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HIRE ME
How do graduates find their first job? With a lot of work, a lot of persistence, a smidge of luck, and the help of the Office of Career Services

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You can do almost anything online these days. But there’s one great reason to connect to Smith through the SmithConnector:

**It’s exclusive to the Smith community.**

Smith has resources just for alumni to connect to one another, students and the school. Are you making the connection?

**SMITHCONNECTOR**
- online community exclusive to Smith
- rhsmith.umd.edu/alumni

**FACEBOOK**
- alumni page for Smith
- facebook.com/umd-smithalumni

**LINKEDIN**
- alumni degree-based groups for Smith

**SMITH@WORK**
- monthly alumni e-newsletter
- rhsmith.umd.edu/newsletter/alumni/

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**Smith: A Connection You Want.**

**The Smith School has more alumni clubs!**

We’re thrilled to add alumni clubs in Baltimore and Philadelphia, following the successful launch of our first chapter in New York City. Now we need your help to develop exciting programs and connect Smith alumni in Baltimore and Philly, and to grow our New York club. Stay tuned for an alumni club in greater Washington, D.C. Send an email to alumni@rhsmith.umd.edu and tell us what club you would like to work with, and we’ll get you connected with the right alumni. Want an alumni club in a major city by you? Let us know!
Building the Dream
Smith MBA Lisa Anders Brings Martin Luther King, Jr. Memorial to the Mall

The Dr. Martin Luther King, Jr. National Memorial was a personal project for Lisa Anders MBA ’95. Her parents and her grandmother participated in the 1963 March on Washington, walking from the house Anders now lives in to the Mall, joining thousands of men and women protesting for equal rights. They saw and heard King give his “I Have a Dream” speech.

Anders understood the emotional impact the proposed monument would have, and she was determined to do it justice — not just for the sake of her own family, but for all the men and women deeply affected by the life and influence of the civil rights activist.

Anders, vice president of business development for McKissack and McKissack, a woman- and minority-owned organization specializing in architecture and construction management, was senior project manager on the memorial project. Bringing the dream of the memorial to life took a combination of technical skill, political finesse, people-wrangling expertise, and old-fashioned persistence.

The four-acre site on the National Mall presented some interesting technical challenges for the design-build team. The water table is high, the bedrock is 60 feet down, and the memorial contains an enormous amount of stone and concrete. To take the weight, the team had to build 363 concrete and steel columns that plunge through soft dirt to the bedrock beneath, each one sited to avoid a complex network of underground utilities.

There were also personnel challenges to overcome. Anders’ build team consisted of four companies and a host of subcontractors. That put the organizational management skills she learned in her MBA courses to the test. She also had to manage the competing needs and agendas of the project’s influential and high-powered stakeholders. This included the Commission on Fine Arts, the National Capital Planning Commission, the National Park Service and of course the King Memorial Foundation, which began planning the memorial almost 20 years ago.

Anders is proud of the end result, a labor of love for everyone who worked on it. “Every stone in the memorial was laid by human hands,” says Anders. Those hands belonged to professionals, craftsmen and laborers who came overwhelmingly from minority groups. Some, including company owner Deryl McKissack, were the descendants of slaves.

Inspired by King’s example, the builders also wanted to give back to the community. All of the joint venture team members, along with their subcontractors, contributed money to scholarships for local high school students interested in majoring in engineering, architecture or construction management, or going to trade school. “This was an amazing project for our team and the students,” says Anders. “We awarded $5,000 scholarships and MacBooks to 10 high school seniors. One of the scholarship recipients, Janna Madyun, is now a freshman at the University of Maryland.”

With the Dr. Martin Luther King, Jr. National Memorial finished, Anders is embarking on her next big project — serving as the senior program director for the construction of the Smithsonian’s National Museum of African American Culture. –RW

Get in touch! Connect with Lisa Anders through SmithConnector.
Taking Business to the Battlefield

The Smith School is taking business to the battlefield with its new partnership with the Gettysburg Foundation. The customizable “In the Footsteps of Leaders” program teaches executive education students how to address contemporary workplace challenges by examining the leadership styles of commanders in the pivotal 1863 Battle of Gettysburg.

“The Battle of Gettysburg offers a rich set of characters, personalities and examples of leadership decision-making that resonate in many organizations even today,” said Greg Hanifee, executive director of the Office of Executive Programs at Smith. “The programmatic ties between leadership education and history in the Gettysburg programs are truly unique.”

On the historic Civil War battlefield and in the classroom, the program pushes participants to think differently about individual and organizational challenges. Students take part in battlefield tours, lectures, discussion sessions, videos, role-playing, and team exercises, all led by Smith’s faculty and a professional guide and executive trainer from the Gettysburg Foundation.

“Robert H. Smith was a generous supporter of ours, and we’re so pleased to partner with the business school that bears his name,” says Foundation Chair Robert A. Kinsley. “Our cooperation with the Smith School represents another important way that we can reach current and future leaders, helping people understand how much can be learned from Gettysburg’s always-resounding lessons of courage and honor.” –CH

“The Battle of Gettysburg offers a rich set of characters, personalities and examples of leadership decision-making that resonate in many organizations even today.” –Greg Hanifee

I’M EXPERIENCED
Curriculum innovation helps MBA students stand out in a tight job market

The Smith School’s newly revised MBA curriculum offers a flexible approach that lets students customize their experiential learning to their career goals.

One key component is the “Smith Experience,” a block of six credits that students fulfill with two experiential learning projects of their choice in five focus areas — consulting, global, social value creation, investing, and entrepreneurship. Students get hands-on experience with businesses and organizations in the Washington, D.C., metro area and also with partners around the world, either deepening their expertise in a given area or exploring something new.

“It’s important to have a story to tell when an interviewer asks you to describe your leadership, teamwork, analysis, and communication skills,” says Hugh Courtney, vice dean. “Think of the things that make a team effective: discovering complementary skills and building trust and relationships. A Smith Experience gives students the opportunity to hone their skills in groups, which is the way you gain skills on the job. This is the kind of experience employers like to see.” –RW

“It’s important to have a story to tell when an interviewer asks you to describe your leadership, teamwork, analysis, and communication skills.” –Hugh Courtney
New Viewpoint for Undergraduate Classes

Smith students will be getting a broader, more systemic view of business, thanks to recent changes to the core undergraduate curriculum.

Starting in fall 2012, all business students will be required to take “Introduction to the Business Value Chain” during their first year at the school.

“In the past, students learned about the different functional areas, but they never really saw how these things related to each other until their senior year. We wanted to get them thinking about the organization as a whole first. Start with the system, then look at the individual components,” says Philip T. Evers, associate professor of logistics management and chair of the undergraduate program committee.

The introductory management, finance and marketing courses will be taught in smaller, 60-person classes, instead of giant lecture sessions. (The introductory information systems course was already taught in smaller sections.) This allows for deeper learning and more interaction between faculty and students.

The committee also added two one-credit requirements, one of which will give students a chance to further explore a functional area in the context of an industry, like real estate or sports management, or a skill set, like negotiation.

The committee hopes to later link the introductory classes so that students take all four in the same semester. That would allow faculty to coordinate the material they teach, using common examples and building an interconnected body of knowledge.

“Students could learn a technique like net present value analysis in their finance course, and then use it in a marketing application in their marketing class,” says Evers. “Or they could look at cases from different perspectives. That is our ultimate goal.”

The committee is also working to incorporate global competencies and a social responsibility focus into every major offered at Smith, and to expand opportunities for students to take part in internships for credit. –RW

ASSOCIATE DEAN PAT CLEVELAND RETIRES

When Associate Dean of Undergraduate Studies Pat Cleveland began to think about retirement, she couldn’t bring herself to leave the Smith School entirely. After the spring 2012 semester, she will step down to join the faculty of the Department of Management and Organization as a lecturer. Her reason: the undergraduate students at Smith.

“My job has been to make the undergraduate program at the Smith School as successful as possible,” Cleveland explains, adding that this responsibility meant working closely with students. “It is also my job to make the students’ experience fun and educationally value-added — all the while preparing them for the world after graduation as best we could.”

Since joining Smith in 1998, Cleveland has created numerous programs, services, events, and activities, including the Smith Undergraduate Fellows Programs, STARS (Smith Talent Acquisition and Referral System) and SUSA (Smith Undergraduate Student Association). She also helped launch the Smith undergraduate program at Shady Grove, has served on the university’s Diversity Task Force, and led the first undergraduate global study trips to Hong Kong, Tunisia and Thailand.

During her tenure, the Smith School has consistently ranked among the top 20 among all undergraduate business programs and among the top 10 business programs at public universities.

In her new role, Cleveland serves as faculty champion of the STARS program and will be a faculty liaison to the Development and Alumni Relations Office.

A national search is under way for Cleveland’s replacement. Her advice for her replacement: “Embrace change. Partner with faculty, staff and students to invent and grow new programs and events.” –JS

“In the past, students learned about the different functional areas, but they never really saw how these things related to each other until their senior year.”

–PHILIP T. EVERS
Smith MBA Is Army’s Top Cadet

When Maria Golotyuk ’10 moved to the United States from Ukraine, she never expected that less than a decade later she would be recognized as the U.S. Army Cadet Command’s Cadet of the Year. Golotyuk, a second-year MBA student, also captured the top spot on the Order of Merit List, which ranks the more than 5,600 Army ROTC cadets from 278 colleges and universities.

Born in Kramatorsk in eastern Ukraine, Golotyuk was brought up in the Soviet training system to become an Olympic gymnast. An injury cut short her Olympic dreams, and she came to the U.S. to coach tennis at Trinity College in San Antonio, Texas. She moved to Washington, D.C., to attend the University of Maryland, originally intending to study engineering. When many of her credits from her home country wouldn’t transfer, she decided to pursue a bachelor’s degree in accounting with a minor in economics.

“In Ukraine, you get to apply to one school and all you do is study, study, study. Here, I got to try different subjects — that was the most exciting thing for me,” Golotyuk said. “I also got to apply the things I was learning to real life instead of learning only theories. I got to get out and try stuff. … I think this school is amazing.”

She looked into joining the ROTC program on campus but was unable to do so because she wasn’t a U.S. citizen. Her citizenship came through two months after she graduated in 2010, and Golotyuk stayed at the Smith School to pursue her MBA at Shady Grove and to join the ROTC program.

When she graduates this year, Golotyuk will be commissioned as a military intelligence officer with the Maryland Army National Guard: “At the University of Maryland, I encourage our cadets to become champions in everything they do — champions as students, sons or daughters, cadets, volunteers, and so forth. I can honestly say that Cadet Maria Golotyuk is a champion in every aspect of her life,” says Lt. Col. Samuel Cook, professor of military science at the university.

“In Ukraine, you get to apply to one school and all you do is study, study, study. Here, I got to try different subjects — that was the most exciting thing for me.”

Blended Learning Begins

FINANCE PROFESSOR SUE WHITE (left) is pioneering a new style of teaching at the Smith School this semester. White is one of 10 professors at the university — and the only one at Smith — using a new method called “blended learning.”

White is teaching about a quarter of her class online and the rest in person. Many of her lectures are available online for her students, with class time focusing on group assignments and discussions.

“Blended learning is a way of keeping up with the students,” White explains. “They are constantly connected to the Internet and on their smartphones, iPads and laptops. It just makes sense to take some of the content we teach and make it available to them online.”

If she thinks the blended learning method is successful, she plans to try a 50-50 split between online and classroom time in the fall.

“I am really excited to be combining the best of online learning with the best of face-to-face learning,” says White, adding that she thinks students will skip class less often with lectures online and discussions in class. “With blended learning, class will be more exciting and engaging for students.”

Get in Touch!
Golotyuk lives in Rockville, Md., with her two sons, Phillip and Boris. Connect with her through SmithConnector.
The World Comes to Smith
Chinese students enrich the Smith community

Every year the Smith School sends its American-born students out into the world for study abroad courses, internships and other global experiences. But over the past few years we’ve also welcomed hundreds of students from China to Van Munching Hall, particularly in our master’s degree programs. For many, this is their first time studying in the United States, and often their first time away from China. Smith Business asked Bangdi (Daisy) Dai, who is in the MS in Finance program, and Xiangsun (Edison) Xue, who is in the MS in Supply Chain Management program, to tell us about their experiences here.

Q: Why did you come to Smith?
Edison: I liked the location, and the Smith School has good rankings. It also had good word of mouth from my U.S. colleagues at Lucent.

Q: What do you like about living here?
Daisy: I like the atmosphere around the Reagan Building. Our classes are very close to the White House! We’re also close to Chinatown. At night it’s very beautiful.

Edison: I had never lived in the U.S. before. Shanghai has more shopping, but D.C. has more history and museums. I love the weather here, especially the summer. It’s so much cooler than Shanghai! And there’s less pollution here.

Q: What is challenging?
Edison: It is a very challenging program, so I feel like my time is very limited. I participate in the Supply Chain Management Club, but I’d like to be part of more clubs.

Daisy: I’m far away from my family. I take classes in D.C. but I live in College Park, and I am not so comfortable with the commute, especially during rush hour. My American classmates are very easy-going. It would be nice to do more socializing with people at the Smith School and in my apartment building, but my time is very limited.

Q: Anything else?
Edison: This was my first time to interact with Christians because I had never met any in Shanghai. I was kind of narrow before. I am happy I exposed myself to this new experience. Every day I am learning new things.

Daisy: I am a class representative. I want to help my Chinese classmates have a good experience. I know it’s not easy to be alone in a foreign country, and there is a lot of pressure from classwork. I want to be supportive as a peer, and I know that we can take care of each other. –RW

Edison: I’m from Shanghai. I got my MBA from the University of Hong Kong while I was working for Lucent Technology Asia in sales and marketing. I’d like to make a switch to supply chain management within the manufacturing industry.

Daisy: I’m from Beijing and I went to the University of Alberta (Canada) for my undergraduate degree. I’m getting my master’s because I want to work in corporate finance as an asset manager or a financial analyst in an investment or commercial bank.
“Given the mood of the country today and the seriousness of the problem, I threw them this ‘New Deal’ type of project.”

– Adjunct Finance Professor Joe Rinaldi on his class’s project to develop a comprehensive plan eliminating the national deficit, in Reuters. Nov. 14, 2011

“You don't want government bureaucrats without any sophistication of capital markets running these agencies.”


“It may have raised several eyebrows because it is in the technology area, but when one looks at its very stable and growing cash flows, I think it is not a surprise at all.”


“Italy’s problems are fundamentally different. … Its social benefits are too generous, but substantially curbing those won’t bring its books into balance. It’s simply too late.”

– Peter Morici, professor of international business, explaining why the ousting of President Silvio Berlusconi won’t ease Italy’s fiscal troubles, in a Globe and Mail op-ed. Nov. 10, 2011

“Not since the anti-war movement in the ’60s have people been so stirred up. You are seeing this tremendous wave of populism. You see it in the Tea Party on the right and the Occupy Wall Street on the left.”

– Roland Rust, Distinguished University Professor and David Bruce Smith Chair in Marketing, on factors leading to Bank of America dropping plans for debit card fees, in The Baltimore Sun. Nov. 2, 2011

“I would say the Greek people are ‘austerity-weary.’”

– Bill Longbrake, executive-in-residence (far right), on Greece’s 15 percent unemployment rate and 12-point GDP drop through its debt crisis and proposed bailout, on WTTG FOX 5. Nov. 2, 2011
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Come On, Take Your Best Shot
Enter the Smith School’s first photo contest

Submit your photos on Smith’s Facebook page "Photo Contest" tab, or email them to smithphotocontest@rhsmith.umd.edu. Winning photos will be displayed in Van Munching Hall and featured in the fall 2012 Smith Business magazine.

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Technical Difficulty
Identifying truly difficult employees is important for good management

Can you think of co-workers you might consider “difficult?” It’s not just you — it’s them.

Cynthia Kay Stevens, associate professor of management and organization at the Smith School, studied “difficult co-workers” and their behaviors in the workplace. She conducted interviews with working students in Smith’s part-time MBA program. Stevens and her co-author found that employees in public and private organizations had no problem pinpointing co-workers they could classify as “difficult” — in fact, only one individual surveyed could not identify a difficult co-worker, highlighting how common these disruptive people are in the workplace.

Survey participants reported difficult co-workers at every level of organizations, from administrative staff up through the CEO. A determining factor in labeling someone “difficult” is the consensus among other workers within the organization of that person’s disruptive behaviors, says Stevens. The key distinction between “difficult” co-workers and merely “annoying” co-workers is their detrimental effect on job performance, whether their own or that of an entire unit.

“Unless you’ve worked with a truly difficult person, you don’t realize how stressful the situation can be,” says Stevens. “Nearly all those we interviewed pointed to the increased stress created by the difficult person — everything from morale problems, to an uncomfortable or tense work environment, to increased conflict among other members of the team. Of our study participants, 94 percent reported a tangible performance impact on their ability to do their own jobs, thanks to the difficult co-worker.”

That’s exactly why managers should take action with difficult employees, says Stevens. Difficult employees create inefficiencies when others have to pick up their slack, create work-arounds or become distracted by the situation. Performance declines can lead to lost revenue for the organization, damaged client relations and employee turnover.

For managers dealing with “difficult” employees, Stevens recommends meeting with team members to fully understand the level of the problem and document the consequences of the difficult co-worker’s behavior. That information can be used to confront the difficult person with constructive advice and solutions for improvement, and to set goals for which the employee can be held accountable. –CH

SO WHAT’S THE DIFFERENCE BETWEEN A COLLEAGUE WHO IS SIMPLY IRRITATING AND ONE WHO IS TRULY DIFFICULT?

- **BAD BEHAVIOR**
  These people may use intimidation, sarcasm or personal attacks, or may just be obnoxious to others, which can come across as inconsiderate.

- **POOR COMMUNICATION STYLE**
  “Difficulty” can stem from the person’s choice of communication media, such as using e-mail to criticize someone else’s work. The difficult person may have a tendency to confuse others with their requests or advice. Or maybe it’s simply their style — too loud, too intrusive, too blunt. Often, difficult co-workers are also poor listeners.

- **LEVEL OF CONTROL**
  Micromanaging, constant monitoring and inflexibility are all signs of a difficult co-worker. The inverse in lack of control can also prove difficult — inadequate oversight of tasks, decisions or information.

- **EMOTIONAL DISPLAYS**
  Difficult people may exhibit a hot temper and are prone to public outbursts. They often create drama in the workplace and frequently can be characterized as negative, dragging down the entire team.

- **UNETHICAL**
  Some difficult co-workers cross the line to unethical territory, lying and blaming others for outcomes. They are looking out for themselves without regard for other team members.

- **SUB-PAR WORK QUALITY**
  Difficult co-workers may be overwhelmed by simple tasks, make multiple excuses for why they can’t meet deadlines or just find themselves unable to complete elements for which they are responsible.
While working as a part-time personal trainer as an undergraduate student, Jordan Etkin (left) created exercise plans with lots of variety to keep new clients motivated. As a Smith PhD candidate, Etkin has applied her fitness insight to analyzing how consumers choose weight-management products.

With her PhD adviser, Associate Professor of Marketing Rebecca Ratner, Etkin tested her theory on undergraduate students in a set of studies involving fitness goals and variety packs of products such as flavored Power Bars, protein powders, gels, and shakes.

People who said they were making little progress toward their weight loss goals found that using many different products spurred their motivation levels. “When they’re far from their goals, consumers want variety. It helps them feel more confident by giving them many distinct ways to pursue their goal,” says Etkin.

The opposite resulted when people were closer to their goals. As they push to lose say, those last five pounds, they are more motivated to work harder and willing to pay more for less varied products.

Such willingness to spend — a secondary effect of motivation in both stages of consumer behavior in the study — is a big plus for retailers. Ratner suggests a simple approach for them to capitalize further.

“It would make good sense for retailers and marketers to target the New Year, when many people have set new goals, as a time to emphasize ‘how many’ different options — or ‘how much’ variation within a particular product — they provide for people to meet their goals.”

If you’re deciding it’s time to shed about 25 pounds, says Etkin, envision yourself in the gym as one of her clients. She may start you on a highly varied cross-training workout, rotating from the treadmill to sets of crunches, bicep curls and leg curls. Over time, as you lose weight, she may tailor your program to include more similar exercises. Likewise, you should approach a nutrition program with different types of protein shakes, powders and bars. As the pounds begin to disappear, you’ll likely identify and feel confident about a narrowed variety of supplements that work best. If so, you’ll know you’re on track to reaching your goal. —GM
Surgeons are releasing patients earlier than they otherwise would in order to free up space in crowded post-operative wards, according to a new study by Bruce Golden, France-Merrick Chair in Management Science, and doctoral student David Anderson.

They found that when more recovery beds were full, more patients were released from the hospital, even when controlling for factors like day of the week, staffing levels and surgical volume. The results suggest that surgeons discharge patients to ensure that their future surgeries will not be postponed for a lack of recovery beds.

“It could be that the doctors think ‘If the hospital isn’t full, I’ll keep my patient another day.’ It doesn’t hurt anything,” said Golden. “Based on just this data, we can’t say for certain whether doctors are just keeping patients longer when the hospital is empty, or whether they are releasing more patients when the hospital is full.”

Further research is leading Golden and Anderson to suspect that at some level, a profit-driven motive is at work. Surgeons are paid for each operation they perform. Hospitals also generate revenue when surgeons perform surgery. If the hospital does not have staffed beds available for post-operative recovery, surgeons can’t operate, and both the surgeon and the hospital lose income.

But releasing patients prematurely is a potential public health concern if it negatively impacts patient health. In a second paper based on this research, Golden and Anderson tracked patients who were released when recovery beds were nearly full, and found that a significant number those patients returned to the hospital within three days, suggesting that their recovery was incomplete when they were released.

“It’s in everyone’s interest to do surgery. But it is also in everyone’s interest to make sure that patients are completely recovered before they return home,” says Golden.

Hospital administrators must work with surgeons to manage this complex logistics problem in a way that benefits patients, surgeons and the hospital itself. This might be as simple as instituting a checklist when the hospital is full, says Golden. “When the hospital is full, surgeons could go through the checklist before discharging the patient. They know better than we do what questions should be asked — questions that would force the surgeon to think about whether they were discharging the patient for the right reason.”

Careful attention to the scheduling of surgeries might help better manage bed occupancy. Increasing the flexibility of where patients go post-surgery — allowing patients to be placed in beds in other units with empty beds, for example — could also lessen early discharges.

This study may be eye-opening for policymakers, who are increasingly concerned with issues related to the cost and quality of health care. Keeping surgical patients in recovery longer will increase costs, but discharging patients who then quickly return to the hospital also raises costs, as well as decreases the quality of care. -RW

FACEBOOK CREATES JOBS, STUDY FINDS

The U.S. jobs picture may be bleak, but the proliferation of Facebook and mobile technology applications has spawned an entirely new industry, dubbed the “App Economy.”

Between 129,000 and 182,000 people have jobs supported by this new economy, according to research by Il-Horn Hann and Siva Viswanathan, co-directors of the Smith School’s Center for Digital Innovation, Technology, and Strategy. The wages and benefits they earn range from $1.2 billion to $15.7 billion.

The researchers measured the number of people employed to build, develop and consult on Facebook applications by using data on apps provided by Facebook. Apps include everything from productivity tools to popular games like “Farmville” that users interact with on Facebook.

“Our findings confirm that social media platforms have created a thriving new industry,” says Hann. “As Facebook and other platforms grow, we will continue to see job growth and the ripple effects of these advances in the U.S. economy.” –RW
Social Media Research at Smith

When a video of a Domino’s Pizza employee blowing snot onto a pizza went viral on YouTube and drew the ire of bloggers nationwide, company management turned to Twitter to address the issue and ease customers’ food safety concerns. The episode was a graphic depiction of the way online communities and the content they create have the power to boost a company’s sales and reputation, or sink it for good. Smith School faculty are exploring ways to help businesses make the most of the Web.

Strategy
Some faculty research reveals better strategies for reaching the right customers. One recent study showed that companies conducting online viral marketing campaigns shouldn’t necessarily reach out to the person with the most friends on his social media platform. It turns out that just having a lot of friends doesn’t translate into having a lot of influence. Instead, companies should target people with the most varied interests, because their networks extend into more groups — and that results in a wider reach of potential customers.

The Web also offers a treasure trove of information that companies can exploit to better understand their customers and more effectively monitor their brand. Smith faculty are working on studies that show managers how to use social media for faster, more immediate and more data-rich brand mapping.

Listening
Other Smith research is helping to make sense of how user-generated content affects a company’s brand and sales. Companies need to know what people are saying online about them or their products, but they shouldn’t take comments or reviews at face value. A recent study showed that people who are highly active online — those who consider themselves “experts” — tend to be more negative, and their activity may scare off less active customers with more positive opinions. A company’s social media strategy should seek to engage these “mass market moderates,” and companies evaluating online product reviews or opinion sites need to account for the disproportionate volume of highly negative voices. But the self-avowed “experts” can bring important positive word-of-mouth too, a different study found — if they are satisfied with the company or product, and if giving a positive review lets them show off their own knowledge and expertise.

Network Structures and Connections
Corporations need to monitor online conversations and actively engage people in a positive way. But which community members are worth watching? Smith faculty are developing models to help managers figure that out. One model identifies influential users in a social network to help advertisers more effectively target their online marketing. Another model helps track the way influential users promote products, to help companies better structure their rewards for viral promotion. One professor developed a model that even helps companies identify and take advantage of the influence social networks will have on purchasers of their product — while the companies are still designing the product.

And some of the school’s research is just plain cool. Smith faculty are studying what social media strategies help rock bands grow their audience base, how Twitter can be used to predict where an album will debut on the Billboard Top 200, and even how social tags can help predict stock market returns. Stay tuned to Smith for more results! —RW
For Albert “Al” Carey ’74, CEO of PepsiCo Americas Beverages, speaking as part of the CEO@Smith Speaker Series is an opportunity not only to talk about his job leading a major company, but also to meet students at his alma mater.

On Nov. 15, 2011, Carey joined the Robert H. Smith School of Business for the last presentation in the CEO@Smith Speaker Series for the fall semester. Carey assumed his role at PepsiCo Americas Beverages, a unit of PepsiCo, in September 2011 and is responsible for overseeing PepsiCo’s beverage business across North, South and Central America. Prior to this role, he was president and CEO of Frito-Lay North America.

He shared his insights about marketing for Frito-Lay, whose products are regarded as junk food. For several years, the company touted the healthy changes it was making to its products. Company leaders learned that they needed to stop marketing those changes to the consumer.

“Our products have gotten a lot healthier, but we don’t talk about it on the front of the bag because ‘low fat’ and ‘low sodium’ are both phrases associated with poor taste,” Carey explained, giving props to McDonald’s and Subway for serving healthy options alongside their less nutritious menu counterparts. “They are selling as many Big Macs as before, and they’re still offering salads for those people who want the healthier alternative.”

“My experiences at this university definitely affected my career,” said Carey. “This school prepared me as a leader. I had the opportunity to get a great education. My advice for you is to take on many activities in addition to your studies — It was good training for me to learn to balance multiple things at once, and it has definitely helped me in my career to be able to multitask well.”

HERE’S WHAT SOME OTHER CEOs HAD TO SAY DURING THEIR CEO@SMITH PRESENTATIONS:

You are going to open up your career by your performance. The best thing you can do for your career is to get results. You don’t get recognized every day because you do your job. You get recognized for being extraordinary.
—ALAN WILSON, CEO, McCormick Co.

People have the “passion quotient” when they are bringing intellectual curiosity and they are willing to put in time and effort to invest in themselves. They actually go out and lead and make a difference and have an impact, as opposed to just getting stuff done. I will tell you that when we are looking at talented people, that is probably the most important thing we are looking for.
—BOB MORITZ, CEO, PricewaterhouseCoopers

If your CEO would like to participate in the 2012 CEO@Smith Speaker Series, contact Elizabeth Rowan MBA ’10 at erowan@rhsmith.umd.edu or 301.405.2943.
LOOKING FOR Mr. Right (COMPANY)

CHRISTINA BUCKLESS IS READY FOR HER INTERVIEW. SHE IS POISED, SMILING, NEATLY MADE UP. HER NAVY SUIT IS FRESH AND NICELY PRESS — WHICH IS KIND OF AMAZING, BECAUSE BUCKLESS HAS HAD TO WEAR IT NEARLY EVERY DAY FOR THE PAST THREE WEEKS.
Senior year, they should make you take a class called 'Finding a Job.'
Buckless (left) will graduate in May. She needs a job. She is consumed with finding one.

“Senior year, they should make you take a class called ‘Finding a Job,’” Buckless jokes, “because I do more work researching and applying for jobs than I do on homework.” Buckless averages 15 hours a week on her job search. She has taken advantage of almost every service the Office of Career Services offers, from mock interviews to resume review sessions to employer networking events. She’s gone to five career fairs, three at Smith and two on campus. She pores over HireSmith, the school’s job posting site, looking for opportunities that fit her supply chain management skill set. She meticulously researches each company and customizes her cover letter to match its needs.

But for all her ceaseless effort and laser focus, Buckless isn’t applying for every job out there. Even in a tough economy, most Smith students aren’t just looking for employment. They want a career. And they don’t just want to be in the right kind of position. They also want to be in the right kind of company.

This may come as a surprise to survivors of previous recessions. If you graduated during the downturn in the ’80s, for example, or the recession of the early ’90s, getting any kind of job was an accomplishment. Many graduates took whatever they could find and figured they would work their way up, or sideways, once they proved themselves as employees.

Millennials are a different breed. They’re driven by a need for meaning and personal fulfillment in their work lives. They want a job that feels significant, and since entry-level jobs aren’t high on the influence scale, the type of company with which they are affiliated is all the more important.

So Buckless, like a lot of her fellow millennials, doesn’t just want a fling with her first company. She wants a real relationship. When Buckless looks at a company, she’s thinking about future opportunities and growth potential. “I want to go to a company that I’m going to stay at, move up and continue to grow, someplace I could see myself for a long time.” Buckless says wistfully.

In such a dismal economy with so many people out of work, is it self-indulgent or naïve to hold out for Mr. Right (Company)? “It’s a generational trend we have to acknowledge,” says Jeff Kudisch, managing director of the Office of Career Services, who admits that it is a trend he sometimes finds frustrating. “While we understand it, we’re also working to increase their sense of urgency and provide our students with innovative programs to help them identify their career mission and pursue the right companies. Our alumni are also helping us expose students to job market realities, which shape their expectations and drive.”

So how do students go about getting the right job with the right company?

GET AN INTERNSHIP

An important first step is getting the right internship. “Fifteen years ago, an internship was not an expectation,” says Adrienne Alberts, lead associate with Booz Allen Hamilton, who recruits MBA students at Smith. “In the past it was nice if a student had a chance to try on their career for size and get relevant experience, but it wasn’t necessary. That has changed dramatically. Now an internship is an entry-level job. I think that cuts across industries and across types of organizations. The companies that are likely to employ a graduate of business school will expect you to have some career experience.”

Alumni are often a key factor in that equation. Alumni at companies large and small have provided great internship opportunities for Smith students.

Nick Olson, an MBA student who will graduate in May, spent last summer working for Alison Cherry MBA ’08. Cherry’s startup, Snack
Packers, packages and delivers healthy treats to office workers in the metropolitan Washington, D.C., area. Olson spent last summer building a financial model for her business, as well as putting dried coconut chips into reusable containers. The unconventional experience was a good fit for Olson, who hopes to go into consulting (and whose job search is also in full swing).

**NETWORK**

Network, network, network. Everyone knows this, but not everyone takes it to heart. Ray Ruiz, manager of campus recruiting for KPMG, says he appreciates students who take the advice about networking seriously. KPMG hired 80 Smith MBA and undergrad students for internships or full-time positions last year. “I remember the students who talk to us before or after an event on campus who hold a conversation and follow up with an e-mail that has points from that conversation,” says Ruiz.

The Smith alumni network opens a lot of doors for students. Doron Tamari ’11, now a fan experience and promotions intern with Ohio State Athletics, had the opportunity to meet Ike Richman, vice president of communications at Comcast Spectacor, while a student. “I got a chance to sit down with him and ask him about how he got to where he is,” says Tamari. “He answered all kinds of questions. It was great to see someone with a Maryland degree working in that kind of position. Even though it didn’t land me a job with his company, that advice was really helpful to me.”

**BE PREPARED**

The Smith School’s Office of Career Services invests a lot of resources to help students prepare for the job search. Job seekers can take workshops that help polish their resumes, craft their cover letters and develop their elevator pitches. Alumni by the dozens devote hours to mock interviews, letting students practice the process with someone who’s on their side before facing critical strangers. MBA students work with younger students on networking skills, teaching them how to schmooze like pros. This year the OCS even brought in an award-winning Broadway actor to hold improv workshops, aimed at helping students think on their feet during interviews and present themselves with more polish.

Perhaps the best resource available at the OCS are the staff members. Sahil Patni, who graduated in December, got a coveted interview slot with Ernst & Young, but the recruiter’s schedule changed the day before it was scheduled to be held. Patni’s interview slot was also changed — to a time he just couldn’t make. Patni contacted the OCS in a panic. “I thought it was a disaster, but they got everything resolved even though it was 11 p.m.,” says Patni. “They got back to me in literally 10 minutes and it was fixed in an hour. I thought that was pretty amazing.”

**PERSIST**

Some students, of course, do all the right things and still don’t get the job of their dreams. Even worse is the fear of graduating without a single offer. The Smith School has good placement rates, but the cruel reality of today’s bleak employment landscape means that some students will find the job search process quite challenging.

Kristin Thompson MBA ’11 was one of those students. Thompson came back to school because she wanted to work in the energy industry, and her job search started the moment she started her MBA program. She joined clubs, attended networking events and participated in the Dingman Center’s Technion internship working on an energy project. By her second year, Thompson felt like she had a good understanding of the industry.

Like most Smith students, Thompson
MATCHMAKER, MATCHMAKER, MAKE ME A MATCH

Students need jobs. Employers need talent. And in the middle is the Smith School’s Office of Career Services (OCS), trying to get the right students to the right employers.

“We’re really about talent management,” says Jeff Kudisch, managing director of the Office of Career Services and Distinguished Tyser Teaching Fellow. “We work with recruiters to understand their needs, and then we screen and evaluate students before we present them to employers. That gives us a greater yield.”

Enhancing the school’s career services — “upping our game,” as Kudisch says — has been a strategic initiative for the Smith School this year. On September 15, 2011, the OCS opened a new on-campus recruiting suite designed to facilitate world-class concierge service for visiting recruiters. The multimillion-dollar renovation, funded by a generous gift from school benefactor Robert H. Smith before his death, is part of a major strategic initiative to transform corporate relations at the Smith School.

The construction of the new Career Center represents the school’s commitment to helping students achieve their career goals even in a tight labor market — and the school is putting considerable resources behind that goal. Staff members are ramping up outreach efforts to corporations and to Smith alumni, whose networks and connections are crucial for young job hunters. These efforts are already reaping major dividends for students, despite the difficult economy:

- 93 percent placement for internships for first-year full-time MBA students, a 35 percent increase from the previous year.
- A 7 percent increase in starting salaries for graduates.
- New employers on the campus include Amazon, Google, Frito-Lay, Hilton, Microsoft, and Starbucks.
- New alumni engagement program, “Terps Helping Terps,” has brought new internships and job postings to students.

For more information about the Office of Career Services, or to find out how to partner with the Smith School to meet your talent management needs, contact Kudisch at jkudisch@rhsmith.umd.edu.
searched for her perfect match, her dream company, and found it in GE. Thompson practiced her pitch, worked with the communications club to get feedback, and worked with OCS to prepare for her interview. Things looked good until the call came: We can’t offer you anything at this time.

“I was extremely disappointed. I’d worked so hard. I knew that I would be a good fit,” says Thompson. She went to Kudisch for advice, and he urged her to widen her options, but also persist with GE. Thompson kept in touch with her GE contacts, sending New Year’s cards and attending networking events while also applying for other positions. Fifty applications later, she was still jobless and thoroughly discouraged. But then it happened: Right before she graduated, Thompson was offered a spot in GE’s Experienced Commercial Leadership Program. She’s currently with the corporate enterprise team as part of her two-year rotational training. And today she’s back at Smith, recruiting new talent for GE.

Thompson held out for her dream company. Not every student has the option to do so. But Smith is committed to supporting its students on the path to their dreams.

Buckless, though, is still a lady in waiting. She’s got a few more interviews coming up, which means another long week of researching companies, filling out forms, smiling for strangers, and getting that suit cleaned and pressed again. The wait is nerve-racking. Did I get an interview? Did I make it to the second round? Did they call me back? When am I going to hear?

“The only thing I want to do is take a nap. I’m just so tired,” Buckless confesses. “I’ve gotten a lot of interviews, so that keeps me energized. But I know people who aren’t getting offers — or they aren’t even getting interviews — and they’re really anxious.”

Buckless is anxious too. That anxiety won’t subside till she has an offer in hand.
Smith alum ROB MCGOVERN ’83 started CareerBuilder.com when the Internet was in its infancy. He grew the company, sold it for $680 million, and went on to found JobFox.com, a social networking platform for jobseekers. If you’re looking for a job, he’s got some great advice:

KNOW WHAT YOU WANT TO ACCOMPLISH IN YOUR CAREER.
“Most people are living job to job, as opposed to having a plan. I think everyone should be able to answer the question of where they want to be in five years.”

MAKE SURE YOUR RESUME DESCRIBES WHAT YOU’VE ACCOMPLISHED, NOT WHAT YOU’VE DONE.
“The kiss of death is to put on your resume ‘responsible for.’ You don’t want to say: district manager, responsible for sales. You want to say: district sales manager, replaced half the sales people with better ones, grew sales by 10 percent three years in a row. Show that you’re solving problems. Companies want to hire problem-solvers.”

CHOOSE GROWTH OPPORTUNITIES OVER INCOME.
“The first 10 years of your career are about learning, and you want to expose yourself to as many learning opportunities as you can. Your career isn’t a ladder. It’s a jungle gym. Altitude is your ultimate goal, but sometimes you have to go sideways first in order to move up. If you’re a superstar tech person, go do sales. If you’re a superstar in sales, learn customer service. Those are important developmental opportunities.”

KEEP USING YOUR SKILLS, EVEN IF YOU’RE UNEMPLOYED.
“Companies are increasingly reluctant to hire people who’ve been out of work a long time, so it would be better to take a job at less pay or less responsibility than to be unemployed. But if you are out of work, don’t sit at home for six months. Volunteer at your church or in a community organization. Find a way to exercise your skills, or take a course to refresh them.”

Read Rob’s full profile on the Smith Business website.
HOW I GOT HERE:

BOB ROATH ’66
CHAIRMAN OF THE BOARD, STANDARD PARKING

What I do: Elected by the shareholders to create value and oversee strategy and corporate governance for Standard Parking.

“The company manages parking facilities and transportation services at more than 2,000 major facilities — more than a million parking spaces and 12,000 employees. There’s tremendous growth potential because most facilities prefer to outsource their parking services, and there’s a lot of technological innovation.”

Big break: His b-school professors arranged for Roath to interview with Price Waterhouse despite the fact that the interview schedule was full. He got the job.

Education: Joined the Air Force at 17 to earn money for college. Served for two years in Tripoli, Libya, as a “pole jockey” — a telephone lineman and antenna specialist. Enrolled at Smith (then the College of Business and Management) in 1964. Graduated in 1966 with a BA in accounting and economics.

1973: “I found I was more of a doer than an auditor.” Went to GAF as assistant corporate controller.

1975: Went to General Foods. Rose from assistant corporate controller to CFO and VP of business development for General Foods Canada and was heavily involved in mergers and acquisitions.

1988: Went to Colgate-Palmolive as VP and corporate controller.

The offer he couldn’t refuse: In 1990, Roath became part of the management team at RJRNabisco after KKR won the company in the largest leveraged buyout in history. Being part of “The Barbarians at the Gate” was the most challenging and exciting game in town. He became CFO and took early retirement in 1997.

Big challenge: Avoiding accounting tricks and “gimmicks” (such as leveraged derivatives and structured financings) that caused the crash and burn of so many companies, like Enron and Tyco.

Proudest moments: Worked with the Roundabout Theater as part of the NYC redevelopment in the 1990s to save it from shutting down. Also: “Running the NYC marathon with my daughter in 1998.”

What I’m excited about: “We recently acquired a company called Click-n-Park. When you buy your ticket for a sporting event or concert online, you can also purchase a parking spot.”

Big tip: Do what’s right for the long-term health of the business by keeping an eye on mega trends, and don’t look to short-term quick fixes.
Two years from today, when you Google yourself, what will you see? If you’re the leader you think you are, plenty. Because at Deloitte, leading is the only option. You’ll work on complex, meaningful projects out of the gate. You’ll have opportunities to learn from top people. And be able to advance quickly in an apprentice-like environment.

SPOTLIGHT: DELTA PRODUCE

Christos Marafatsos ’09 was still in college when he decided he’d like to work for himself, so he and longtime friend Kosta Dionisopoulos created Delta Produce in the fall of 2009 and have been working for themselves ever since.

With Marafatsos’ background in international business and the Dionisopoulos family’s history in the fresh produce business, the two friends knew there was room in the market for another fresh food distributor in the area. After eight months of rigorous market research and a careful study of their competitors, Marafatsos and Dionisopoulos bought their first truck and started Delta Produce in September 2009.

Delta Produce distributes fresh fruits and vegetables to restaurants, government agencies, country clubs, franchises, hotels and food service establishments in Maryland, Washington, Virginia, and Pennsylvania. The company has seen a lot of early success and has been expanding even in the recession.

“We’ve nearly doubled our sales in the past year and we currently employ 18 people. We’ve added warehouse space in D.C. And we’ve broken into the government sector, landing contracts to serve cafeterias at the White House and 20 other government agencies. We’ve upped our operations to close to 24 hours, and we’ve expanded our geographic reach,” Marafatsos says.

Marafatsos’ time at Smith is helping the duo get focused on the business development side of Delta Produce. He took advantage of the support system the Smith School has to offer — and that meant working closely with the Dingman Center for Entrepreneurship.

“One of the things I liked best about Smith was the personal attention from the professors and the staff. You can tell that they actually want to help you,” he said. “I was introduced to Alla Corey and Asher Epstein at the Dingman Center, and I found them to be so helpful to me as a young entrepreneur. They both helped me out tremendously.”

The Dingman Center team helped Marafatsos and Dionisopoulos learn about raising money for the company, introduced them to people they knew would be helpful in the success of Delta Produce, and introduced them to investors.

“They are really there in every way, shape and form for the students at the University of Maryland and I didn’t realize that until I approached them — I wish I had approached them sooner,” Marafatsos said.

Smith students also proved to be a great motivator for Marafatsos in starting Delta Produce: “The level of intelligence and motivation of your peers motivates you even more and the students at Smith are incredibly talented and motivated. As business students and as entrepreneurs, our instinct is to try to be better and feed off the motivation of others. We always want to be the best, so it was great to be surrounded by other students with similar drive and work ethic.”

–JS
When Cliff Kendall ’54 graduated from Maryland’s business school, he knew he couldn’t pursue a job in his chosen field of finance: As a ROTC officer, he was waiting to be called up to serve during the Korean War. Kendall never got his dream job as a financial analyst, but he ended up with a dream career.

In the Air Force, Kendall worked as a contracting officer in the Office of Scientific Research. It was a job with a great deal of authority and responsibility, and it gave Kendall a thorough grounding in the complexities of government contracting. When his stint with the military was up, Kendall headed back to the civilian workforce and a tour of duty at Washington Gas Light. It wasn’t long before he parlayed his government expertise into a job with American University, which needed an assistant comptroller to manage its federal contracts. Kendall worked on transferring the university’s accounting data to IBM punch card equipment.

Data processing was a relatively new field. Kendall developed an accounts payable program that so impressed IBM that the company asked him to come explain it to potential customers. Washington University in St. Louis was so impressed that it stole Kendall away to help implement its new accounting system.

In 1968, Kendall joined several friends to create their own business, Computer Data Systems Inc. (CDSI), to provide programming and consulting services to the federal government. Kendall sold his home, borrowed on his insurance policies and moved back to the D.C. area. “My wife kept reminding me that I had four kids to put through college,” Kendall says. “We started with no contracts and nothing lined up. But we eventually did some amazing things — we installed and ran the military messaging system for the Navy; we designed the processing of student loans for the Department of Education.” CDSI pioneered the government professional IT services industry and became one of the country’s top 25 government contractors.

Kendall has enjoyed the unique challenges of working for the federal government. “There’s always a slowdown in the buying process whenever administrations change. There’s constantly changing rules and regulations. Today we’re dealing with budget shortages and an aging civil servant population, which means that skilled senior people are leaving government,” says Kendall. “It’s challenging. But the government pays its bills, and they’re working on some of the biggest, most important projects going on in the world. It offers great opportunities.”

Today Kendall is retired from CDSI and is chair of VSE Corporation, a federal contractor that provides value engineering services. He serves on the boards of the University of Maryland College Park Foundation and University of Maryland System Foundation, and supports business students through scholarships at the Shady Grove and College Park campuses. –RW
**‘60s**

William E. Mayer MBA ‘67, former dean of the Smith School, was appointed to Miller Buckfire’s Board of Advisors. Mayer is co-founder of Park Avenue Equity Partners, a middle market-focused private equity firm. He is a member of the boards of directors of DynaVox, BlackRock Kelso and Lee Enterprises.

**‘70s**

Craig Adler ’79 was recently named the Washington Business Journal’s CFO of the Year. Adler is the CFO at DLT Solutions in McLean, Va.

Ron Meliker ’74 has been named chairman of the Howard County Chamber of Commerce. He is executive vice president and chief operations officer of the Kane Co., and previously worked for Sunbelt Beverages Corp., Emery Air Freight Corp., Carlning National Brewing Co., and Westphinghouse Electric Corp.

Jim Santa ’76 was featured in The New York Times in last year’s Super Bowl coverage. Santa was a linebacker and the second-leading tackler on the 1972 Maryland football team.

**‘80s**

Lisa J. Cines ’81 has been named managing partner for Dixon Hughes Goodman, the largest CPA firm based in the Southern U.S., and 13th largest in the nation. She is a veteran in the Washington metro region’s accounting community, and DHG has tapped her to help build out some of the firm’s core industries.

Earl W. Gast ’85 has been nominated by President Obama to assistant administrator for Africa, United States Agency for International Development. Gast also served as USAID mission director to Afghanistan from June 2010 to June 2011.

Prashant Gaur MBA ‘88 has joined Credence Management Solutions as its president.

Eugene L. Podsiadlo MBA ‘81 was recently named Wasatch Advisors’ director of mutual funds. A former president of Warburg Pincus Funds, he has been on Wasatch’s board since 2002 and takes part in business development, acquisitions and strategy.

**‘90s**

Wellford Dillard MBA ‘97 was appointed CFO of GetWell Network. He is responsible for all financial operations including financial planning and analysis, accounting and procurement.

Sab Kanaujia MBA ‘97 joined Verismo Networks as president of entertainment services. He previously launched the Digital Entertainment Corp. of India, a holding company that focused on launching entertainment services to a global audience.

Joel Kennedy ’96 is chief operating officer and co-founder of Pelican Resource Group LLC, a consumer finance company that focuses on automotive lending. It has grown since 2009 to become a nationwide lender, with more than $30 million in loans originated. The company headquarters are in Cherry Hill, N.J.

Bruce Leith ’91 has worked with the Philadelphia Phillies since graduation and is currently the manager of concession development. He oversees the food and beverage operation throughout spring training as well.

H. Giovanni Leusch-Carnaroli MBA ‘93 recently joined Grant Thornton, one of the six global audit, tax and advisory organizations, as director, global public sector practice. He previously served as associate chief information officer at the U.S. Department of Transportation.

Jonathan Mills ’94 is a radio technician and has served in Afghanistan. He is the executive editor of OutServe, an online and print magazine for gay, lesbian, bisexual, and transgendered military personnel. He celebrated the recent repealing of the Don’t Ask, Don’t Tell policy.

**‘00s**

Francis “Hall” Chaney III ’08 has been named chief operating officer of Chaney Enterprises, and is responsible for the overall safety, leadership, management, and productivity of the company’s concrete operation. He began working for Chaney Enterprises during summer breaks as a grtor, yardman, sand and gravel plant maintenance worker, fleet and heavy equipment maintenance worker, customer service representative, and dispatcher.

Christopher S. Hogan MBA ’03 has joined the International Bottled Water Association as vice president of communications. He was most recently director of communications at the American Gas Association.

Steven B. Kramer MBA ’04 was recently welcomed as a new professor at the H. Wayne Huizenga School of Business and Entrepreneurship at Nova Southeastern University. He has also published in the area of risk management and operations management.

Chris Mayer MBA ’00 is managing editor of Capital & Crisis and Mayer’s Special Situations newsletter. He began his business career as a corporate banker, but after 10 years signed on with Agora Financial. His book, “Invest Like a Dealmaker,” explains how to analyze macro issues and micro investment opportunities.

Rebecca Pearce MBA ’02 was named the first executive director of the board governing Maryland’s new health insurance marketplace. Pearce was previously an executive in benefits administration at Kaiser Permanente.

Jigar Shah ’01 is the founder of SunEdison and now CEO of the Carbon War Room. The financial concept behind SunEdison emerged from a business plan he wrote at the Smith School. Shah sold the company in 2009 to MEMC for around $400 million.

Matthew H. Solomson MBA ’02 has been added as a counsel to Sidney Austin LLP in the firm’s government contracts practice in Washington, D.C. He is concentrating on government contracts counseling and litigation, as well as construction litigation, civil fraud defense, among others.
Pete Truby MBA ’07 is the founder of Salazon Chocolate, a 2-year-old line of organic fair-trade, dark chocolate that features natural sea salt.

‘10s

Steven J. Kurinsky ’10 has obtained his QuickBooks ProAdvisor certification. He is currently employed by the advisory firm DeLeon & Stang.

David Ploskonka MBA ’10 finished 17th out of 73 in the Badwater Ultramarathon, which is 135 miles long through extreme conditions.

Jared M. Smalley ’10 is working for the Washington Nationals. His department focuses on non-game-day events.

Michael R. Yochelson MBA ’11, M.D. has been named vice president of medical affairs and medical director of National Rehabilitation Hospital (NRH), which has 34 outpatient sites around Maryland, Washington, D.C., and Virginia. Yochelson, who is board-certified in neurology and physical medicine and rehabilitation, has been on the NRH medical staff since 2006, in positions including associate medical director of the neurological programs. He will remain medical director of the brain injury program and program director of the brain injury medicine fellowship training program at NRH.

Submit Your Note: Alumni Notes accepts news items and photographs from all Smith School undergraduate, full-time, part-time and executive MBA, M.S., and doctoral alumni. Submissions are limited to 50 words. Photos should be 300 dpi in a .jpeg or .tiff format. Please send all submissions to editor@rhsmith.umd.edu.

Alumni Spotlight

Brandon Shamy ’08 has found success in the smoothie business. After interning at a financial firm, Shamy decided he wanted a job that allowed him to interact more with people. He found his calling in the blended-fruit business, thanks to his love for the Smoothie King store in College Park. In October 2009, Shamy opened his own Smoothie King on Route 206 in Hillsborough, N.J., bringing the franchise to his hometown and just the third to New Jersey. Today, he owns 10 Smoothie King franchises in the Garden State.

Anthony Davenport MBA ’09 and Rohit Gulati MBA ’09 started Chloe’s Cause to support children with Down syndrome and their families. They have raised more than $100,000 in less than three years by selling chrysanthemums.

Ellen Zavian ’85 was inducted into the JCC Sports Hall of Fame in Maryland as a pioneer among women working on the business side of sports. She was the first female NFL attorney and agent and has represented more than 40 NFL players as well as the members of the 1996 U.S. women’s soccer and softball gold medal teams in contract negotiations with their governing bodies. She was also the commissioner for the Central Atlantic Collegiate Conference.

Passings

Lee Preston, emeritus professor of logistics, business and public policy, passed away on November 22, 2011. Preston, an expert in corporate governance, was a pioneer in the field of corporate social responsibility. He came to the University of Maryland in 1980 after teaching at both the University of California–Berkeley and the University of Buffalo, and served at the Smith School until his retirement in 1998. During his distinguished career he was the author or co-author of approximately 200 publications and edited 10 volumes of “Research in Corporate Social Performance.” Preston was elected a Fellow of the Academy of Management in 1982, named a Distinguished Scholar-Teacher at Maryland in 1994, and received the University’s Distinguished International Service award in 1996.

His many service contributions include directing the PhD program, creating and directing the Center for International Business Education and Research, and creating a joint MBA program with the University of Lodz in Poland. Preston served the Kennedy administration in the Office of the Council of Economic Advisors, and spent a semester advising the Ministry of Commerce of the Government of China on corporate governance issues. After retirement, he was a visiting scholar at several European universities, and served three years as ombudsman for faculty and staff on the Maryland campus.

Preston leaves his wife, Pat, one son, two daughters and several grandchildren.
Alumni Events

1. Members of the Smith community, including Alissa Arford EMBA ’10 and Jennifer Hankin ’06, strike a pose in front of Van Munching Hall in support of the Maryland men’s basketball student manager, Zach Lederer, who is battling brain cancer. Lederer struck the muscleman pose after a surgery to remove his brain tumor, asking his father to snap a photo to send to friends and family letting them know he was staying strong. The “Zaching” trend, as the pose is called, has gone viral at UMD, as students, staff, faculty, alumni, and friends show their support for Lederer.


4. Rob Mercer ’87 and wife Pam Mercer ’91, with Bridget (6), Charlotte (8) and Hobson (4), stopped by the Smith table at the Riggs Alumni Center at Homecoming.

5. Alumni Relations staff at the 2011 Homecoming tailgate: Joyce Jones, Serene Liao MBA ’11 and Jennifer Mao ’07 with Testudo at the Riggs Alumni Center.

6. Jonathan Scofield MBA ’04, with children Campbell (5) and Emory (3), enjoys the second annual Alumni Tailgate sponsored by the MBA Association.
The state of Maryland and student tuition cover only part of the expenses of a Smith School education. The new Smith School Annual Fund will help ensure that every Smith student can take advantage of the resources we offer to enrich their Smith experience, and allow Dean Anand to quickly respond to challenges and opportunities as they arise.

Your contribution will:

- Support scholarships and student life.
- Enhance global experiences for students.
- Update the school’s IT infrastructure.
- Finance student entrepreneurial efforts.

GIVE TODAY: WWW.RHSMITH.UMD.EDU/GIVING/ANNUALFUND

Thanks for writing in to share your responses to our last issue, on “The Business of Sports.” You mentioned many more Smith Terp athletes than we ever knew existed, some of whom are spotlighted in this issue’s Alumni Notes section.

I enjoyed your articles on sports management in the most recent issue of Smith Business. … However, I would have loved to have seen an article on John Lucas ’76. Luke was an All-American in both basketball (two times) and tennis while at the university, and he was a first-round draft pick in the NBA. He spent 14 years in the NBA, and when he retired he was in the top 10 of all-time assists. … He has been a head coach of three NBA teams as well as a USBL team and the Nigerian Olympic team.

… My wife, Victoria Rymer ’61, MBA ’66, Ph.D. ’83, taught him basic accounting back in 1973. She was always amazed how effectively he balanced a tough academic schedule with a terribly demanding athletic schedule.

John Rymer ’60 (Engineering)

Regarding the current issue of Smith Business magazine: Sports and business, as with politics, are mutually exclusive endeavors, and I didn’t need to earn an MBA to find that out. … Ask Carly Fiorina.

Ross Jackson Laningham ’74

Although the article “Rate My Doctor, No Thanks” mentioned an important fact about “rate my doctor websites,” it is disappointing that there was no advice regarding a better venue to search a doctor’s reputation.

Debi Baehr
This has been a year of renewed focus on and investment in corporate engagement for the Smith School. We’re committed to getting our students into top-tier companies in the national capital region and around the world.

Strategically, there is nothing more important for us. Getting students into top companies is important for their careers and for our rankings, which in some cases are tied to student placement statistics and starting salaries. We’ve worked on increased outreach in New York City — home to thousands of Terps — and in Silicon Valley, where companies are finding many of our quant-oriented graduates a good fit. We also want to dominate in our back yard. We want companies in the region to turn to us first when they need talent.

Competition from other business schools in this region is fierce, so we’re working hard to raise awareness of our brand. Your support is also crucial. Please “Speak Up for Smith” in your company. Help us connect our students with your internship opportunities. Post your company’s job opportunities on HireSmith. Our faculty regularly work with companies on research projects — perhaps there is an opportunity for us to work with yours. Just making yourself available to speak with students about your industry or company is extremely valuable for those just starting their careers.

Jeff Kudisch and the staff at the Office of Career Services would be happy to help you identify the right kind of involvement opportunity for you and your company. I hope we will hear from you soon.

G. ANANDALINGAM, DEAN
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