-founder and CEO.

He and his partners open their taproom every Thursday, Friday and Saturday to let customers inspect the facilities close up. “They ask about the ingredients that we use in our beer, where they come from, and what type of processes we use to make our beer,” Benesch says. “We love sharing all that and showing them around the brewery.”

The ultimate goal is connecting with consumers in a way that national brands can’t match. Benesch says Whole Foods and farm-to-table restaurants tap into the same appetite for local sourcing and preparation.

“There’s been a real shift over the past five or 10-plus years,” he says.
Restaurateur Katie Cerrone, MBA ’12, benefited from the shift toward local brands when she launched KC’s Classic Burger Bar in North Attleboro, Mass., near the Rhode Island state line. Simultaneously, she tapped into a companion trend toward family-owned establishments.

A 2017 report from marketing research firms Pentallect and Critical Mix shows that independent and family-owned restaurants have passed U.S. chains in both traffic and revenue growth.

Cerrone says the reason relates to atmosphere. Diners who come to her place get more than tasty food at great prices.

“It’s a place where customers come in and feel like they’re family, even on their first visit,” she says. “And they come back, and they bring their friends.”

The classic car-themed restaurant features spiked milk-shakes, homemade appetizers and never-frozen chuck-sirloin burgers topped with original sauces like maple bacon mayonnaise. The Hot Rod sauce is also popular, but Cerrone says the real secret sauce is happy employees.

“When people come in and they sit down and they’re greeted with a smile every single time, and employees are walking around smiling — and not walking around miserable — and they’re laughing with each other, and look like they enjoy their work, then people enjoy eating there,” she says.

Having a trusted name also helps. Before moving into the restaurant business, the Cerrone family owned and operated a local car dealership for four generations until its sale in 2014.

“My dad, who was on TV for 40 years, does my commercials,” Cerrone says. “People come in and they say, ‘My father bought cars from your grandfather and your great-grandfather.’”

Moving from cars to burgers might seem like a leap, but Cerrone says business fundamentals stay the same. “It doesn’t matter what you sell,” she says. “You can sell hamburgers or cars or widgets. If you have a good product and good service, then people are going to come back.”

Success has led to plans for a second KC’s location in Seekonk, Mass., followed by a third location in a converted food truck. Cerrone says customers at each location will find the same commitment to quality and service.

“Our customers will know when they come in, by the way we treat them, that we are family-owned,” she says.
People on the go don’t always have time to sit at a table for meals, but they still want healthy options. Serial entrepreneur and investor Jason Cohen ’96 moved quickly to fill this gap in 2005 with the launch of World Gourmet Marketing, a manufacturer of healthy snacks.

The startup’s flagship brand, Sensible Portions, rode the wave of demand for all-natural, low-calorie snacks with options such as Veggie Straws, Pita Bites and Multigrain Crisps. Revenue climbed to $100 million within five years, earning a sale price of $110 million in 2010. More recent multimillion-dollar successes for Cohen have included Rickland Orchards yogurt, SkinnyPop popcorn, Dippin’ Chips party snacks and Mrs. Thinsters cookies.

Rather than starting healthy food brands from scratch, Cohen now focuses on identifying high-potential startups that need capital and expertise to grow. Investments have included Core Hydration nutrient-enhanced water and Chefs Cut Jerky.

“I want to create healthy foods,” he says. “I also want to give back to people.”

Smith School roommates Eric Golman ’15 and Ryan Schueler ’14 found their own niche in the natural foods market with JavaZen. Their company started with a quest to find healthy, balanced coffee blends that could provide a lift during late-night study sessions without the jitters that come with drinking too much caffeine.

When they started testing coffee mixed with teas and other superfoods like dark chocolate, their market research showed huge potential. “That’s when I knew we were onto something,” Golman says. “By mixing coffee with things that your body and mind need to have a great day, you will go out and crush it.”

The partners introduced JavaZen prototypes at farmers markets and local grocery stores. Then they went national after winning the 2016 Cupid’s Cup entrepreneurship competition hosted by Kevin Plank ’97, founder and CEO of Under Armour.

“As you build up a following, you can go into some of the bigger chains, where existing customers are going to start finding your products in those stores,” Golman says.

Growing Seeds

Mahka Moeen, PhD ’13

Anti-Junk Food

Mahka Moeen, an entrepreneurship professor at the University of North Carolina, wrote her dissertation on the emergence of the agricultural biotechnology industry. She understands the nuances underlying these trends.

Moeen sees potential for a company like Bayer-Monsanto to drive away smaller players and charge monopoly prices. But she also sees potential upsides for growers and consumers.

“On the one hand, this deal is a competitive response to the announced acquisitions involving DuPont, Dow and Syngenta,” she says. “On the other hand, Monsanto and Bayer have a lot to offer each other, and their combined knowledge portfolio would open many new opportunities for them and their customers.” For better or worse, the mergers will affect the price and selection of nearly every product that reaches your table, Moeen says.
Another trend is just beginning in agricultural production, where robots are replacing humans on farms and ranches. Already, commercial drones are doing more than surveillance, photography and video.

“As of last year, about 5 percent of all new unmanned aerial systems sales were for the ag market,” says Matt Scassero, director of the University of Maryland Unmanned Aircraft Systems Test Site.

Japanese farmers have crop-dusted with drones for three decades. Now, their counterparts worldwide are sending drones to monitor crops and collect soil data. Drones also can find and herd cattle. And, within the next decade, higher-value crops such as tree nuts, vineyards and fresh produce will be further impacted by autonomous hauling.

“We are at the beginning of a technology ‘bow wave’ driven by a linkup among agronomists, software coders, algorithm writers and sensor engineers,” Scassero says. Looming are “software applications that will enable farmers to make decisions on the fly that will directly affect production and efficiency.”

A byproduct will be environmental protection. “We will see a reduction in both runoff and cost per application due to the precision nature of data leading to a tailored application of chemicals,” Scassero says. “The big dividends are still coming.”

Running a restaurant requires food knowledge. But it also requires business sense. Increasingly that means data analytics — the ability to read spreadsheets, recognize patterns and make predictions.

Restaurateur Robert Hallback III, MBA ’15, got his food education at home. He comes from a family of caterers known in Plant City, Fla., for Southern staples like fried shrimp, hushpuppies and barbecued pulled pork. Satisfied customers include the Tampa Bay Buccaneers in the NFL.

Hallback came to the Smith School for the business part of his education. During the first year of his MBA program, he teamed with family members back home to open Hallback’s Bar & Grill at Lakeland Linder Regional Airport.

Smith School classmates and professors quickly adopted the venture like a live case study. Along the way, Hallback learned to rely on big data in ways not possible for his father and grandfather.

“It worked out so well for me,” Hallback says. “The regressions we ran in our data analytics class were based on my restaurant. And when we developed a strategic marketing plan, my classmates again chose to use my restaurant as the basis for the project.”

Diners who come to Hallback’s Bar & Grill don’t usually care about things like marketing analytics and inventory controls. But they ultimately benefit from the improved products, prices and services that result.
Willy Wonka’s Chocolate Factory had the idea first. Dylan’s Candy Bar simply took the concept of a confectionery wonderland and brought it to a real city near you.

“People come for the experience,” says Tushar Adya, MBA ’03, president and chief operating officer of the New York-based chain. “Everything in this world now, consumers are gravitating toward experiences.”

Movie theaters, restaurants, fitness centers, airlines and universities all sell experiences. So do big stores like Costco and little stores like Wawa. Dylan’s Candy Bar pushes the trend even further.

The stores lack chocolate rivers and Oompa Loompas. But they have just about everything else — from whimsical displays and creative packaging to candy-inspired lifestyle products like stationery, scented lotions and handbags.

The vision of founder Dylan Lauren, daughter of fashion designer Ralph Lauren, is to merge the worlds of fashion, art and pop culture with candy. “We run more as a fashion company than a candy company,” Adya says. “It’s a lifestyle brand.”

Since Adya arrived in 2013, the chain has expanded from five stores to nearly two dozen across the United States. Global expansion also started in 2017 with the first international outlet in the Bahamas. Next will come stores in Canada and the Middle East, followed by the United Kingdom and Japan.

“The experience translates across the globe,” says Adya, who grew up in India and traveled the world as a McKinsey & Co. consultant after finishing his Smith MBA. “There’s an inner child in everyone, no matter where you live.”

Sweet Experiences

Tushar Adya, MBA ’03, works in a confectionery wonderland as president and chief operating officer of New York-based Dylan’s Candy Bar. Since he arrived in 2013, the chain has expanded from five stores to nearly two dozen. Photos courtesy of Dylan’s Candy Bar.
EATING HEALTHY starts with knowledge of nutrition science. For consumers who don’t work in labs, this means trusting the experts and following their advice.

Most people are willing to try. But Smith School marketing professor Rebecca Ratner discovered a different problem in 2010 when she studied the food pyramid used as an educational tool by the U.S. Department of Agriculture.

People accepted the guidelines, they just couldn’t remember them. “We had been studying the food pyramid and how not sticky it is — how much people are not able to remember the information,” Ratner says.

In a paper co-authored with Jason Riis at the University of Pennsylvania, she tested the memorability of a simpler icon: A plate divided into serving portions for fruits, grains, vegetables and proteins with a cup of dairy on the side.

The graphic reinforced the guideline that people generally should fill half their plates with fruits and vegetables. The message proved stickier than the pyramid, which the USDA modified in 2005 to include variations based on demographics and lifestyles.

Purists liked the precision of the more complicated 2005 model, but Ratner says simple usually works better in public campaigns. “Science communicators need to develop guidelines that individuals can commit to memory easily and act on straightforwardly at moments of decision,” the authors concluded in their paper.

Influenced by the research, the USDA retired the pyramid and switched to MyPlate in 2011. “This is a quick, simple reminder for all of us to be more mindful of the foods that we’re eating,” first lady Michelle Obama said during the rollout. / DJ /
Stephen M. Feeney ’70 knew his place in the world as a New York banker. “I was working for various financial entities in a narrowly defined square block bordered by 42nd Street, 59th Street, Third Avenue and Broadway in Manhattan,” he says.

Feeney’s horizons expanded in 1997 when he joined the Overseas Private Investment Corporation, a self-sustaining U.S. government agency that helps American businesses invest in developing markets. Since then he has put together billions of dollars in loan transactions for hospitals, energy plants, water purification systems and other projects in more than 100 countries from Albania to Zambia.

One recent OPIC loan financed the construction of low-and-middle-income apartments and schools in South Africa. As managing director of capital markets for OPIC, Feeney does most of his work in Washington, D.C. But he traveled to Johannesburg and Cape Town to see these projects firsthand.

He credits the progress to global mindset, which includes global business savvy. He says companies that approach OPIC for financing are able to connect the dots and recognize overlapping political and economic interests around the world.

“Formerly disparate regions of the globe have become intertwined,” he says. “People who can connect the dots are the ones driving growth in the 21st century.”
Sameness can be reassuring. But **Maurice Nick ’12, MBA/MS ’16**, a supply planning manager at Stanley Black & Decker, prefers the disruption of new ideas. “I grow tired of situations quickly,” he says. “Without having different insights, different perspectives and different people around me, I get weary in what I’m doing.”

Passion for diversity, a key component of global mindset, serves Nick well when he leaves corporate headquarters in Towson, Md., and meets overseas suppliers and inventory planners for the Craftsman tool brand. “I don’t have complete knowledge on anything,” Nick says. “So actively seeking to build a team around me that can bring in other perspectives gives me that flexibility and boosts my global mindset.”

Passion for diversity is something Nick has developed over time. He grew up in Prince George’s County, Md., and did not travel abroad until he arrived at the Smith School and joined a consulting project in Southeast Asia. “When I went to Thailand, the U.S. dollar was not on the ticker for currency exchange,” he recalls. “I was flabbergasted and a bit offended because I always thought America was the most important country.”

The experience proved transformative. Now when he travels, he keeps an open mind. “You experience different ways of doing things,” he says. “It reinforces the need to look at problems from different perspectives.”

Every transaction is international when you work at Maersk, the world’s largest container ship operator. “Supply chain management gives you a really literal illustration of global business,” says **Katie Praske Brandt ’01**, who spent more than a decade at Maersk. “Each shipment touches at least two countries. You can’t do anything in isolation.”

As general manager of customer service and customs compliance, she had to function as a type of translator. She took corporate directives from Copenhagen and explained them to front-line workers at ports around the world. She also carried information back in the other direction. “I spoke fewer languages than most people at Maersk, but I did the most translating,” says Praske, who speaks English, Danish and Spanish. “I helped people from different backgrounds understand each other.” Cultural and language barriers added complexity. But Praske built relationships of trust by focusing on communication, empathy and mutual respect.

She says that’s what it means to have global mindset. “You have to pause and see impacts from different perspectives,” she says.

Praske now works as a senior adviser at ARG. The Virginia-based consulting and brokerage firm, founded by her father in 1991, connects small and midsized companies with technology solution providers.

In that way Praske still functions as a translator, bringing people together and building understanding. “You can walk into any room and feel comfortable talking to whomever is there,” she says. **DJ**
“Balance means that you’re whole, that you control your priorities, and that you’re taking care of yourself.”

/ DONNA BLACKMAN, EMBA '10
How I Got Here

Women Leading Women Honoree Shines at BET

Leaders prove their worth during times of adversity, and Donna Blackman, EMBA ’10, got her first big opportunity just 100 days into a new job at BET Networks in 2013. As part of a reorganization, the Viacom subsidiary announced plans to dissolve Blackman’s position and lay off her team. “More important than my role going away, it was that almost 50 people were going to lose their jobs,” Blackman says. “While I hadn’t anticipated this and wouldn’t have wished this, it was really an opportunity there for me to be a strong leader and help some people through a really tough time.” BET eventually found a new role for Blackman, who serves today as Senior Vice President, Business Operations. She talked about her career path and leadership philosophy on March 1, 2018, as the honored guest at the Smith School’s seventh annual Women Leading Women event.

Embrace Change
Managing the 2013 reorganization and another one in 2015 gives Blackman credibility when helping people cope with change. “I’m not just telling you what I’ve heard,” she says. “I’m telling you what I’ve experienced.” Her résumé shows a long history of trying new things, starting in 1999 when she left KPMG and came to Marriott International with no hospitality experience. “Every job I’ve had since then was something I’d never done before,” she says. “And with each change I’ve had, it’s led to a better opportunity for me.”

Own Your Journey
Layoffs and other disruptions will occur, but Blackman does not believe in accidents. “You can’t stop change from happening,” she says. “But you can put yourself in a position where you can take advantage of it and get the most out of the change that’s coming about.” The attitude has taken her from the Bronx in New York City, where she grew up, to North Carolina State University, where she became the first member of her family to attend college. She was happy at Marriott in 2013 and not looking for change. But then recruiters approached her about a leadership role at BET. “It was being ready for an opportunity when it became available,” she says. “I had this burning desire to lead teams, which really came out of my experience at the Smith School.”

Focus on People
Blackman loves the variety of her current position, which covers finance, research, corporate administration, business development, festivals and ancillary revenue. But more than anything, she values the people at BET. “It’s really like coming to work with family every day,” she says. “That’s fun and that’s exciting for me.” Something similar attracted her to the executive MBA program at Smith. “It was really about being in a classroom with other executives and learning from them,” she says.

Choose Your Priorities
As a wife and mother, Blackman must also focus on the people at home. She says friends and acquaintances sometimes hold her up as a role model, but her priority is to set an example for her daughter, 15, and son, 11. “The first people I want to inspire are my own children,” she says. The trick is finding work-life balance. “That does not mean spending 50 percent of your time at work, and 50 percent at home,” she says. “Balance means that you’re whole, that you control your priorities, and that you’re taking care of yourself.”

Celebrating Women
Women Leading Women is a signature event of the Smith School’s Office of Diversity Initiatives under the leadership of Senior Director Sharon Strange Lewis, EMBA ’05. The conversation is moderated by professor Nicole Coomber.
Online MBA Presentation Leads to Job Offer

Save-A-Lot executives did more than listen to a capstone project from Smith School online MBA students. The supermarket chain created a new position and offered it to team member Anthony Botos, OMBA ’17.

“The Smith MBA program gave my team and me the skills needed to sift through a lot of data and make connections between the information and the company’s strategy,” Botos said.

The presentation in April 2017 was part of the Action Learning Project, a graduation requirement that allows online MBA candidates to apply the knowledge and skills they acquire at Smith to address real-world corporate challenges.

Botos and his teammates chose to focus on Save-A-Lot, which operates more than 1,300 grocery stores across 36 states. The project addressed challenges associated with the marketing and merchandising of Save-A-Lot’s private label brand.

As director of distribution for Save-A-Lot at the time of the project, Botos took great interest in the success of the capstone project. “The project was a top priority for me because it had my name on it, and I wanted it to bloom,” he said.

The day after Botos and his team presented their marketing plan to the Save-A-Lot executive board, the company had a change in leadership. The new CEO wanted to transform the company’s relationship with its customers, and one board member recommended that he hear the Smith School presentation.

As a result, the company flew Botos to Save-A-Lot’s headquarters in Earth City, Mo., where he presented the capstone project to the CEO in a one-on-one meeting.

Shortly afterward, the CEO created a new Customer Experience department and offered Botos the position of Director of Customer Experience. “It speaks a lot to what we did in the project,” Botos said about the job offer.

Botos has been with Save-A-Lot for more than 10 years. Through a series of promotions, he became director of distribution. Then he decided to pursue his interest in marketing.

As a father, husband and full-time employee, Botos needed an MBA program with flexibility. He researched his options and chose Smith’s online MBA program with a concentration in marketing.

After two months as Director of Customer Experience, Botos was promoted again to Vice President of Distribution in Missouri.

“My favorite part of my job is developing a positive culture in the organization,” Botos said. “This means connecting, interacting with and motivating people throughout the organization.” / MO /
Christine (LaCola) Thompson, MBA ‘99, rejoined the Smith School as Executive Director of Executive Development Programs, effective Jan. 2, 2018.

LaCola, with a doctorate in higher education management from the University of Georgia, arrives from Columbia College in South Carolina, where she served as executive director of the Institute for Leadership and Professional Excellence.

Previously, she served the Smith School as Director of Business Development (2003–2006) and Assistant Dean for Professional Programs and Services (2006–2008) and subsequently supported a full-scale enhancement to the international MBA program at the University of South Carolina’s Moore School of Business.

Chris Dax was appointed Assistant Dean of Development and Alumni Relations, effective Jan. 29, 2018.

Dax joined the Smith School in September 2017 as executive director of development. He came to Smith from Johns Hopkins University & Medicine, where he was director of annual giving.

In that role he led a team of 24 staff members in significantly increasing cash and pledge commitments. During that period he also served as the director of development for the university’s athletics program, where he executed a $10-million capital campaign.

Previously, he was director of annual giving and athletic fundraising at Coker College in South Carolina.
The Smith School welcomed 960 alumni, faculty and staff to the fifth annual Holiday Gala on Dec. 15, 2017, at the Mellon Auditorium in Washington, D.C. Guests mingled, danced and enjoyed carnival-style games at the circus-themed party under the “Smith School Big Top.”

Nearly 300 alumni toasted in celebration at nine locations around the world during the inaugural Smith Day on Nov. 15, 2017. The new tradition is a celebration of Smith School pride among students, faculty, staff and alumni. Celebrations also took place at Van Munching Hall and satellite campuses in Baltimore, Washington, D.C., and Shady Grove in Rockville, Md.

Thank you to more than 100 Smith Day ambassadors for volunteering at events and on social media. Want to get involved next year? Email alumni@rhsmith.umd.edu. #UMDSmithProud

Smith Day participants signed autograph boards, now hanging in the Van Munching Hall lobby, showing why they are proud, global, fearless and driven.
Reconnect and Learn at MBA Class Reunions

Starting this spring, the Smith School will launch a new annual tradition: MBA class reunions. If you graduated with an MBA in 1988, 1993, 1998, 2003, 2008 or 2013, plan a visit to College Park to reconnect with classmates and build your professional connections while you reminisce and learn April 13–14, 2018.

After an opening reception on Friday evening, participants will spend Saturday at Van Munching Hall, hearing from Dean Alexander Triantis, Assistant Dean of Development and Alumni Relations Chris Dax, and Assistant Dean of the Office of Career Services Patricia Reich.

Brush up on your business skills in workshop-style breakout sessions led by faculty.

Marketing professor Wendy Moe will share how to gain insights from social media analytics; management professor Rellie Derfler-Rozin will prepare you to get to win-win in your next negotiation; Dingman Center Executive Director Elana Fine ’97 will discuss how to launch a startup; management professor Jeffrey Kudisch will help you discover and develop your personal brand; marketing professor P.K. Kannan will share how artificial intelligence interacts with marketing analytics; and QUEST Executive Director Joe Bailey will cover how design thinking can be used in your career.

Alumni will gather on Saturday evening at The Hotel at the University of Maryland for their individual class receptions. /CH/

EVENT CALENDAR

/ March 16 / Online
UMD Alumnae Online Meetup

/ March 20 / Los Angeles
Smith on the Road alumni networking reception

/ March 21 / Online / Webinar
Branding: why people fall in love with things

/ March 21 / San Francisco
Smith on the Road featuring Dingman Bootstrapped

/ March 22 / San Jose
UMD Bay Area alumni networking reception

/ March 28 / Online
Women student/alumnae networking

/ April 13 / Washington, D.C.
Eighth annual Emerging Markets Forum

/ April 13-14 / College Park, Md.

/ April 17 / College Park, Md.
Robert G. Hisaoka Speaker Series

/ April 20 / Online
Student/alumni industry networking

/ April 25 / New York
Maryland in Manhattan

/ April 26 / Baltimore, Md.
Smith at Terrapin Adventures

/ April 27 / College Park, Md.
Second annual Smith Analytics Consortium

/ April 28 / College Park, Md.
Smith Alumni at Maryland Day

/ May 1 / Online / Webinar
How To Work with Recruiters

/ May 10 / Austin
Terp Happy Hour

/ May 19-21 / College Park, Md.
UMD and Smith School spring 2018 commencement ceremonies, Xfinity Center

To view all Smith Alumni events, visit go.umd.edu/alumnievents

smithbusiness@rhsmith.umd.edu

spring 2018 / SMITH BUSINESS / 31


**'60s**

/ BRUCE BROUGH '60 retired from full-time work in January 2017 and moved to Spring, Texas, with his wife, Jane. He continues to do consulting, public relations and marketing communications from his home.

/ NELSON NORTH '71 was appointed to the Board of Trustees of the Pequot Library.

/ RON PAUL '78 was named one of Washington Business Journal’s Power 100 of 2017.

/ MICHAEL TEITELBAUM '79 was named President of Baltimore Magazine.

**'70s**

/ DAVE FELDMAN '84, MBA '90, was a 2017 Schulze Publication Award recipient for his article, The Sustainable Entrepreneur: Balancing People, Planet and Profit. Feldman is a sustainability thought leader with a focus on system change and leadership. He is the Director of the Center for Sustainability Solutions at Green America.

/ DAVID LEMUS '84 was appointed to the Board of Directors of Sorrento Therapeutics. He will serve as a member of the Audit Committee of the Board.

/ JIM THOMASELL '84 was named the 2017 Philanthropic CFO of the Year at an event co-hosted by Columbia Books, parent company of Association TRENDS, in Washington, D.C. Thomasell is CFO at National PTA.

/ DANIEL FLANNERY '85, Senior Vice President and Managing Director of Edition Hotels, was the speaker at the Hotelier Middle East: Great GM Debate 2017.

/ ELIZABETH BALDWIN FOLK '85, MBA '01, was promoted to Senior Vice President and Chief of Staff at the Henry M. Jackson Foundation for the Advancement of Military Medicine. She serves as senior advisor to the CEO and leads the executive team to ensure successful operations across HJF.

/ TERESA HALLECK '85 was named the 2017 Most Admired CEO in the Business/Nonprofit category by the San Diego Business Journal. She is the CEO of San Diego County Credit Union.

/ FRANK HAZZARD '85 along with his business partner, produced a first-of-its-kind trade show for the tiny house industry. The Mid-Atlantic Tiny House Expo was Oct. 28-29, 2017, at the Howard County Fairgrounds.

/ MANUEL CHINEA '87, joined the Board of Directors of Junior Achievement of New York.

/ DAN SCHRIDER '87, was named one of Washington Business Journal’s Power 100 of 2017.

/ EDWARD BERMAN '89, MBA '98, was hired by Morgan Stanley in Baltimore as Vice President, Legal & Compliance.

**'80s**

/ KEVIN FLANNERY '85 was named Managing Director of the Debt Placement Team in the Washington, D.C., office of Holliday Fennig Fowler. The team will focus on debt and equity placement origination in the Mid-Atlantic with a focus on multi-housing and agency transactions.

/ CHRISTINE BUCKLEY '93 joined the Dyer Kroneberger Group of RBC Wealth Management in Baltimore as a senior client associate. She will head the Dyer Kroneberger team’s wealth management planning practice.

/ JOHN PITSENBERGER '96 was named Chief Financial Officer at MHVC Acquisition.

/ KEVIN PLANK '97 was awarded the 2017 John Wooden Global Leadership Award by UCLA Anderson School of Management. He was selected in recognition of his business leadership, philanthropic activities and commitment to community.

/ MICHAEL DAVIS '98 joined RyanSharkey as a Director in its Assurance and Advisory Practice.

/ TERESE HARRISON '98 was selected to The Daily Record’s 2017 VIP List. She is a member of the Baltimore County Fairgrounds.

**'90s**

/ DAVID IVES, MBA '00, was appointed Chief Strategy Officer of GBH Insights, a market research and custom analytics firm.

/ DAVID ROSEN '01 was named to The Daily Record’s 2017 VIP List. He was also named as one of the Baltimore Business Journal’s “40 under 40” honorees.

/ SEAN P. O’CONNOR ’04 was named to the 2017 Massachusetts Super Lawyers Rising Stars list. O’Connor is a partner at Boston labor and employment law firm, Morgan, Brown & Joy, LLP, where he represents employers in labor and employment matters.

/ CHARLOTTE GLINSKI PHILIPS, MBA ’04, joined the Baltimore office of Wilmington Trust as team leader for private banking for the Mid-Atlantic region.

/ BRIAN SOUTHARD, MBA ’04, principal at the Maryland law firm Kramon & Graham, was recognized by The Best Lawyers in America 2018 for his extensive experience in real estate law.

/ JOSH SEIFF, MBA ‘06, joined HouseCanary as Vice President of Business Development, Financial Services.

/ PATRICK SMITH, EMBA ’06, was named Chief Marketing Officer at Cvent, a cloud-based

/ DAVE FELDMAN '84, MBA '90, was a 2017 Schulze Publication Award recipient for his article, The Sustainable Entrepreneur: Balancing People, Planet and Profit. Feldman is a sustainability thought leader with a focus on system change and leadership. He is the Director of the Center for Sustainability Solutions at Green America.

/ DAVID LEMUS '84 was appointed to the Board of Directors of Sorrento Therapeutics. He will serve as a member of the Audit Committee of the Board.

/ JIM THOMASELL '84 was named the 2017 Philanthropic CFO of the Year at an event co-hosted by Columbia Books, parent company of Association TRENDS, in Washington, D.C. Thomasell is CFO at National PTA.

/ DANIEL FLANNERY '85, Senior Vice President and Managing Director of Edition Hotels, was the speaker at the Hotelier Middle East: Great GM Debate 2017.

/ ELIZABETH BALDWIN FOLK '85, MBA '01, was promoted to Senior Vice President and Chief of Staff at the Henry M. Jackson Foundation for the Advancement of Military Medicine. She serves as senior advisor to the CEO and leads the executive team to ensure successful operations across HJF.

/ TERESA HALLECK '85 was named the 2017 Most Admired CEO in the Business/Nonprofit category by the San Diego Business Journal. She is the CEO of San Diego County Credit Union.

/ FRANK HAZZARD '85 along with his business partner, produced a first-of-its-kind trade show for the tiny house industry. The Mid-Atlantic Tiny House Expo was Oct. 28-29, 2017, at the Howard County Fairgrounds.

/ MANUEL CHINEA '87, joined the Board of Directors of Junior Achievement of New York.

/ DAN SCHRIDER '87, was named one of Washington Business Journal’s Power 100 of 2017.

/ EDWARD BERMAN '89, MBA '98, was hired by Morgan Stanley in Baltimore as Vice President, Legal & Compliance.

/ KEVIN FLANNERY '85 was named Managing Director of the Debt Placement Team in the Washington, D.C., office of Holliday Fennig Fowler. The team will focus on debt and equity placement origination in the Mid-Atlantic with a focus on multi-housing and agency transactions.

/ CHRISTINE BUCKLEY '93 joined the Dyer Kroneberger Group of RBC Wealth Management in Baltimore as a senior client associate. She will head the Dyer Kroneberger team’s wealth management planning practice.

/ JOHN PITSENBERGER '96 was named Chief Financial Officer at MHVC Acquisition.

/ KEVIN PLANK '97 was awarded the 2017 John Wooden Global Leadership Award by UCLA Anderson School of Management. He was selected in recognition of his business leadership, philanthropic activities and commitment to community.

/ MICHAEL DAVIS '98 joined RyanSharkey as a Director in its Assurance and Advisory Practice.

/ TERESE HARRISON '98 was selected to The Daily Record’s 2017 VIP List. She is a member of the Baltimore County Fairgrounds.

/ DAVID IVES, MBA '00, was appointed Chief Strategy Officer of GBH Insights, a market research and custom analytics firm.

/ DAVID ROSEN '01 was named to The Daily Record’s 2017 VIP List. He was also named as one of the Baltimore Business Journal’s “40 under 40” honorees.

/ SEAN P. O’CONNOR ’04 was named to the 2017 Massachusetts Super Lawyers Rising Stars list. O’Connor is a partner at Boston labor and employment law firm, Morgan, Brown & Joy, LLP, where he represents employers in labor and employment matters.

/ CHARLOTTE GLINSKI PHILIPS, MBA ’04, joined the Baltimore office of Wilmington Trust as team leader for private banking for the Mid-Atlantic region.

/ BRIAN SOUTHARD, MBA ’04, principal at the Maryland law firm Kramon & Graham, was recognized by The Best Lawyers in America 2018 for his extensive experience in real estate law.

/ JOSH SEIFF, MBA ‘06, joined HouseCanary as Vice President of Business Development, Financial Services.

/ PATRICK SMITH, EMBA ’06, was named Chief Marketing Officer at Cvent, a cloud-based
enterprise meetings, events and hospitality technology company.

/ MARCUS HAMILTON, EMBA ’08, was named Chief Financial Officer of Flexsteel Industries.

/ COLIN HOGAN ’08 was promoted to CEO of the Chicago-based video production agency, Demo Duck, where he will oversee production of business videos for companies across the globe.

/ MICHEL (SHELLY) WASHINGTON, MBA ’08, began an interdisciplinary program in Language, Literacy and Culture at UMBC. Her areas of research interest include feminism in millennial black women and career disadvantage among minorities.

/ ANISH SEBASTIAN ’09 founded Babyscripts, profiled in the Washington Business Journal as one of 25 startups to watch in Greater Washington. The company’s app connects physicians with their pregnant patients at key milestones.

/ ’10s

/ MARIAN MAI-AN CHENG ’10 was profiled in an article in The Washington Post about the future of food. She just opened a new location of Mimi Cheng’s, a dumpling shop in New York. (See profile, page 17.)

/ EVELYN HARTWICK, EMBA ’10 has accepted a position with the new development bank in BEIJING AiB. In her new position, she will be in charge of the development of capital markets in local currencies for all of Asia. Hartwick previously worked for the World Bank.

/ RAHUL VINOD ’11 and SAHIL RAHMAN ’12 opened a fast-casual Indian restaurant, Rasa, in Washington, D.C.

/ DOUG HOGAN, MBA ’12 was promoted to Vice President of Business Operations, Global Sales and Marketing at SkyTouch Technology, a hotel property management system. In this role, he will lead business operations, financial planning and management, strategic planning and global sales and marketing.

/ RYAN MILLER ’12, Managing Director of Savills Studley, was named to the 2017 Baltimore Business Journal’s “40 under 40” list.

/ ALI VON PARIS ’12 was named to The Daily Record’s 2017 list of Maryland’s Very Important Professionals for her success in owning Route One Apparel, a Hunt Valley-based business that makes and sells apparel and merchandise that celebrate Maryland pride.

/ SHAHID MANZUR, MBA/MFIN ’16, was promoted to Partner at Ernst & Young in July 2017. Manzur is part of the performance improvement practice within Advisory Services, where he serves life sciences clients within finance and commercial operations.

/ DAVID KLEIN, MBA ’17 has accepted a position with Klein’s Stop Rite of Maryland. He will spend the next year training in the supermarket environment before joining the Finance and Accounting Department.

/ ’10s

/ MARIAN MAI-AN CHENG ’10 was profiled in an article in The Washington Post about the future of food. She just opened a new location of Mimi Cheng’s, a dumpling shop in New York. (See profile, page 17.)

/ EVELYN HARTWICK, EMBA ’10 has accepted a position with the new development bank in BEIJING AiB. In her new position, she will be in charge of the development of capital markets in local currencies for all of Asia. Hartwick previously worked for the World Bank.

/ RAHUL VINOD ’11 and SAHIL RAHMAN ’12 opened a fast-casual Indian restaurant, Rasa, in Washington, D.C.

/ DOUG HOGAN, MBA ’12 was promoted to Vice President of Business Operations, Global Sales and Marketing at SkyTouch Technology, a hotel property management system. In this role, he will lead business operations, financial planning and management, strategic planning and global sales and marketing.

/ RYAN MILLER ’12, Managing Director of Savills Studley, was named to the 2017 Baltimore Business Journal’s “40 under 40” list.

/ ALI VON PARIS ’12 was named to The Daily Record’s 2017 list of Maryland’s Very Important Professionals for her success in owning Route One Apparel, a Hunt Valley-based business that makes and sells apparel and merchandise that celebrate Maryland pride.

/ SHAHID MANZUR, MBA/MFIN ’16, was promoted to Partner at Ernst & Young in July 2017. Manzur is part of the performance improvement practice within Advisory Services, where he serves life sciences clients within finance and commercial operations.

/ DAVID KLEIN, MBA ’17 has accepted a position with Klein’s Stop Rite of Maryland. He will spend the next year training in the supermarket environment before joining the Finance and Accounting Department.

/ ’10s

/ MARIAN MAI-AN CHENG ’10 was profiled in an article in The Washington Post about the future of food. She just opened a new location of Mimi Cheng’s, a dumpling shop in New York. (See profile, page 17.)

/ EVELYN HARTWICK, EMBA ’10 has accepted a position with the new development bank in BEIJING AiB. In her new position, she will be in charge of the development of capital markets in local currencies for all of Asia. Hartwick previously worked for the World Bank.

/ RAHUL VINOD ’11 and SAHIL RAHMAN ’12 opened a fast-casual Indian restaurant, Rasa, in Washington, D.C.

/ DOUG HOGAN, MBA ’12 was promoted to Vice President of Business Operations, Global Sales and Marketing at SkyTouch Technology, a hotel property management system. In this role, he will lead business operations, financial planning and management, strategic planning and global sales and marketing.

/ RYAN MILLER ’12, Managing Director of Savills Studley, was named to the 2017 Baltimore Business Journal’s “40 under 40” list.

/ ALI VON PARIS ’12 was named to The Daily Record’s 2017 list of Maryland’s Very Important Professionals for her success in owning Route One Apparel, a Hunt Valley-based business that makes and sells apparel and merchandise that celebrate Maryland pride.

/ SHAHID MANZUR, MBA/MFIN ’16, was promoted to Partner at Ernst & Young in July 2017. Manzur is part of the performance improvement practice within Advisory Services, where he serves life sciences clients within finance and commercial operations.

/ DAVID KLEIN, MBA ’17 has accepted a position with Klein’s Stop Rite of Maryland. He will spend the next year training in the supermarket environment before joining the Finance and Accounting Department.

Smith Alumna Honored Among ‘Women Who Mean Business’

The Washington Business Journal named Phyllis Caldwell, MBA ’87, to its 2017 list of “Women Who Mean Business.” The designation honors women who have made their mark as role models and inspirational leaders in the Washington, D.C., business community.

Caldwell, founder of Wroxton Civic Ventures, LLC, and director of Ocwen Financial Corporation, was cited for her dedication to community, particularly housing.

Prior to establishing Wroxton — a D.C. advisory firm that offers services in the areas of housing and capital access — Caldwell served as president of community development banking for Bank of America.

She described her vision to the Washington Business Journal as focused on “more than housing. It’s schooling, it’s access to health care, it’s access to retail.”

Caldwell, formerly president and CEO of the Washington Area Women’s Foundation and with a UMD undergraduate degree in sociology and urban planning, further described how establishing her own company has fostered her wherewithal to “prioritize people even more.”

“Corporations by nature have to wrap things up and get things done, and so you’re always having another master say what you can and cannot do,” she said. “When you’re on your own, you have more time and elasticity to make choices.” / GM /
A Corner Office at the Pentagon

Ryan D. McCarthy, EMBA ’13, never thought he would be the chief operating officer of the U.S. Army. But his passion for the military’s mission and his mix of experience in service and industry made him a natural choice for the job of Under Secretary of the Army, unanimously confirmed by the U.S. Senate on Aug. 1, 2017.

As the No. 2 civilian position in the largest branch of the U.S. military forces, McCarthy oversees weapons systems development, manages budgets and interacts with Congress.

Being around soldiers every day — whom he calls “the most selfless and committed Americans”— is the best part of the job for McCarthy. “I love this institution, and really it’s because of the men and women who serve,” McCarthy says. “The mission is so important.”

He credits the Smith School’s executive MBA program with helping him sharpen his business fundamentals. “I’m sitting at the top of an organization that has a $137-billion budget, a million people in uniform and a couple hundred thousand civil servants,” McCarthy says. “The skills I honed at Smith, I use every day.”

After earning a bachelor’s degree at the Virginia Military Institute, McCarthy started his career in the U.S. Army, serving in the 75th Ranger Regiment, the Army’s elite special operations team. He was scheduled to wind down his service when terrorists attacked on Sept. 11, 2001. McCarthy deployed to Afghanistan with the Rangers and served another year.

He then went on to work for HSBC in the bank’s management and virtual finance programs. He was set to continue that path and start an MBA program in New York when he learned that his college roommate had been killed in action, prompting McCarthy to make a career change back into government service.

“I realized I had left some things undone,” he says. “The world had changed.”

McCarthy landed a role on the House Foreign Affairs Committee in Washington, D.C., then a year later, was asked to serve on the immediate staff of then-Secretary of Defense Robert Gates. He worked for Gates for more than four years, then took a job with Lockheed Martin when Gates retired.

McCarthy was an executive on the F-35 Joint Strike Fighter program for the defense contractor when the call came from Washington for his current role.

SMITH SALUTES SERVICE MEMBERS

Active-duty military and veteran students can count on top-notch service at the Smith School, as evidenced by UMD’s 2018 ranking as the No. 3 Top College for Vets by College Factual. Smith offers financial assistance, partnerships and special programming to help service members seamlessly make the transition to a civilian career.

MILITARY LIAISON

Military veteran and U.S. Navy Reserve Officer Carl Comasco, MBA ’98, leads the Smith School’s military and veterans initiatives for prospective students, current students and alumni. He can be reached directly at (301) 405-9506 or comasco@rhsmith.umd.edu.
Michael David Dingman, benefactor and namesake of the Smith School’s Dingman Center for Entrepreneurship, died on Oct. 3, 2017, at his home in Lyford Cay, Bahamas. He was 86.

“Michael Dingman inspired and empowered hundreds of entrepreneurs for decades,” Smith School Dean Alexander Triantis said. “The entrepreneurship center that bears his name has served students for more than 30 years, and the impact will continue to grow.”

Dingman was born on Sept. 29, 1931, in New Haven, Conn., and attended the University of Maryland before leaving to launch a Wall Street career.

Over the decades he served as chief executive or president of several U.S.-based industrial corporations, including Wheelabrator-Frye, Signal Companies, AlliedSignal and its Henley Group spinoff, which he took through a $1.2 billion initial public offering.

Dingman later moved to the Bahamas, where he founded and served as president and CEO of diversified international holding company Shipston Group until his death.

He became increasingly active as a philanthropist, giving money to support education, hospitals, the environment and social organizations that supported people through tough economic times.

During the Dingman Center’s 25th anniversary celebration in 2010, Dingman challenged students to “get to work” to make the world a better place. He made his final trip to UMD on May 4, 2017, for the third annual Rudy Awards, named for former dean and Dingman Center founding director Rudolph Lamone.

“Mike Dingman’s ability to overcome obstacles, to see what others could not see, to persist in the face of adversity and to defy conventional wisdom is at the heart of his success as an entrepreneur and his entrepreneurial ventures,” Lamone said. “His spirit of joy and his kindness will live with us forever.”

Dingman Center executive director Elana Fine ’97 said Dingman’s gift to launch the center more than 30 years ago catalyzed a movement of entrepreneurship education across the nation and now the globe.

“By associating his name with our center, he put a stamp of approval on the concept of entrepreneurship as an academic discipline and paved the way for other business leaders, deans and college presidents to make similar investments,” she said. “At that time there were only three other entrepreneurship centers and now there are over 300 centers of entrepreneurship, including many that bear the name of successful business leaders.” / DJ /
A #MeToo Moment for Business Schools

Entertainment industry executive Donna Blackman, EMBA ’10, shared good news and bad news about the #MeToo movement during a Smith School event on March 1, 2018. On the one hand, she is heartened by the courage of the “Silence Breakers” named as TIME magazine’s 2017 Person of the Year. On the other hand, she says many more women remain marginalized in entertainment, media, politics and other professional settings.

“I don’t know a woman in corporate America who has not been sexually harassed or discriminated against — who does not have a #MeToo story,” says Blackman, a senior vice president at BET and honored guest at the Smith School’s seventh annual Women Leading Women event.

Business schools have largely escaped scrutiny as the #MeToo movement spreads. That’s a missed opportunity. Institutions like ours, dedicated to preparing leaders for positions of influence, play a central role in shaping attitudes and driving conversations about gender in the workplace. Roughly half of Fortune 500 CEOs earn MBAs, and many more come to b-school for undergraduate or specialty master’s degrees. The access to current and future leaders positions business schools as society’s best hope to knock down barriers for women in male-dominated industries.

To promote more diverse viewpoints, the Smith School has worked toward gender parity at the top. Seven of our nine newest board members are women, and more than half of my direct reports on the senior leadership team are women.

Men have a role to play. Misogyny or subconscious bias might hold some men back from getting involved, but new research co-authored by Smith School professor Subra Tangirala shows that many men stay on the sidelines simply because they feel it is not their place to engage in “women’s issues.”

The research shows that a simple invitation from the CEO is often sufficient to overcome the psychological barrier. “Leaders need to explicitly communicate that all employees, regardless of their gender, have a stake in and can meaningfully contribute to gender parity programs,” the authors write in Harvard Business Review.

As Smith School dean, I invite all faculty, staff, students and alumni to get involved. Every bit of progress can make an impact on organizations across the economy. The revelations of the #MeToo movement demonstrate what happens when problems get hushed or ignored instead.

Regards,

ALEXANDER TRIANTIS, DEAN

“ The access to current and future leaders positions business schools as society’s best hope to knock down barriers for women in male-dominated industries.”

/ DEAN ALEXANDER TRIANTIS

36 / SMITH BUSINESS / spring 2018
YOUR GIFT. YOUR LEADERSHIP.

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

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

QUESTIONS?
AnnualGiving@rhsmith.umd.edu
GET BACK TO BUSINESS

Don’t miss out on your Smith MBA Reunion Weekend this spring!

- Reconnect with your classmates
- Expand your business network
- Engage in sessions with innovative Smith faculty
- Spread the word! #SmithMBAreunion

APRIL 13-14, 2018

Register Today*
go.umd.edu/MBAreunions

*Early Bird registration ends March 19