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ON THE COVER:
Clean drinking water, the most fundamental natural resource, represents a business and social challenge for Maryland Smith alumni.

PHOTO ILLUSTRATION BY RYUMI SUNG

Above:
Johanna Polsenberg, EMBA ’07, feeds her sheep at the family farm in Vermont on Jan. 11, 2019. Polsenberg, a marine conservationist, combines a business and scientific perspective in her approach to water conservation.

(PHOTO BY MATT SNELL)

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Forget FOMO, the fear of missing out. Maryland Smith professor J. Gerald Suarez says busy people need JOMO.

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Meet three donors on the front lines of Fearless Ideas: The Campaign for Maryland.

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Field Hockey Talent

Marketing major Kelee LePage represented Smith on Maryland’s field hockey team, which finished second in the nation. The Terps lost 2-0 to North Carolina in the NCAA title game on Nov. 18, 2018.

Powered by Smith

The Terrapins men’s soccer team won its fourth national title on Dec. 9, 2018, with the help of two Maryland Smith students. Finance major Justin Gielen played in 18 games, scored one goal and had one assist during the season. Mike Heitzmann, also a finance major, played in five games and scored one goal. Maryland defeated Akron 1-0 in the championship game, following tournament wins over North Carolina State, Duke, Kentucky and Indiana.
More Than 300 Smith Undergraduates Study Abroad

More than 300 Maryland Smith undergraduate students launched study abroad experiences in 2019.

About one-third of participants attended faculty-led programs ranging from 10 to 22 days in January. Groups visited Japan, South Africa and many European countries.

The remainder of participants are spending the spring semester in business exchange programs at sister schools in Europe, Asia and Australia.

“Smith students see the value of these experiences and how they provide a competitive edge in the global job market,” says Rebecca Bellinger, executive director of the school’s Center for Global Business.

Overall, about 36 percent of undergraduates study abroad during their time at Smith. /DJ /

Smith Expands Global Outreach with $1.2 Million Grant

A $1.2 million grant from the U.S. Department of Education will allow the Center for Global Business at Maryland Smith to expand its portfolio of externships, language training and other programs through 2022.

The four-year funding commitment, renewed for the fifth consecutive time at Smith, will position the school as a national resource center with 20 years of experience in the Centers for International Business Education (CIBE) program. Smith was one of 15 grant recipients chosen from a competitive applicant pool in 2018.

Among other initiatives, the grant will allow Smith to expand its partnership with Maryland’s School of Languages, Literatures, and Cultures.

During the previous grant cycle, the partnership produced two business language courses in French and Arabic — supplementing the school’s existing courses in business Spanish.

The new grant will allow additional courses in business German, starting in spring 2019, and at least two more business language courses. /DJ /

Smith Launches Dual Degree Program with India Partner

A new partnership with India’s S.P. Jain Institute of Management & Research will give the University of Maryland its first dual degree graduate program with an institution outside the Maryland system.

Participants will earn a Master of Quantitative Finance from Maryland Smith and a Global Management Program Certificate from SPJIMR, a leading business school in Mumbai.

Both institutions are members of the Global Business School Network, a nonprofit alliance that connects public, private and social sector organizations with more than 70 business schools on six continents.

“The partnership will broaden Maryland’s outreach in India and provide a template for other dual degree programs,” says Rebecca Bellinger, executive director at Maryland Smith’s Center for Global Business. “This is the first of what we hope will be several partnership programs with prestigious institutions abroad.” /DJ /
Students Learn by Talking to Strangers

Undergraduate students in the College Park Scholars program learn from some unlikely sources when they hit the streets of Washington, D.C., as part of an innovation course at Maryland Smith.

Squirrels, for example, teach lessons about corporate culture and consumer psychology when they approach humans looking for food. “It shows how individuals are shaped by the environment around them,” says computer science major Michael Shaffer. “Squirrels in the forest run away from people, but in D.C. they come right up to you.”

Gaining insight from another species is just one requirement of the Urban Team Challenge, an experiential learning activity in a freshman course called “How Do Innovators Think.” Participants must also visit six designated sites, talk with strangers at each stop, and document the adventure with photos, videos and blogs.

Chaperones normally follow students on field trips, but Maryland Smith professor Mark Wellman stays on campus. He provides no tour bus, no itinerary and no map. Computer engineering major Derek Yu says the format forces students to think for themselves.

“This is something I have never experienced on a field trip before,” he says. “In the past it’s always the teacher saying, ‘This bus, this train at this time.’”

The idea for the assignment comes from “The Necessity of Strangers,” a book by Alan Gregerman, president and chief innovation officer at Venture Works in Silver Spring, Md. Gregerman visits the classroom and explains the rationale before students are randomly assigned to teams.

“The journey itself is just as important as the destinations,” he tells the students.

College Park Scholars brings freshmen and sophomores together in close-knit communities. Students accepted to any of the 12 programs live in shared dorms and study together on campus.

Wellman directs the Business, Society and the Economy program and leads the innovation course, the first of several required classes during the two-year program. / DJ /

Dingman Parks in Diamondback Garage

The University of Maryland has a new hub for entrepreneurs, and the Dingman Center for Entrepreneurship has moved in.

The StartupUMD space is housed in the Diamondback Garage under The Hotel near the main entrance to Maryland’s campus. The development is part of the “Discovery District,” a $2 billion push to revitalize Greater College Park.

Along with the Dingman Center from Maryland Smith, the StartupUMD space is shared by campus partners UM Ventures, Maryland’s technology commercialization arm; the Terrapin Development Company; and the School of Public Policy’s Do Good Accelerator. / SN /
Smith Professor Curt Grimm Dies at 65

Maryland Smith professor Curt Grimm died on Dec. 12, 2018, at age 65. He was the Charles A. Taff Chair of Economics & Strategy and became chair of the school’s Logistics, Business and Public Policy department in 2017, having previously served in that role from 1995 to 2003.

Professor Thomas M. Corsi, a logistics department colleague, said Grimm loved the Maryland campus and referred to Van Munching Hall as his “happy place.”

“From the first time I met Curt in 1984, I knew he would be an invaluable asset to our department and the school,” Corsi said.

Grimm joined the Smith faculty in 1983 and taught students at all levels.

Serial entrepreneur Jason Cohen ’96 has found success providing healthy snack options to people on the go. Winning brands have included Veggie Straws, SkinnyPop Popcorn and Rickland Orchards Greek Yogurt Bars. During Maryland Smith’s winter commencement on Dec. 19, 2018, he also provided some healthy advice.

“One important rule of mine? Treat regular people like celebrities and celebrities like regular people,” he told graduates during his keynote address.

Cohen, the founder and co-CEO of Halen Brands, described leaving a disappointing business meeting in Virginia one day and hopping into a car to the airport. Rather than burying his head in his phone, he handed one of his company’s beverages to the driver and made conversation.

The driver was impressed with the beverage and happened to be the driver for the CEO of a massive airport concessions company.

“Long story short, talk to everybody,” Cohen said. “Our drinks will be in all U.S. airports starting this February. You never know when your luck will strike, so be humble and talk to everyone. Your Uber driver on your way home from graduation may have the solutions to your problems.”

On the flip side, Cohen also emphasized the need to watch and listen.

When he went to work selling insurance, he landed in an office with the country’s top-selling agent. “I decided that instead of going out and selling right away, like the rest of the young recruits, I would shadow him for 120 days,” Cohen said. “I really just wanted to learn what success looks like, while everybody else wanted to sell insurance. I wanted to learn how to be successful.”

“In recognition of Grimm’s lifelong appreciation of the scholarships that enabled him to accomplish his dreams, his family has established a memorial fund to support supply chain PhD students. To make a gift to his memory, please visit go.umd.edu/curtgrimm.

Food Entrepreneur Gives Healthy Advice to Grads

“In recognition of Grimm’s lifelong appreciation of the scholarships that enabled him to accomplish his dreams, his family has established a memorial fund to support supply chain PhD students. To make a gift to his memory, please visit go.umd.edu/curtgrimm.

“Your Uber driver on your way home from graduation may have the solutions to your problems.”

smmithbusiness@rhsmith.umd.edu
Professor Makes Impact in Africa

An organization led by Maryland Smith finance professor Lemma W. Senbet helped senior policymakers bring rigor and evidence to economic policymaking in Africa.

Senbet returned to Maryland Smith in fall 2018 after a five-year term as executive director and CEO of the African Economic Research Consortium (AERC). The nonprofit organization is the largest and oldest economic research and training network in Africa.

Senbet took a leave from his teaching position to lead the consortium. During his African tenure, he visited and led missions to 25 countries.

Following his return to campus, Senbet was appointed to the advisory council of the Ethiopian Diaspora Trust Fund. / GM /

Students Fight Post-harvest Loss of Mangoes in Kenya

Maryland Smith researchers and students are working with the Rockefeller Foundation and other partners to evaluate post-harvest loss of mangoes in Kenya. The goal is to increase the supply of mangoes and ensure farmers have a more secure income.

“With all the advancements in technology, it’s difficult for some people to understand why post-harvest loss continues to be a challenge,” Smith professor Christina Elson says. “We wanted to see if there was something we could learn that would inform strategies in Kenya and around the world.”

Elson is managing director of the school’s Ed Snider Center for Enterprise and Markets, which joined the mango project in 2016. Working with the Rockefeller Foundation, she recruited her undergraduate students in the QUEST honors program to assist.

The multidisciplinary program, which brings engineering, business and computer science students together, focuses on experiential learning.

Elson says one problem with fresh produce is disease, but farmers can reduce the risk by placing flytraps in their gardens. A bigger problem is information asymmetry.

“The exchange of information throughout a supply chain is essential,” Elson says. “How do buyers let farmers know they need more mangoes, have too many or need a certain kind?”

The Rockefeller Foundation and its African partners are looking at various technologies, including flytraps, cold storage, dryers and better transportation systems for the mangoes throughout the supply chain.

Maryland team members then analyze the data to get a better understanding of what techniques are most effective. They hope to have the project completed in two years.

“My classmates and I get to make sense of the findings, notice patterns and determine what the Rockefeller Foundation has done to make a positive difference,” said Shannon Donaldson, a QUEST engineering student in Elson’s class. / SN /
Marketing Pioneer Named Distinguished Scholar-Teacher

The University of Maryland honored Smith professor P.K. Kannan as one of six Distinguished Scholar-Teacher award recipients for the 2018-19 academic year. Kannan is the Dean’s Chair in Marketing Science and recipient of multiple research and teaching awards.

Some of his earliest work focused on digital marketing strategies in the days before social media, when commercial websites struggled with consumer demand for free content.

The papers were advanced for their time, but Kannan gained traction as he narrowed his focus to pricing strategies for business information systems like LexisNexis.

The award, launched in 1978, honors faculty members who excel in research and classroom instruction. Overall, 18 recipients have come from Smith. /DJ/

Wedel Wins Career Achievement Award

Maryland Smith professor Michel Wedel received the 2019 Irwin/McGraw-Hill Distinguished Marketing Educator Award in February during the American Marketing Association Winter Academic Conference in Austin, Texas.

The award recognizes contributions to marketing over an extended period of time. Only 35 educators have earned the distinction since the inaugural presentation in 1985. Past recipients include Smith professor Roland Rust, recognized in 2012.

Wedel, who started his career in the 1980s at the Nutrition Research Institute in the Netherlands, transitioned to academia after discovering a passion for marketing research.

“Marketing facilitates exchange relationships, and uses insights into customer needs to make those more efficient, effective and valuable,” he says.

Wedel studies the effectiveness of visual marketing using eye-tracking technology. He also specializes in the customization and adaptive personalization of marketing. /DJ/

Committee Honors Kyle for Finance Innovation

Maryland Smith professor Albert “Pete” Kyle has won the 2018 CME Group-MSRI Prize in Innovative Quantitative Applications. Past recipients of the award, established in 2006, have included Nobel laureates.

Kyle, the author of landmark research on market microstructure, helped modernize Nasdaq in the 1990s as a federal consultant. Traders still handled orders by phone at the time, creating job security for market gatekeepers, but Kyle pushed for automation.

“I’ve always been a big supporter of the idea that customers should have access to the market on a level playing field, and that access should be electronic,” Kyle says. “When that happens, the result is a more competitive price.” /CH/
Maryland Tool Measures Climate Change Risks

Big storms like Harvey, Irma and Maria doubled supply chain disruptions in 2017, and forecasts call for continued chaos in the coming years. But logistics companies worried about the uncertainty of climate change have a new way to measure and mitigate the risks.

Researchers at Maryland Smith’s Supply Chain Management Center and counterparts across campus at the Earth Systems Science Interdisciplinary Center have launched the highly localized Climate Change Variability/Vulnerability Index.

The instrument, disseminated by Silicon Valley software firm Resilinc, will help individual firms navigate the rough seas.

The index’s significance is underscored by the 2018 U.S. National Climate Assessment. “Without substantial and sustained global mitigation and regional adaptation efforts,” the report warns, “climate change is expected to cause growing losses to American infrastructure and property and impede the rate of economic growth over this century.”

Smith professor Sandor Boyson, co-director of the school’s Supply Chain Management Center, says the project combines Resilinc resources with a Maryland-based climate change center linked directly to the National Oceanic and Atmospheric Administration and its long-term climate prediction center.

“We’re positioned to make an index that in its initial phase will score and rank some 10,000 Resilinc-monitored production locations worldwide for vulnerability to climate change,” Boyson says.

The project involves multiple other Smith researchers and students. For example, Smith chief information officer Holly Mann and the Office of Smith IT have built a virtual research infrastructure to support the secure storage and analysis of data for the project.

The climate change work is part of a larger research partnership between Smith and Resilinc that extends to Smith alumni John Patrick Paraskevas ’11, MS ’12, PhD ’17, a professor at Miami University of Ohio, and John R. Macdonald, PhD ’08, a professor at Colorado State University.

Both are continuing supply chain risk research using Resilinc data.

Talent Pipeline Primed for Amazon’s HQ2

Amazon plans to hire more than 1,500 workers at its second headquarters in Northern Virginia by 2020, and recruiters will look to Maryland Smith’s Master of Science in Supply Chain Management as a source for filling those jobs.

“Whether you want your Amazon order to arrive in two hours or two days, you probably know that the ecommerce giant relies on supply chain management,” the Washington Post writes. “Lucky for you, the University of Maryland has a very well-regarded program in that field.”

Smith logistics professor Thomas M. Corsi says many program graduates already work for Amazon locally, supervising its warehouses or distribution centers. “So we already have a pipeline,” he says. “But this new opportunity would be at the executive level.”
Stanley Black & Decker Tools for Success

Stanley Black & Decker President and CEO James Loree’s tools for success can be stripped down to a few simple rules: Be innovative, never stop learning, do the right thing and be forward-thinking.

Loree shared his story with the Smith community on Nov. 6, 2018, in a conversation moderated by Maryland Smith dean Alex Triantis.

- **ON INNOVATION** Loree said the pace of changing technology is the biggest challenge in doing business today. When he took the helm of the 175-year-old Stanley Black & Decker in 2016, he made innovation a top priority. “Everything is being disrupted, so if you’re not on the leading edge of innovation, you’re at risk,” he said.

- **ON LEARNING** Loree said the academic system is ripe for innovation. Many tasks will soon be replaced by technology, as artificial intelligence rises, so students must become aggressive lifelong learners. “I’ve done a lot of unlearning and relearning,” he said. “To stay current, you have to.”

- **ON DOING THE RIGHT THING** Staying true to values is a nonnegotiable for Loree, especially integrity. “Whatever we do, we’re going to do the right thing,” he said. “We’re also going to be compassionate when it comes to our employees.”

- **ON FORWARD THINKING** Loree said companies need people who are agile, adaptable and able to think short-term and long-term. He said the mindset has helped guide Stanley Black & Decker through more than 150 acquisitions during his tenure, which started in 1999 when he joined the company as chief financial officer. “The crème de la crème was the 2010 transaction when we combined Stanley and Black & Decker,” Loree said.

Do You Pass the Website Test?

Companies claim to be all kinds of things on their websites. Only the best actually deliver, Great Place To Work executives said on Oct. 16, 2018, at the BB&T Colloquium on Capitalism, Ethics & Leadership in College Park, Md.

“In the not-so-great cultures, what’s on the website is not experienced by the people in the company,” Great Place To Work CEO Michael C. Bush said. “In the great cultures, what you see on the website is what people actually experience.”

Great Place To Work co-owner Dan Whalen joined Bush on stage at the annual event, organized by the Ed Snider Center for Enterprise and Markets at the University of Maryland’s Robert H. Smith School of Business.

Great Place To Work, founded in 1992, surveys 5 million employees at 6,000 companies in 58 countries per year. “We know about great cultures,” Bush said. “We know even more about not great cultures.”
Millennials and the Saving-Too-Little Myth

THIS ISN’T ANOTHER ARTICLE about avocado toast, the delicious scapegoat to an entire generation’s money problems. A trendy breakfast is unlikely to thwart the retirement intentions of the millennial generation, says Maryland Smith professor Albert “Pete” Kyle. Millennials likely will do just fine in saving for retirement. For those who are unsure, he offers six sound money tips.

Kyle says members of the younger generation, many of whom came of working age in the grips of the Great Recession, have been slower to invest than previous generations and generally more distrustful of a financial system blamed for systemic abuses that contributed to the cause of the global crisis.

The established narrative about millennials is that they are saving less than previous generations did. It’s worrying, the narrative goes, as fewer and fewer companies offer defined benefit retirement plans.

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The established narrative about millennials is that they are saving less than previous generations did. It’s worrying, the narrative goes, as fewer and fewer companies offer defined benefit retirement plans.

“All this stuff about people not saving enough for retirement, that may be true,” says Kyle, the Charles E. Smith Chair in Finance. “But it’s not new. The idea that people aren’t saving enough, that’s been around since I was in my 20s and 30s. And it was completely wrong.”

Average incomes of seniors in the United States have grown higher relative to the average incomes of everybody else in the economy, he says. And though millennials — people born between the early 1980s and the mid-1990s — are less likely to work for a company that offers a defined benefit pension plan, those perks were never ubiquitous.

Less than one-third of U.S. workers ever qualified for such programs, he says.

“And those are the types of professionals that nowadays will max out their 401(k)s,” he says. “And people who max out their 401(k)s will do fine in retirement if they work for a reasonable number of years.”

For most people, that means working until age 67 or later, he says. Longer life expectancy means longer retirement expectancies and, therefore, larger savings requirements.

SIX TIPS TO BANK ON

For millennials and members of Generation Z, which is just beginning to enter the workforce, Kyle offers these six tips about saving for retirement:

1. Avoid credit card debt by living within your means.
2. Max out your 401(k) contributions each year, if possible.
3. Buy and hold diversified mutual funds with low fees.
4. Tilt asset exposure toward equities while you are young.
5. Ignore professional investment advice except from a fiduciary under the Employee Retirement Income Security Act (ERISA).
6. Do not assume that home ownership is a good investment. Do your homework, and rent if it makes better money sense.
Why Cable Is Poised for a Comeback

Cutting the Cord with your cable company was supposed to make your life simpler — and a little cheaper.

No longer would you be paying for loads of channels you never watch. You would have all the entertainment you could ever want from a single streaming service: Netflix. Or maybe two: Amazon Prime. Or three: Hulu. Or four: Because you can’t not have HBO.

If the proliferation of new streaming video services is any indication, that number could climb even higher. WarnerMedia, Viacom, Disney, Apple, Walmart and Costco all announced plans for new online video services in 2018.

So did Jeffrey Katzenberg, who is launching a short-form video platform called QuiB. Niche options are popping up as well, from WWE to College Humor.

The unbundling of services works well for families that can afford multiple subscriptions at $6 to $15 per month. But Maryland Smith professor P.K. Kannan says families with budget constraints may be stuck with fewer options. “Those who can afford it can sign up for many streaming services,” he says. “Others may have to live with a few.”

On the other end of the equation, niche content providers will struggle to draw enough subscribers to support their streaming services at reasonable costs.

Kannan says the key for many channels will be the strength of their original programming. That has not been a problem for HBO and CBS. Both services reached 5 million subscribers in 2018 with their video-on-demand services.

“When the content has a significant following, like HBO and CBS TV shows do, they can go direct, instead of or in addition to cable, and be successful,” Kannan says. “And with subscribers moving away from traditional cable, it’s probably a good move.”

But as streaming services multiply and costs go up, Kannan says demand for the cable model could reemerge.

“I predict that with so many streaming channels, and with each customer having to use different setups and buttons to access them, aggregators will emerge in the online space to aggregate these streaming services for customers,” he told Smith Brain Trust in October.

The aggregators could offer a bundled price to make overall entertainment packages more affordable and to give customers more options. And at that point, Kannan says, “We will go back to the cable model.”

True to his prediction, Roku in January 2019 announced it would offer premium subscription services through its streaming service, the Roku Channel, in what could be the first of many aggregating hubs. Kannan says he expects AT&T, Xfinity, Netflix and Amazon to launch similar aggregation services.

But they will be cheaper, right? Because isn’t that why so many people cut the cord to begin with? Not so fast, Kannan says.

“Prices for content will generally increase,” he explains. “That’s because there will be more fragmentation of tastes leading to many different types of programs. And given that each program will cost money to make and has to be extracted over a smaller niche customer base, prices will be higher.”
Forget FOMO. Busy People Need JOMO

JOY OF MISSING OUT

STOKED BY SOCIAL MEDIA, the all-too-common fear of missing out, or FOMO, is often cited as a reason why people live beyond their means, take on debt and generally feel unsatisfied at home and in their careers.

It’s why people put so much pressure on themselves to have Instagram-worthy lives, 24 hours a day.

Now, meet JOMO, or joy of missing out. It is the elation that people experience as they step away from their screens, take a social media detox and feel the happiness that comes from disconnecting.

“Our lives are so cluttered,” says Maryland Smith professor J. Gerald Suarez. “We are bombarded with what is often irrelevant information. It becomes harder and harder to discern which things really require our attention and which do not.”

All day long, things big and small light up the home screens of handheld devices. People divert attention to consider the alert and assess whether it requires an immediate response. “It rarely does,” Suarez says. “But we frequently respond anyway.”

If you are ready to bring more JOMO into your life, Suarez offers his advice.

- **Stop Comparing**

  Our social media feeds are filled with friends and relations having a great time, hosting events, going on vacations, sharing accomplishments, cheering on their loved ones, having it all.

  “You look at this, and you think to yourself, ‘What’s wrong with me? Everybody is out having a great time. Why am I not on vacation or visiting friends or going to the newest restaurants? I’m missing out on life itself.’ You’re not,” Suarez says. “What you are seeing are snapshots of a person’s life.”

  Those snapshots don’t tell the whole story of a person’s life. And chances are, he says, their life is just like yours.

- **Set Boundaries**

  “There is an expectation that success means that we are always surrounded by people and always on the go. And that business is a badge of honor, so we fear being alone. We fear missing out,” he says. “We need to set boundaries, carve out a little time to do nothing.”

  You can do yoga, he says, but that’s not nothing. It’s yoga. You can meditate, he says, but that’s meditating. “Do nothing,” he says. “Let it unfold and happen and know that you are not missing out on anything.”

- **Pace Yourself**

  “Let go of the pressure to reply to everything right away,” he says. “Replying quickly is not an Olympic sport. You are not going to get a medal.”

  And, relatedly, everything is not urgent. Very few messages, he says, are ever worthy of the “Urgent” labels used so liberally. “Some people seem to think that every message they send is ‘urgent.’ It might not be important, but it’s urgent,” he laughs.
The meeting was still going at 2:30 p.m. on a Friday, which was the scheduled end time, and I had kids to pick up from school. I was happy when another colleague began packing up her notebook and said, “I’m sorry, guys, I’ve got to run to another meeting.” I said, almost to myself, “Yes, I’ve got to pick up kids from school.” I don’t think anyone heard me, and I followed my colleague out of the conference room as the meeting wrapped up.

My reticence to voice my reason for leaving the meeting is ironic. After all, I led a video series at work called “Managing Motherhood,” featuring my four children. Of all people to set a clear boundary about leaving a meeting at its scheduled time to pick up children from school, it should be me.

The phenomenon of “covering” our true identities in the workplace, however, is a common experience for people from all backgrounds. In a Deloitte study on Uncovering Talent, 61 percent of employees reported covering their true identity in some way at work. LGBTQ individuals felt they needed to keep their sexuality in the closet. Mothers refrained from discussing their children so they would seem more dedicated at work. Black employees felt the need to wear their hair in certain ways or refrain from discussing racially charged topics in the news. Even straight white men, who are usually not the subject of diversity and inclusion efforts, covered in a variety of ways, from family status to health issues.

As the report from Deloitte points out, covering is not something that others do. It’s something we all do.

Organizations that recognize the problem can help by encouraging employees to “uncover” their true identities at work. Everyone benefits when this happens, including the organization.

The energy put into hiding your true identity can go into your work instead. And it’s likely that clients and customers look just like our workplaces — full of people from a number of different backgrounds, including moms and dads.

Allowing our employees to be their true selves gives them the freedom to speak about how a firm’s products and services might benefit people like them, creating a competitive advantage.

The next time I need to leave a meeting, I might not shout, “I have to go because I’m a MOM!” But I also might not wait for another colleague to take the lead.

Asking our leaders to uncover and be their true selves at work is one way we can encourage employees to do the same.

By being honest about how I “manage motherhood” with my colleagues and students, I hope to inspire them to see themselves as capable of handling parenting and a job successfully.

Nicole M. Coomber is associate clinical professor of management and organization at Maryland Smith.
Colin Goddard, MBA ’18, takes a break from the 2019 Consumer Electronics Show in Las Vegas. His company, Zero Mass Water, showed off its technology at the event.
Phoenix residents shrug when summer temperatures top 110 degrees Fahrenheit. “It’s a dry heat,” they say. Despite the low humidity, an Arizona-based startup has found a way to pull safe drinking water from the atmosphere using nothing but sunlight and air.

Zero Mass Water, founded in 2014, combines solar technology, materials science and data analytics to hack the Sonoran Desert without plugging into the grid. “If we can make water here — one of the driest places in the world — we can make it anywhere,” says Colin Goddard, MBA ‘18, who joined the company in September 2018 shortly after graduation.

Like others in the Maryland Smith community, Goddard recognizes the power of business to deliver scalable solutions to water insecurity and related climate challenges around the world.

FORGOTTEN PEOPLE

Zero Mass Water already has started scaling up with Source Hydropanel installations at schools, homes and offices in more than 18 countries. The implications are huge in a world where 2 billion people lack reliable access to clean water. Even developed countries face risks.

“Despite what people think about the problem being contained to Sub-Saharan Africa or Southeast Asia, there are many communities — way too many — here in the United States suffering from the same thing,” says Goddard, the company’s business development director for North America. Aging infrastructure, misuse of resources and climate change contribute to water scarcity. But Goddard frames the problem in terms of technology.

“It’s essentially the same as it was in the Roman era,” he says. “We wait for snow to melt up high in the mountains, then run into streams to go to central plants to be processed and then distributed through a network of pipes into someone’s residence.”

The system leaves communities vulnerable to changing weather patterns, extreme storms, pollution, corrosion and water disputes.

“We bypass all of that, taking in the air around the house, extracting the water vapor from it, converting vapor into liquid water and dispensing drinking water inside,” Goddard says. “It gives every person...
CRISIS OF TRUST

Communications strategist Emily Chan, MBA ’09, understands the power of storytelling to change hearts and minds. As senior vice president at Edelman, a global communications marketing firm, she helps West Coast clients grow their sustainability programs through Edelman’s Business + Social Purpose boutique agency.

“At the core of what we do is storytelling,” says Chan, who worked in the nonprofit sector in Washington, D.C., before enrolling at Maryland Smith.

She says doing the right thing for the right reason is not always enough. Organizations must also communicate their social purpose in clear, accessible ways.

Social advocates sometimes use fear to create a sense of urgency. But Chan says the underlying call to action must convey optimism.

“People need to see that positive change can happen and their actions can make a difference,” she says. “That’s the story.”

Before consumers will change their behavior, however, they need confidence in the messenger. That type of trust is increasingly rare.

The 2018 Edelman Trust Barometer, an annual global survey of consumer sentiment, shows plunging credibility of business, government, NGO and media organizations worldwide. The cynicism is especially pronounced in the United States, which saw a 37-point drop in trust across all sectors year-over-year.

Chan saw the cynicism on full display when the U.S. government released its fourth annual National Climate Assessment in November 2018. Many people accepted the findings, but others dismissed the report as overhyped and politically motivated.

Organizations that promote water conservation might struggle to gain traction in such a polarized environment. But Chan says the Edelman survey provides clues for how to win support.

One key is C-suite engagement. “Nearly two-thirds of respondents said they expect CEOs to take the lead on policy change rather than waiting for lawmakers to intervene,” Chan says.

That’s partly because consumers trust business more than government, as measured in the survey. More generally, Chan says, consumers respond when they see leaders take an authentic interest in a cause.

“People don’t want fake,” Chan says. “They want to see leaders get involved and care.”

Emily Chan, MBA ’09, helps West Coast clients grow their sustainability programs through Edelman’s Business + Social Purpose boutique agency.
Garrett Zink ’14, manager of Social Impact & Public Affairs at Marriott International, saw leaders at his company get involved as “Day Zero” approached in Cape Town, South Africa.

Climate change forecasts sometimes talk about consequences in the distant future. But Cape Town’s mayor marked April 12, 2018, as the day suburban taps would be shut off because of low reservoir levels amidst a lingering drought.

“People banded together,” Zink says. “They took water conservation seriously, and we led the way at our hotels.”

The Westin Cape Town constructed an on-site desalination plant to convert sea-water into drinking water for guests at the four-and-a-half star hotel and five other Marriott properties in the region.

Other solutions included special filters to aerate water, re-evaluation of laundry services and educational displays in hotel lobbies showing current dam levels. Fortuitous rainfall pushed Day Zero into 2019, but Zink says Marriott leaders will stay engaged.

“We want to do good wherever we do business,” he says. “We can’t build hotels in communities that aren’t thriving.”

His role at corporate headquarters in Bethesda, Md., has included development of Serve 360, an overarching strategy for all 6,700 hotels in the Marriott family. Goals include a 15 percent reduction in water usage by 2025.

“The process starts with site studies before Marriott even begins construction on a new property. “We have water conservation plans in place from the very beginning,” Zink says.

Some tactics, such as adding a desalination plant, make sense at some properties but not others. Other tactics, such as installing low-flow fixtures, might work everywhere. “It’s a global strategy with local implementation,” Zink says.

The key in hospitality is to save water without degrading the customer experience. Some programs are opt-in for guests, but most adjustments happen behind the scenes.

“We want customers to trust Marriott, so they know we are working on water conservation even when they aren’t thinking about it,” Zink says.
any families can’t help thinking about water. “There isn’t a mother in the developing world who hasn’t dealt with a child suffering from a bout of diarrhea due to poor water quality,” says marine conservationist Johanna Polsenberg, EMBA ’07.

She recently returned from an expatriate assignment in Gabon on the Atlantic coast of Central Africa, where people who can’t afford many luxuries pay premium prices for filtered water.

Public utilities sell the vital resource for less at the tap, but families travel instead to buy bottled water and haul it back to their houses.

“Dirty water may be cheaper up front,” says Polsenberg, who earned a PhD in biology and ecosystem ecology at Stanford University before coming to Smith. “But you pay later with illnesses. That’s the true cost of water.”

Her own family made major adjustments when she moved from the United States with her husband and two boys. “We would go days without fresh water. Days. And this was in the capital city, a mile from the capitol building,” Polsenberg says.

Conditions improved when the Gabonese government started working with a French company to modernize water infrastructure. But Polsenberg says the plastic containers remained a common sight.

Due to inadequate waste management systems, she says the bottles often ended up in rivers and then flowed downstream to the coast.

“As a marine conservationist, I’m looking upstream with my hands on my hips going, ‘Come on, guys! Don’t send all this junk down the river,’” Polsenberg says.

Once pollution reaches the ocean, she says different problems emerge beyond public health risks.

“Talking about clean ocean water is talking about fish and food,” Polsenberg says. “It’s talking about jobs, tourism, climate change and becoming more resilient to oil shock.”

Polsenberg, who worked at the time as senior director of governance and policy at Conservation International’s Center for Oceans, now raises sheep with her family in Vermont.

She also teaches skiing and middle school science. And she is starting her own consulting firm focused on governance.

“I’m curiosity-driven,” she says. “I don’t want to do anything for more than three or four years, which means I will never have seniority in any field. But my education and background let me make lateral moves to places like Africa when I want to experience Africa.”

Polsenberg also has traveled through Asia and lived in the Bahamas and Alaska. During her expatriate assignment in Gabon, she remembers exploring the marketplaces and seeing the potential for business solutions.

“Everybody has something they’re selling — a little blanket where they’re selling a handful of onions,” she says. “There’s got to be a way that we can supply filtered water using local sources and reusable vessels.”

Corruption remains a problem in many places, but multinational firms like Unilever and Coca-Cola have proved that ethical business models can work at the bottom of the social pyramid.

“The private sector controls the levers in most of the developing world,” Polsenberg says. “They have the financial incentives. We should be able to crack this nut.”
BUSINESS NOT AS USUAL

Anyone who has spent time in Malta understands the urgency of the challenge. Despite seawater visible in all directions, the European Union member is one of the top 10 water-scarce countries in the world.

Kimberlee Robertella Glinka, director of Smith’s Center for Social Value Creation, lived on the Mediterranean island-nation during a graduate dual degree program with James Madison University and the University of Malta.


Illegal pumping and overuse have stressed the available limestone aquifers.

“Seawater intrusion of freshwater reserves and pollution from urban and agricultural sources exacerbates the problem,” she says.

While learning to cope with water scarcity in her personal life, Glinka studied environmental resource management at school.

“Much of the coursework focused on water,” she says. “We were learning in the classroom while living in a microcosm of the challenges we face on a global scale.”

She traces Malta’s problems to ancient times, when deforestation began in connection with the building of temples. Forests disappeared, the soil eroded and aquifers became stressed.

From then until now, resource management has continued to be an issue on the island. But Glinka still sees potential for large-scale, market-based solutions that reward investors without robbing future generations.

Today, she says, business and public policy partners are helping the Maltese to consume less water. The country has instituted a pricing mechanism where domestic residential users pay a standard rate for the first 33 cubic meters consumed per year. When that quantity is exceeded, the price increases.

“Business has so much potential,” Glinka says. “But for the most part, we’ve gotten it wrong in terms of how we use our resources.”

She says her undergraduate business program in Pennsylvania largely ignored social and environmental issues. But rather than quit business as a career track, she decided to stay and be a voice for change from the inside.

“My personal mission is to figure out how to transform business as usual,” she says. “It’s a journey.”

Now Glinka works from the inside at Smith. “I can come here and work on programming,” she says. “I can work on partnerships and collaborations that bring these issues to the forefront.”

She also focuses on education at home, starting with her son. He does not face resource scarcity like the Maltese, but she teaches him the value of water when he bathes or plays in the sink.

“When he’s done washing his toy cars, he knows not to tip the bowl over,” Glinka says. “Instead, he comes with me, and together we walk around the house watering the plants.”
Outdoor enthusiast Charles “Chuck” Kovatch, EMBA ’11, learned his own lessons about respecting nature during a two-week trek to Mount Everest Base Camp in Nepal.

“People can climb faster than their bodies can adapt,” he says. “But if you give it time and respect the pace of nature, your body will acclimate itself to the changing elevation.”

His patience paid off with spectacular views at the Khumbu Icefall. “Inside the glacier you could see and hear literal waterfalls and massive amounts of water flowing,” he says. “There’s nothing like the bright glacial blue water, so cold and crisp and clear.”

The same need for patience guides policy decisions at the U.S. Environmental Protection Agency, where Kovatch serves as an environmental scientist in the Office of Water.

He says rivers, lakes and streams have a natural buffering capacity, much like the human body. But the healing process takes time, and defense systems can be overwhelmed by rapid change.

“Humans can move faster than nature,” Kovatch says. “That’s where we have to stand and try to help it.”

His passion for environmental protection started in his youth, while growing up in the mountains of Pennsylvania. “Anytime I wanted to go running or hiking, there were hills,” he says. “If you weren’t going up, you were going down.”

Curiosity about the world around him led to an undergraduate degree in biology and chemistry. After working for two years in a drinking water treatment, Kovatch earned a Master of Science in Environmental Toxicology at the University of South Carolina and joined the EPA.

He enrolled in the Smith Executive MBA program when his career led him to the intersection of public policy, science and business.

“I still wear a science hat,” he says. “But having that extra lens of a business perspective allows me to be more effective and more transferable.”

Among other things, Kovatch says his business skills have helped him better bridge the various sectors. He is currently exploring ways to increase incentives and remove policy barriers, so investors have stronger incentives to fund public infrastructure projects that improve water system health and mitigate environmental impacts caused from development.

Kovatch says landowners and bankers want to understand the benefits and challenges of a potential investment opportunity, and he is helping to build the foundation for a robust environmental marketplace where public-private interactions and corporate social participation can occur.

These projects need information to demonstrate effectiveness, and advances in technology are providing some creative solutions that measure and display environmental outcomes.

“One area of need is better data and analytics,” Kovatch says. “You have to collect the right data and pull it together to make informed water resource decisions.”
Mass Shooting Leads to Life of Advocacy

Intermediate French class started with the usual chatter on April 16, 2007, at Virginia Tech University. “It was a normal Monday morning, talking about what we did the previous weekend,” says Colin Goddard, MBA ’18, who took the course as an international studies major.

When loud banging interrupted the routine, students assumed construction workers had started a project nearby. The professor looked in the hallway to investigate, then immediately shut the door and told students to get under their desks.

“I pulled out my phone and called 911 for the first time in my life,” Goddard says. What followed was 9 and a half minutes of terror. The attacker, an undergraduate student with a history of mental illness, shot through the door and continued firing as he entered the room.

Goddard recalls the smell of gunpowder and a sense of disbelief the first time he was hit. “The force of the bullet shook my whole body,” he says. “A sharp, stinging sensation became this warm wetness down my leg, which became numbness head to toe.”

Three more bullets struck Goddard during the barrage, which left 33 people dead, including the assailant, who ended the attack by turning a gun on himself.

Goddard responded to the trauma, in part, by going to work as an advocate for gun violence prevention. “I had my whole life turned upside down trying to make sense of something that was nonsensical,” he says. “Advocacy was a way to do that.”

Preparation for the career track started in Goddard’s youth, watching his parents serve in Kenya, Somalia, Bangladesh, Indonesia and Egypt as international aid workers.

“I’ve seen how public policy, nonprofits and advocacy can shape the future,” Goddard says. “But I knew that businesses also had a role, and I wanted to get that experience making change in a different way using a different set of tools.”

So after nearly 10 years as a voice against gun violence in the nonprofit and public sectors, Goddard enrolled in the full-time MBA program at Maryland Smith to learn about business solutions. He found himself drawn to clean energy, which led to a career opportunity at Zero Mass Water.

“When I learned about a company building solar-powered clean water technologies that can bring water to places where there isn’t any, I was blown away,” he says. “My parents helped build water and sanitation projects all over the world, so I understood the need.”

As Goddard visits water-stressed communities in the United States, he sees some overlap with his prior advocacy work.

“They are concerned about the lead they are drinking and getting into their bodies,” he says. “I am hyper aware of that concern because I still have metal bullet fragments inside my body that are actively leaching lead into my own bloodstream.” / DJ /
MULTIPLYING THE SMITH EFFECT

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To make a gift or for more information, please visit: go.umd.edu/smithfearless
KROWE GIVES $1 MILLION TO SUPPORT TEACHING

Maryland Smith students and faculty will benefit from a new $1 million gift from longtime benefactor Allen J. Krowe ’54.

Krowe’s funding will be used to expand the school’s Office of Transformational Learning to support excellence in teaching. The gift supports Fearless Ideas: The Campaign for Maryland, UMD’s $1.5 billion fundraising campaign.

Krowe credits the education he received at Smith for propelling his career at IBM and Texaco to senior executive responsibilities and board service. Now he hopes the gift will bolster Smith’s business education for the next generation of leaders with innovative course design and learning experiences.

Krowe’s latest gift follows his decades of support for faculty and the university. His initial gift in 1986 established the Allen J. Krowe Award for Teaching Excellence, the university’s first-of-its-kind recognition program to celebrate and reward instructional excellence. Each year, top faculty members are honored for the work they do in the classroom.

“When I finished at Maryland and went to work in the business world, I realized the powerful strength of my education that came from the quality of my instructors,” Krowe said. “The business school at Maryland did a tremendous job of educating me.”

LONGBRAKE PLEDGES $1 MILLION TO SMITH

Educator, philanthropist and retired bank executive William A. Longbrake, DBA ’76, has pledged $1 million to support Maryland Smith. The unrestricted gift will provide flexibility to the school, where Longbrake serves as Executive-in-Residence and a member of the Board of Advisors.

During his doctoral program at Smith, Longbrake taught finance and introductory business courses to undergraduate students. Then, after a full career in banking and public policy, he returned to Smith as a student advisor and Executive-in-Residence at the Center for Financial Policy.

“In retirement you can go back to where you started,” Longbrake says. “This is where it all began.”

Besides working with students, Longbrake writes a monthly white paper on economic developments and issues.

For perspective, he draws upon more than 25 years of experience at Washington Mutual, where he helped build the company from a $2.5 billion mutual savings bank in Washington state to the sixth-largest depository institution in the nation.

Longbrake also held senior bank regulatory positions at the Federal Deposit Insurance Corporation (FDIC) and Office of the Comptroller of the Currency.

Longbrake has a long history of giving to Smith. Notably, he funded a suite of offices for Smith PhD students in Van Munching Hall in 2008. And he endowed a professorship held by Vojislav Maksimovic.
Entrepreneur Adam VanWagner ’11 did not invent the refrigerator. He did not invent the rental business. He wasn’t even the first to combine the two. But he and his twin brother, Eric VanWagner ’11, recognized an opportunity to provide a service in an underserved market as University of Maryland sophomores. With guidance from Maryland Smith’s Dingman Center for Entrepreneurship, they launched MyFridgeRental.com. The company, winner of the 2011 Cupid’s Cup business competition, provides dorm-size refrigerators to college students across the Mid-Atlantic region. “An entrepreneur is someone who observes a problem, translates that as an opportunity to create something better, and then takes action,” Adam VanWagner says. “In the face of adversity, entrepreneurs stay optimistic, proactive and excited.” While his brother continues full-time with the MyFridgeRental.com, Adam VanWagner has explored other pursuits. He began a corporate career at Amazon Fulfillment, worked for two years at the Dingman Center, earned a Master of Technology Entrepreneurship from the Mtech program in the A. James Clark School of Engineering, and then returned to Amazon in web services. Along the way, he has stayed active as a Maryland donor with gifts to the Dingman Center and other campus causes. “The University of Maryland and the Smith School were significant stepping-stones on my journey to where I am today,” he says. “Entrepreneurs need stepping stones, and I enjoy providing that support for future Terps.”
“LIKE A TERRAPIN, I CAME OUT OF MY SHELL.”

MARILYN ROSE ’58
FOUNDING DONOR, ROSE MEMORIAL SCHOLARSHIP FUND

Millions of motorists travel daily on Interstate 95. But Marilyn Rose ’58 remembers life before the East Coast corridor. When her family traveled from Atlantic City, N.J., to visit her grandmother in Washington, D.C., they had to take smaller roads past the University of Maryland. “I took a liking to the beautiful campus,” Rose says. “I loved the school so much that I made up my mind when I was young that that’s where I wanted to go.” She had good grades in high school, but Maryland accepted few out-of-state students in those days. However, after hard work and determination, Marilyn was admitted. Once on campus, she gravitated to the business school. “Often I was the only girl in the class,” she says. Despite the challenges, Rose flourished. “Like a Terrapin, I came out of my shell,” she says. “I made up my mind that if I were ever in a position to give back, then I wanted to do it.” The Marilyn Hess Rose and Robert L. Rose Memorial Scholarship Fund honors that commitment. The scholarship benefits out-of-state students like Rose. “My husband and I always believed that education is so important,” she says.

“BY GIVING BACK, I’M CONTINUING THE CYCLE.”

MEGAN MOY ’05, MBA ’10
DELIVERY EXECUTIVE, AARP

Incoming students tackled a real business problem from a real company during full-time MBA orientation in fall 2018, and Megan Moy ’05, MBA ’10, had a front row seat during team presentations. As a volunteer judge in the Citi Group live case competition at the University of Maryland’s Robert H. Smith School of Business, Moy liked what she saw. “As I’m getting more involved at Smith, I’m seeing continuous improvement at the school,” she says. “I’d like to think this is due in some small part to my contributions and the multiplier effect.” Besides making financial contributions, Moy donates her time on the Smith Alumni Chapter Board. Her motivation is simple. “This school has given me a lot of opportunities that have brought me where I am today,” she says. “By giving back, I’m continuing the cycle.” Moy, who started her career at Deloitte Consulting before transitioning to AARP as a delivery executive in 2017, says the Smith community has provided meaningful friendships in addition to professional connections. “It’s everything a network should be,” she says.
HOW I GOT HERE

Smith MBA to Lead Marriott Europe

When Dublin native Liam Brown, EMBA ’05, travelled to the United States for a friend’s wedding in 1989, he intended to stay only a few days. But an unexpected job opportunity in the hotel business kept him stateside, where he spent the next three decades rising through the ranks at Marriott International. Now Brown will head back across the pond to become president and managing director of Marriott International’s Europe division, which includes the United Kingdom, Ireland and continental Europe.

QUESTION EVERYTHING
Brown takes the reins at a time of tremendous growth in the region for Marriott. The company reports that in the last decade, it has risen from 10th to second for the most rooms in Europe, with more than 570 hotels across 41 countries — and another 206 properties in the pipeline. Brown could sit back and ride the momentum, but he learned a different leadership style at Maryland Smith. “It was drilled into us that the most important question to ask is ‘Says who?’” he explains. “If somebody makes a statement and presents it as a statement of fact, well, who says that’s true? Who says? — that’s the most important question you can ask, and the one I continue to ask every day.”

SHARPEN THE SAW
Brown could be classified as a bit of a growth specialist for the international hotel giant. He spent his first 10 years with the company in general manager roles at hotels in the company’s portfolio. Brown says earning his executive MBA at Maryland Smith propelled him to the next level. When he began the executive MBA program, he was running the Fairfield Inn and Suites brand for Marriott. At the time, the brand was experiencing challenges in growth, performance and guest satisfaction. Smith’s EMBA program helped him work through the challenges to rejuvenate the brand. “The most valuable thing about the EMBA experience was the ability to come to the College Park campus every other weekend and sharpen the saw,” he says. “Every weekend helped crystallize and shape my own thinking.”

STAY FIT
Brown’s success with Fairfield Inn led to leadership positions of increasing importance at Marriott. From 2013 until his most recent promotion, Brown oversaw all of Marriott’s 4,200 franchised hotels in the United States and Canada, plus an additional 425 hotels in the company’s Managed by Marriott division. His executive status comes with VIP treatment at every hotel he visits, which means the best food on the menu every night. Brown could easily gain weight, but he makes fitness a priority. “We work hard in our business. It’s a 24/7 business, and you have to be fit to be able to do it,” he tells podcaster Glenn Haussman in a recent episode of No Vacancy. “It’s important to have a program — the balance between health and wellness and work.” / CH /
“It’s important to have a program — the balance between health and wellness and work.”

LIAM BROWN, EMBA ’05
Comeback Specialist Leads Colts to Playoffs

Former Terps quarterback Frank Reich ’84 was known for historic comebacks as a player. Now he has done it again as a first-year NFL coach.

The Indianapolis Colts started 1-5 in 2018 but then turned their season around. Under Reich’s leadership, the team won 10 of its next 11 games and advanced to the divisional round of the AFC playoffs.

Players attribute the turnaround to the culture that Reich helped to build in Indianapolis.

“A lot of coaches, especially in college, sell the family thing when it’s really just BS,” Colts running back Nyheim Hines told the Indianapolis Star. “We’re built off trust. It’s the first word you see in the locker room. We really are a family.”

The Colts upset the Houston Texans 21-7 in the wildcard round on Jan. 5, 2019, before falling 31-13 to the Kansas City Chiefs the next week.

The loss ended the first winning season in Indianapolis since 2014. The team finished 4-12 in 2017 before Reich arrived.

As a player, Reich came off the bench and led Maryland back from a 31-0 deficit against the University of Miami in 1984. As a pro quarterback, he led the Buffalo Bills back from a 35-3 deficit against the Houston Oilers in the 1993 NFL playoffs. / DJ /
A New Way to Stay Cool

Imagine working outside on a 95-degree summer day, but staying comfortably cool. This innovation is coming soon, thanks to technology developed by engineering researchers at the University of Maryland and now being commercialized by Mobile Comfort, a Beltsville, Md.-based company run by Todd Stave ’89.

Mobile Comfort’s RoCo is a personal, portable air conditioning device for places where conventional units are impossible, impractical or inefficient. Unlike fans that just move air, the RoCo blows cold air to cool the space around an individual, eliminating wasted energy.

The RoCo’s big innovation is a patented technology that stores the heat generated in the cooling process rather than immediately expelling it back into the air like a traditional air conditioning unit.

“It’s a lot more efficient to cool people than it is to cool an entire space,” Stave says. “Look at the room you’re in now and recognize that you take up a very small percentage of it. Making you comfortable would be a lot less energy-consuming than making the whole room comfortable.”

This isn’t Stave’s first run at taking technology innovation to market. But it is the first time he’s working with his alma mater. University of Maryland engineering professor Reinhard Radermacher, inventor of the technology, had a U.S. Department of Energy grant to commercialize the technology, and that’s where Stave came in.

A veteran entrepreneurial consultant, Stave got to work, lining up private funding to bring the technology to market and inking a deal with a major air conditioning manufacturer for expertise and sales rights in Asia.

Now Mobile Comfort is gearing up to run its first RoCo beta test in summer 2019 and hopes to start manufacturing the devices for consumer purchase in 2020 at a $400 price point.

Product Specifications

- Diameter: 15 in
- Height: 30 in
- Weight: 40 lbs
- Charge Time: 4 hours
- Operating Range: 3 ft – 10 ft
Different environments pose different challenges, and that’s why international business developer Rashida Petersen ’03 says seeking information about local contexts is more important than ever.

As the founder and CEO of 1847 Philanthropic, a Washington, D.C.-based consulting firm specializing in the financial stability of organizations in developing countries, Petersen takes a “first, do no harm” approach to her work.

To achieve long-term viability of her organization’s development initiatives overseas, she focuses on understanding the local conditions and challenges of each culture.

“When you actually have to run a business in another country, having to pivot between perceptions and reality to solve issues is critical, especially when doing it in a culturally sensitive way,” she says.

Petersen, born in St. Croix, moved to Colorado at a young age with her family. She says her desire to further her education and experience other cultures led her to Maryland Smith, where she studied international business.

Together, she and her roommate became the first African-American students accepted in the Hinman CEOs Program. She credits the program, and the financial support it provided, with enabling her to complete her degree.

Since graduating from Smith in 2003, Petersen has pursued development initiatives in Africa with 1847 Philanthropic.

Her latest project, DIA-Fund, is a mobile fundraising platform that connects community-based organizations in Africa with diaspora organizations in the United States. Through her work, Petersen has seen firsthand how sustainability and financial funding are two sides of the same coin.

“Why 1847 Philanthropic is special is because we focus on the money side,” Petersen says. “I find that that is really where the missing piece is. It is one thing to train somebody on program management software, but if those organizations are not able to actually bring in that level of funding that they need to sustain those programs, those programs will not exist.”

In addition to securing funding for her initiatives, Petersen emphasizes the importance for students to acquire internships and experiences abroad, as well as learn how to adjust to different personalities and cultures.

She says this approach has not only benefited her career, but it is essential for the next generation of leaders.

“I have been trying to figure out ways to continue my career and pursuit of a world with no extreme poverty, but also looking at how that can be done in a more sustainable way,” Petersen says. “I truly believe that people within their communities, whether that be in the U.S. or internationally, have to be the ones who lead.” / DJ /
Five Keys to Find Your Way from Carly Fiorina

Women solve problems when they step forward as independent-minded leaders, honored guest Carly Fiorina, MBA '80, said on March 5, 2019, during the eighth annual Women Leading Women forum at Maryland Smith.

“One of my regrets about politics is that women have allowed themselves to be politicized,” Fiorina told an audience of about 300 faculty, staff, students and alumni. “Somehow we have this expectation that women should always agree.”

Fiorina rejected this notion. “We are not a special interest group,” she said. “We are individual actors, just like men.”

Women represent half the population, Fiorina said, so every issue is a women’s issue. “We should define for ourselves what we think and what we believe,” she said.

The signature event is part of Smith’s celebration of Women’s History Month. Fiorina, the former CEO of HP, leads Carly Fiorina Enterprises and the Unlocking Potential Foundation.


1 PATH OVER PLAN: Some people set goals for themselves to reach a certain position or salary by a certain age. But Fiorina said the approach can backfire. “When you’re on a plan, you get locked in and can miss other opportunities,” she said. “Or you might get to your destination and discover that it doesn’t satisfy you. Or you might not reach your destination at all.” Fiorina focuses instead on solving the problems in front of her, which puts her on the leadership path.

2 SUBSTANCE OVER STYLE: When Fiorina started her first corporate job at AT&T, she heard people talking about “42 long,” referring to the suit size of high-potential leaders. Fiorina looked nothing like that, but she persevered. “Don’t let people criticize you for your style or your appearance,” she said. “Leadership is about solving problems. That’s the only way to unlock your potential.”

3 FEEDBACK OVER CRITICISM: Once a person starts on the problem-solving path, they quickly encounter opposition from critics who prefer the status quo. “If problem solving is the purpose of leadership, then criticism is the price of leadership,” Fiorina said. Her reaction is to pause and reflect before reacting. She also seeks feedback from trusted allies, who tell her the truth even if it hurts. “Spend your time and energy on the people who will lift you up,” she said, “not on the people who will tear you down.”

4 QUESTIONS OVER ANSWERS: Leaders get paid to make decisions, but the process starts with listening. “Asking the right question is a far more important skill than always knowing the right answer,” Fiorina said. Earning an MBA gave Fiorina an edge in this regard. “You learn enough about a lot of things to ask the right questions about virtually anything,” she said. “That turns out to be incredibly important.”

5 SOLUTIONS OVER WINNING: Fiorina entered politics to solve problems, but she saw something else when she ran for the U.S. Senate in 2010 and the Republican presidential nomination in 2016. “Politics is not about solving problems,” she said. “It’s about winning.” The realization led to her current work at Unlocking Potential, a Virginia-based nonprofit organization focused on the problem-solving and leadership capacity of community-based organizations.

“We have to lift more leaders up,” Fiorina said.
Smith Day Unites Community

Terps worldwide showed why they are #UMDSmithProud during the second annual Smith Day on Nov. 14, 2018.

Groups gathered at Maryland Smith’s four regional campuses to celebrate. Additional alumni gatherings took place around the United States and internationally in London and Beijing, Shanghai and Shenzhen, China.

School mascot Testudo and Dean Alex Triantis joined the celebration in College Park, Md., where participants sampled “Smith Buzz,” a custom ice cream flavor created especially for the event. They also enjoyed a surprise performance by Smith students on the Maryland dance team, and assembled a wall mosaic comprised of 960 photos from the Smith community.

Several hundred thank you notes were also written to faculty, staff, students and alumni. Participants in all locations received Smith pennants and stickers to display their school pride in their office and dorms and on electronics.

Energy company Exelon won the corporate photo contest with an image of nine #UMDSmithProud alumni. Alumni teams from Marriott International, IBM and HealthPRO Heritage also submitted photos.

Overall, the annual showcase of Smith pride brought more than 300 Smith Terp alumni together at 11 host events. In addition, the celebration generated numerous social media posts with #UMDSmithProud.

SMITH DAY 2019 / Save the date for next celebration on Nov. 13, 2019. Interested in being a Smith Day ambassador next year? Contact the Office of Alumni Relations at alumni@rhsmith.umd.edu.

Smith Alumni, It’s Time to Reunite


Smith Reunions is a celebration of our alumni community and a chance for you to reconnect with your classmates and alma mater. Reunions are also an opportunity to grow your professional network and to hear from some of Maryland Smith’s distinguished faculty members.

The festivities kick off at 10 a.m. in Van Munching Hall with a brunch and remarks from dean Alex Triantis, followed by classroom sessions led by faculty members.

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 big data; and finance professor Elinda Kiss will discuss the likelihood of a recession in 2019.

Alumni are encouraged to celebrate Maryland Day on campus after their time in the classroom.

The reunion will culminate with an evening reception on the rooftop of The Hotel at The University of Maryland, where attendees will take in breathtaking views of campus while reminiscing with their classmates./ GM /

REUNIONS

READY TO REGISTER? Visit go.umd.edu/smithreunions to sign up, view the full schedule and reserve your room at The Hotel at The University of Maryland.

Flip to the back inside cover of the magazine for a fun quiz that will help show you why all roads lead to Smith Reunions.
'70s
/ JOHN FERRARA '73 was appointed chief financial officer of SQUAN, a telecommunications design/build service provider.
/ STEVE FINNEY, MBA '83, was appointed chief financial officer of Incipio Group.

'80s
/ MIKE EVANS '83 was appointed chief financial officer of McGraw-Hill, a learning science company.
/ REESE FEURMAN '87, chief executive officer of ConnectYourCare, was recognized by the Baltimore Business Journal as one of the top eight outstanding CEOs in the Baltimore area.

'90s
/ ANSHU VIJ '93 was appointed chief financial officer of YahClick in Abu Dhabi.
/ SCOTT LERNER ’94 was named chief executive officer of fermented food brand Farmhouse Culture.
/ ERICA PARKS ’94 was promoted to tax partner of Hancock & Dana, a certified accounting and business consulting firm.

'00s
/ JENNA STECKLER '94, founder and owner of Jenna Steckler Interiors, recently completed a remodel/refurbish project at the Sigma Delta Tau sorority house, one of the UMD-owned buildings on Knox Road.
/ TIM HAI '96 started Bellerose Capital Management, an investment advisory firm in Hunt Valley, Md., and serves as the chief information officer and senior portfolio manager.
/ RALPH D’AMICO ’98 was hired as vice president, business development, and investor relations, of Panhandle Oil and Gas.
/ CRAIG GARRISON ’98 was named one of the top financial advisors in the United States by Northwestern Mutual.
/ RICHARD HARRIS, MBA ’98, was hired as chief information officer of SparkPost.
/ JONATHAN MARK ’98 was hired as senior vice president for SW, one of the top 10 independently owned PR firms in the United States.
/ GRANT NEWMAN ’99 was appointed senior vice president, strategy & corporate development of Era Group, one of the largest helicopter operators in the world.
/ QUINETTA ROBENSON, PHD ’99, joined Ketchum’s Diversity, Equity & Inclusion Advisory Board as an external advisor. She was also named to the PhD Project’s Hall of Fame. The PhD Project is a program to increase diversity in management.
/ CHRISTOPHER SYLVESTER, MBA ’00, published a book of short stories called “Night Clouds in 2018.” This is his third published nonfiction book.
/ JEFFREY PALMER, MBA/MS ’01, was hired as vice president and head of quality & compliance of Tris Pharma, a pharmaceutical company.
/ SIMOON CANNON, MBA ’02, spoke at Clarkson University’s December 2018 recognition ceremony.
/ THOMAS FAUTREL ’03 was recognized as a 2018 Top Next Generation Advisor by Forbes.
/ ERIC FORESTER, MBA ’03, was appointed general manager of public sector of DataRobot, a provider of automated machine learning.
/ WILSON WANG ’03 was named vice president and chief financial officer of MITRE.
/ DREW COOK ’04 was named to Daily Record’s 2018 VIP List — Very Important Professionals Successful by 40.
/ BRIAN SOUTHDARD, MBA ’04, a principal at the Maryland law firm Kramon & Graham, was named a 2019 “Best Lawyer” in the area of real estate law by the legal ranking guide, The Best Lawyers in America. He was also named to Daily Record’s 2018 VIP List — Very Important Professionals Successful by 40.
/ ROGER WONG ’04 is co-founder of Ona, a Kenya-based data and technology firm recognized by Time magazine as a “2018 Genius Company.” The list recognizes 50 companies that are "inventing the future.”
/ GEORGE ASHTON, MBA ’06, was named managing director of strategic investments of the Local Initiatives Support Corporation.
/ AQIL CHISHTY, MBA ’06, was named chief operating officer of Woundtech, a private equity-backed high-growth healthcare company.
/ JASON ALBANESE, MBA ’09, was named senior vice president of business development of Leidos, a FORTUNE 500 science and technology company.
/ ROHIT GULATI, MBA ’09, was appointed chief medical officer of Einstein Medical Center Philadelphia, Einstein Medical Center Elkins Park, MossRehab, Center One and Willowcrest.
/ HORNG TERN, MBA ’12, was promoted to chief technology officer of Payrailz, a digital payments company for banks and credit unions.
/ ANTHONY CIRURSO ’13 was hired as a budget analyst at Tufts University.
/ OLACHI OPARA, MBA ’13, was named to Daily Record’s list of 2018 Leading Women, which honors women who are 40 years of age or younger.
/ JEFF CLEMENT, MBA ’14, joined the Carlson School of Management at the University of Minnesota as a PhD student studying information and decision science. He hopes to graduate in 2023 and join the faculty of a business school — maybe Smith.

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EVENT CALENDAR
/ March 19 / San Francisco
Smith on the Road Featuring Dingman Bootstrapped
/ March 20 / Online / Webinar
3 Financial Planning Strategies for Women
/ March 27 / College Park, Md.
Terp Entrepreneur Network Launch
/ April 3 / Online / Webinar
AI/Machine Learning
/ April 4 / Philadelphia, Pa.
Entrepreneurs in the City
/ April 10 / New York, NY.
Maryland in Manhattan
/ April 12 / College Park, Md.
Center for Social Value Creation Spring Convening
/ April 16 / Baltimore, Md.
Genius Brewing Tour and Tasting
/ April 23 / Fairfax, Va.
Maryland Is Coming to You
/ April 26 / Fairfax, Va.
Maryland Is Coming to You
/ April 27 / College Park, Md.
Smith Reunions
/ April 27 / College Park, Md.
Smith Alumni at Maryland Day
/ April 28 / Fairfax, Va.
Big 10 Do Good Service Event
/ May 16 / New York, NY.
Smith on the Road Featuring Dingman Bootstrapped
/ May 22-24 / College Park, Md.
UMD and Smith School spring 2019 commencement ceremonies

To view all Smith Alumni events, visit go.umd.edu/alumnevents
Negotiations to bring Amazon’s HQ2 to Washington, D.C., lasted more than a year before a historic announcement on Nov. 13, 2018. But key pieces of the deal came together much earlier on the tennis courts at the University of Maryland in the late 1940s.

That’s where lifelong friends Robert H. Smith ’50 and Joseph B. Gildenhorn ’51 exchanged groundstrokes during their undergraduate days. The classmates took separate paths into real estate development, but their companies merged in 2016 to produce JBG Smith Properties.

The “G” in the name is for Gildenhorn, and “Smith” acknowledges the family enterprise that Bob Smith joined after graduating from the business school that now bears his name.

The combined company will partner with Seattle-based Amazon to develop headquarters and surrounding infrastructure for the tech giant in the section of Northern Virginia that Smith helped revitalize in the 1960s.

The area, long known as Crystal City, is taking the moniker National Landing as it expands its footprint.

The deal is the latest in a long line of successes for JBG Smith, a tribute to the influence of two former tennis rivals who did business right. Joe Gildenhorn, now 89, and the late Bob Smith understood that sustainability at its core requires relationships of trust.

Shady dealers who take more than they contribute don’t survive over a period of decades through recessions, bubbles and market shifts. Their reputations catch up to them. Good employees leave and potential customers like Amazon stay away.

Environmental sustainability works on similar principles, except nature cannot walk away from abusive or unbalanced relationships. Humans must police themselves, taking care not to deplete resources or emit toxins faster than nature’s ability to renew, absorb and heal.

This can be tricky for business leaders who strive for short-term results, while surrounded by natural processes that sometimes take centuries or millennia. Entire human empires can rise and fall in less time than it takes the Colorado River to carve a few inches in the Grand Canyon.

The time horizons are vastly different, but Maryland Smith embraces the challenge of sustainability.

As stated in the school’s Mission & Values statement, we’re passionate about the pursuit of new insights in research. We’re fearless about incorporating new methods and ideas. We champion intelligent risk-taking. And we learn from our failures.

Smith Terps understand that business, when done right, creates value for everyone. They understand how to evaluate tradeoffs in business decisions, informed by careful analysis. They design creative solutions so that customers, employees, suppliers and communities don’t have to lose for investors to win.

Big challenges, including the creation of a new business ecosystem built to last in a responsible way, have business solutions that start with relationships of trust. Sometimes those relationships even develop on the tennis courts at UMD.

Regards,

A.J. Triantis

ALEXANDER TRIANTIS, DEAN

“Big challenges, including the creation of a new business ecosystem built to last in a responsible way, have business solutions that start with relationships of trust. Sometimes those relationships even develop on the tennis courts at UMD”

/ DEAN ALEXANDER TRIANTIS
All roads lead to Smith Reunions!

We can't wait to welcome you back to reconnect with Smith, your classmates and—of course—your favorite terrapin. Register now and be sure to stop by Van Munching Hall and rub our Testudo's nose!

go.umd.edu/smithreunions
SMITH REUNIONS

MARYLAND SMITH ALUMNI

It’s time to reunite!


Smith Reunions: SATURDAY, APRIL 27, 2019

Join us for two celebrations in one: Smith Reunions is happening on Maryland Day. Celebrate your reunion milestone by reconnecting with old friends and favorite faculty members. Not your class year? No problem—all Smith alumni are welcome. We can’t wait to see you! Register now and see the full schedule at go.umd.edu/smithreunions.