FROM THE EDITOR

Dear Doctoral Alum,

“Change has come to America!” could be four-years old already, but it still rings fresh – not withstanding the fact that President Obama has started off his second-term, even with “more work to do!” We hope you followed and enjoyed the election coverage and expert comments from the Smith school’s distinguished faculty, spanning a wide-ranging array of topics: from policy matters to role of social media in the campaigns.

Smith faculty’s expert opinions are also available on the fiscal cliff. Like our previous issues, we present some personal notes and thoughts of Dr. Longbrake, our resident financial policy expert.

An important change – nearer to all us Terps – is the announcement of the University of Maryland joining the Big Ten. In this issue, we bring you the coverage of this and other University as well as Smith school news stories.

The issue also highlights the achievements of current doctoral students, and placements of recent grads. We urge you to look closely through the page on Dissertation Defenses, and reach out personally if your interests overlap with any of these topics. Your offer of mentorship, help, guidance, networking – or just plain being a sounding board would be highly appreciated!

A change is also occurring at the newsdesk. As I prepare to join your ranks as an alum in the near future, I am taking leave of the editorship of this fabulous publication. It has indeed been a great pleasure and honor to be of service to our wonderful community. Many thanks to Justina and Joyce for helping me all the way, and Dr. Debra Shapiro and Dr. Amna Kirmani for all their support and encouragement! And to Dr. Longbrake and Dean Anand for providing their timely, insightful and thought-provoking columns.

I shall always remain committed to building a strong student-alum network– and hope the new editor would share this commitment with even greater enthusiasm. Please continue to write to me at pswaroop@rhsmith.umd.edu with your comments on the newsletter, as well as your news, moves, achievements, and accomplishments.

With best wishes for the holiday season and the New Year 2013!

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Robert H. Smith School of Business
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From the PhD Program Director, Dr. Amna Kirmani

Dear Smith Doctoral Alum,

We’ve had a busy start in the PhD Office. In August, we implemented one of the recommendations of the PhD Task Force, extending the PhD Program orientation from 1 day to 6 days. Current students ran sessions on the topics of department specific requirements, citations and management, international student issues, technology resources, effective research assistantship, academic reputation and networking, and the life of a PhD student. The students put a lot of energy into passing their institutional knowledge to incoming students. Not surprisingly, they received fantastic reviews from the incoming students. This sharing of information, resources and support is valuable and key to a successful program.

We also offered a new, cross functional course titled Research Methods that introduces doctoral students to the philosophy of science and methods for conducting business research. The three instructors explain how many business disciplines follow social science research paradigms which include surveys, case studies, qualitative studies, experiments and the analysis of secondary data sources. This course allows doctoral student to develop a basic understanding of these fundamental business research techniques and when it is appropriate to use them.

I am pleased that the alumni are taking active roles in working with our current students. Most are aware of the generous gift from Dr. William Longbrake in our facility and resources, but Dr. Longbrake has taken the time to be the Executive-in-Residence and make contributions through his columns in our newsletter to give back to the Smith community. From serving on dissertation committees to collaborations in research and working papers, our alumni are becoming true mentors of the program. We encourage each one of you to work with us to build our community.

We would like to share the great work that our alumni do, and hope you will keep us informed of your accomplishments. I am excited to share Vivian Guo’s (SM ’12) and Gisela Bardossy’s (OMMS ’11) awards and recognition for their papers. Vivian was recognized for her paper, which studies the emotional effects on the stock market at the 2012 Strategic Management Society Conference. Gisela was recognized at INFORMS for her dissertation paper that examined how connected network design problems that happen in broad practical settings from telecommunications to data management.

Although we will continue sharing news in this newsletter, we also plan to post this information online as the Smith School improves its website. In fact, the doctoral program website will be improved to feature our current students as well as our alumni. We strongly encourage you to share your news with the PhD Program office. Please contact any of us – our editor Prem, myself (akirmani@rhsmith.umd.edu) or our PhD Program office at businessphd@rhsmith.umd.edu.

Best wishes
Amna

Message From Dean Anand

Dear Smith School PhD Students and Alumni,

I am happy to extend my warm greetings to the PhD students and alumni during the cold winter days. As all of you know, we have two graduation ceremonies each year and in the recently completed December commencement, it was great to see six of our students participate and be hooded by their dissertation advisors. In fact, we are beginning to graduate over 15 students each year in a very steady pace, and many of them are joining top-50 business schools in the world.

I like to provide some food for thought for our recent PhD graduates and our PhD alums who are faculty in universities around the world. Over the past year or so I have been involved with talking to international business and academic leaders who are trying to expand higher education in their respective countries. It is clear that the path to prosperity in each and every country is to have more and better graduates in fields like science, engineering, and business. There are amazingly talented young people in each and every country and if only they had the opportunity that students in the U.S. have, the world would be a better place for everyone.

The main problem in expanding the education systems in most countries in the emerging economies is the lack of faculty who have state-of-the-art knowledge of their fields. The world is crying out for research-oriented faculty to teach these emerging young minds and provide them with a real education. Some of you graduates of the Smith School should think of spending some time in an emerging economy helping to improve their higher education systems. Wouldn’t that be a legacy you can be proud of?

All the best,
Dean Anand
2011-2012 JOB PLACEMENTS

Zachary Arens***
Rice University

Yura Kim *
Kookmin University

Scott Benjamin***
Florida Institute of Technology

Su Li***
Renmin University

Rodrigo Britto***
University of the Andes

Daniel Malter**
Harvard University

Woohyun Cho***
University of New Orleans

James (Ted) Matherly
Oklahoma State University

Crystal Farh**
Michigan State University

Seoyeon Katie Moon***
Security Exchange Commission

Suzanne Edinger***
University of Nottingham (England)

Hyoryung Nam***
Erasumus University (Netherlands)

Jie Mein Goh*
Instituto Empressa (Spain)

Amanda Wilford**
Southern Utah University

Dilek Gunnec***
Özyeğin University (Turkey)

Dobin Yim
Fordham University

Wei (Vivian) Guo**
Hong Kong Polytechnic University

Shun Ye
George Mason University

Jian-Yu Ke***
University of Wisconsin, Eau-Claire

Anastasiya Zavyalova**
Rice University

Jiban Khuntia
Oakland University

Wenjie Zhu**
University of Hong Kong

*December 2011 Graduates  **May 2012 Graduates  ***August 2012 Graduates

PhD Program Honor Roll @ Smith
for accomplishments since July 2012

ADVANCED TO CANDIDACY
Elizabeth Campbell-Bush – OBHR
Omar Elwakil – SCM
Chad Ham – AIA
James Kim – MKT
Tom Kim – MKT
Congcong Li – AIA
Robert Vesco – SM

DISSERTATION PROPOSALS
Adams Steven – SCM
David Anderson – OMMS

PRESENTED AT CONFERENCES
David Anderson – OMMS
Elizabeth Campbell-Bush – OBHR
Seth Carnahan – SM
He Chen – OMMS
Anna Devlin – OMMS
Yuntao Dong – OBHR
Jordan Etkin – MKT
Brad Greenwood – IS
Joo Hun Han – OBHR
Ning Li – OBHR
Qiang Li – SM
Ted Matherly – MKT
Mahka Moeen – SM
Ali Pilehvar – OMMS
Adams Steven – SCM
Prem Swaroop – OMMS
Kevin Sweeney – SCM
Elijah Wee – OBHR

CONGRATULATIONS!

Shweta Gaonkar (SM) received the 2012 Kauffman Dissertation Fellowship Grant Award for her dissertation proposal “The Strategic Network of Entrepreneurial Firms: Impact of Pre Founding Ties”.

Brad Greenwood (IS) and Dr. Anand Gopal (DO&IT) received Best Empirical Paper Award from the ENT Division of Academy of Management with their paper “Tigerblood”.

Seth Carnahan (SM) for winning 2 awards given by the Strategic Management Society: Strategic Research Foundation Dissertation Grant Award for his dissertation “Entrepreneurship, Mobility and Rent Appropriation: Evidence from the Death of Coworkers and Rival Firms” and Best Conference PhD Paper Prize “The Bright Side of Death: Entrepreneurship by Employees Existing Firms following the Failure of Rival Organizations”
The $1 billion includes over $250 million for research universities. And so it has. We accelerated our rise among the world’s best institutions during a difficult economic environment. Much of it was achieved this landmark goal. Much of it was said, “Today, I am proud to announce the University of Maryland Reaches $1 Billion Great Expectations Goal.”

In late 2006, the University of Maryland publicly launched the $1 billion Great Expectations campaign. Wallace Loh, President of the University of Maryland said, “Today, I am proud to announce that the Great Expectations campaign has achieved this landmark goal. Much of it was accomplished during a difficult economic climate. We expected this campaign to accelerate our rise among the world’s best research universities. And so it has.

The $1 billion includes over $250 million in scholarship and financial aid for our undergraduate and graduate students. This support has helped Maryland compete for the best students and help make their education more affordable.

We raised $129 million to help us recruit, retain, and advance pre-eminent faculty. No university is better than the excellence of its faculty. Through education, research, and service, faculty help transform the lives of students, contribute to knowledge, and improve the human condition.

We raised $171 million in support of innovation—to turn ideas into impact. The University of Maryland encourages creative thinkers and entrepreneurial ideas, nurturing them from research and development into social and economic enterprises.

We raised over $303 million for high-tech buildings and to upgrade classrooms, arts venues, and athletic facilities. The private support is leveraged for state capital appropriations, greatly magnifying its impact.”

### Dissertation Defenses @ Smith

**Zachary Arens**, “Consumption and the Dynamics of Consumer Choice” Dissertation chair: Dr. Rebecca Hamilton and co-chair Dr. Roland Rust.

**Scott Benjamin**, “The Effects of Infomediaries, Nonmarket Strategies & Corporate Political Activity on Innovation Adoption” Dissertation chair: Dr. Rhonda Reger.


**Suzanne Edinger**, “Transferring Social Capital from Individual to Team: An Examination of Moderators and Relationships to Innovative Performance” Dissertation Chair: Dr. Paul Tesluk.


**Dilek Gunsec**, “Integrating Social Network Effects in Product Design and Diffusion” Dissertation Chair: Dr. S. Raghavan.


**Su Li**, “Essays on Asset Pricing” Dissertation chair: Dr. Albert “Pete” Kyle.

**Daniel Malter**, “Essays on high-status fallacies” Dissertation chair: Dr. Brent Goldfarb.


**Hyoryung Nam**, “Marketing Applications of Social Tagging Networks” Dissertation chair: Dr. P.K. Kannan and co-chair Dr. Yogesh Joshi.

**Yonjeong Palk**, “Redefining Multidisciplinary teams: An Institution Approach” Dissertation Chair: Dr. Myeong-Gu Seo.

**Amanda Wilford**, “Determining the Impact of Multiple Consecutive Years of Financial Reporting Quality Issues on Investment Efficiency” Dissertation Chair: Dr. Lawrence Gordon.

**Anastasiya Zavyalova**, “The Benefits and Burdens of High Reputation During Disruptions: The Role of Media Reputation, Organizational Identification, and Disruption Type” Dissertation chair: Dr. Rhonda Reger.


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**CONGRATULATIONS TO OUR RECENT ALUMS!**

**Wei (Vivian) Guo** (SM Alumni) received the Strategic Management Society’s Best Conference PhD Paper Prize for her paper “Being too Positive? The Effect of Positive Emotion on Stock Market Reactions, 2012. Vivian is an Assistant Professor at Hong Kong Polytechnic University.

**Gisela Bardossy** (OMMS Alumni) received the 2012 INFORMS Society of Location Analysis Doctoral Dissertation Award for her dissertation “Dual-Based Local Search for Deterministic, Stochastic, and Robust Variants of the connected Facility Location Problem”. Gisela is an Assistant Professor at University of Baltimore.

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**University of Maryland Reaches $1 Billion Great Expectations Goal**

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**GOOD JOB TERPS!**
Fiscal Cliff and Other Thoughts
Bill Longbrake, PhD
Executive in Residence

Just after Thanksgiving I had occasion to accompany a New York state delegation to a White House briefing on the “fiscal cliff”. This event was part of the Obama Administration’s campaign to go to the people to “sell” President Obama’s proposals and “force” Republicans into acquiescence.

We were shown polling results indicating that 60 percent of Americans believe taxes should be raised for those earning $250,000 or more; surprisingly, even 39 percent of Republicans agree.

Senior Advisor to the President, Valerie Jarrett, said: “The election may be over but the campaign has just begun.” Hinting at a hard-nosed approach to negotiations, she added that “President Obama is not willing to do a bad deal for the sake of doing a deal.”

Importantly, the White House views successful fiscal cliff negotiations as “make or break” for getting the rest of the president’s policy agenda addressed over the next four years. Staffers pointed out that President George Bush’s failure to “sell” his plan to privatize social security at the beginning of his second term was followed by the loss of political influence and no domestic policy accomplishments of consequence occurred over the remainder of his term.

As of this writing there is no deal. Some kind of deal will eventually occur – the alternative of going over the fiscal cliff and deliberately causing recession is inconceivable and would be a gross act of irresponsibility. But…

So, we will probably avoid going over the “fiscal cliff”. But, whether Congress eventually crafts a mishmash of fixes or designs a more deliberate long-term “Grand Bargain”, one thing is clear to me. What needs to happen, but is not happening, is a broad public debate that goes beyond a singular focus on deficit cutting and extends to the kind of government fiscal policy needed in the long run to galvanize investment and increase productivity.

Potential structural real GDP growth has plummeted in recent years, largely due to a decline in productivity. Unfortunately, this is an overlooked phenomenon which is retarding economic recovery and slowing improvements in living standards.

The evidence is clear on many fronts. America’s infrastructure is aging and reinvestment is inadequate. Government investment in research and education has fallen below historical levels.

Obsession with the size of annual federal budget deficits and the burgeoning public-debt-to GDP ratio has focused the public and policymakers on raising taxes and cutting spending. Some spending cuts will result in grievous damage to future prosperity. Serious dialogue about the benefits of government investment in research, education and infrastructure is not occurring.

As a consequence, these kinds of investments are being cut back and this is contributing to a decline in the potential structural real rate of GDP growth. Until dedicated attention focuses on this problem and opportunity prospects for improvement in real GDP growth are bleak.

My point is that government fiscal policy should not be focused solely on reducing the deficit. It also needs to focus on lifting the structural potential real rate of GDP growth.

Academic and policy research needs to focus on examining ways to boost the potential structural real rate of GDP growth. A detailed discussion of this topic is contained in the December 2012 Longbrake Letter, which is posted on the Center for Financial Policy website http://www.rhsmith.umd.edu/cfp/pdfs_docs/LongbrakeLetter/LongbrakeDecember2012.pdf

Assuming we muddle through the fiscal cliff, the next major legislative issue on President Obama’s 2013 agenda is immigration reform. That and working out the complex details of tax reform likely will occupy most of Congress’ time in coming months. Longer run Congress will struggle with housing policy and consider what to do with Fannie Mae and Freddie Mac.
New PhDs @ Smith

An arm injury on the pitching mound prompted John-Patrick Paraskevas’ exit from a St. Mary’s College (Md.) baseball scholarship to Van Munching Hall’s classrooms and a pathway to a supply chain management PhD from the Robert H. Smith School of Business.

These first-year PhDs from leading U.S. business schools, plus institutions in China, Turkey and Korea, bring research specialties including econometrics, innovation, financial reporting and performance management. Vickee Wolcott’s interest in health IT derives from nine years as a Medical Service Corps officer in the U.S. Army, where she will remain on active duty through her Smith doctoral studies.

PhD Program Director and Professor of Marketing Amna Kirmani addressed the entire group during the program’s late August orientation, reminding them they were selected through a highly competitive process to develop into high-level researchers. “The new class is highly motivated with a diverse set of specialties,” she said, following the orientation. “Each of these students has the capacity to enhance the profile of our doctoral programs.”

The lone Smith grad among the newcomers, Paraskevas said strong faculty role models through his finance and international business undergraduate studies and subsequent supply chain management work has piqued his research interest in international strategy and transportation. His master’s work focused heavily on these elements in connection with the defense industry, as he worked the past three years as a co-op student for the Naval Air Systems Command.

“Accounting researchers have made seminal contributions to such areas as company valuation, asset pricing, stock market behavior, corporate governance and executive compensation. So it was especially impressive to learn that many of Smith’s accounting professors – Dr. Rebecca Hann and Dr. Nick Seybert to name a few – are experts in financial disclosure and capital markets research,” said Yue Zheng, one of the first year Accounting and Information Assurance doctoral students. “The program has a very good reputation, and the Smith School appears to invest in it significantly.”

Research @ Smith

Smith School Management Professor Recognized for Top Research

Gilad Chen, the Ralph J. Tyser Professor of Organizational Behavior at the University of Maryland’s Robert H. Smith School of Business, is the winner of the William A. Owens Scholarly Achievement Award. The award recognizes research with the highest potential to significantly impact in the field of industrial and organizational psychology. It is given annually by Society for Industrial and Organizational Psychology. Chen will receive the award at the organization’s annual conference in Houston in April 2013.

Chen chairs the department of Management and Organization at the Smith School. He is an active researcher in the areas of work motivation, adaptation, teams and leadership, with particular interest in understanding the complex interface between individuals and the socio-technical organizational context. He teaches courses on a variety of organizational behavior, human resource management, and methodological topics.

His work has appeared in the top journals in the field, including the Academy of Management Journal, Journal of Applied Psychology, Journal of Organizational Behavior, Personnel Psychology, Organizational Behavior & Human Decision Processes, and Research in Organizational Behavior. Chen is currently the associate editor of the Journal of Applied Psychology and as an editorial board member of the Academy of Management Journal, and is an active member of the Academy of Management and the Society of Industrial-Organizational Psychology.

Prior to joining the Smith School, Chen was on the faculty at the Georgia Institute of Technology and Texas A&M University, and a visiting scholar at the Hong Kong University of Science and Technology, Technion, and Tel-Aviv University.

Chen received his bachelor degree in psychology from the Pennsylvania State University in 1996, and his doctoral degree in industrial/organizational psychology from George Mason University in 2001.
Smith School Ranks #4 in U.S. for Entrepreneurship

Thanks to student praise, the University of Maryland’s Robert H. Smith School of Business ranks No. 4 in the country for entrepreneurship, according to the 2013 guide of the Top 10 Colleges for Aspiring Entrepreneurs by Unigo.

Unigo.com is student-generated guide to colleges, where users post reviews, photos and videos about their schools. The organization culled through more than 30,000 user votes to put together the 2013 college rankings, released Sept. 1, 2012. The annual Unigo rankings were introduced in 2011 and include lists of Top 10 colleges for categories including social networking, famous professors and unique traditions. Students lauded the Smith School’s curriculum, the management major with an entrepreneurship track, and the Dingman Center for Entrepreneurship to land the University of Maryland in the top 10.

Students specifically pointed to the Dingman Center’s active Pitch Dingman program that helps students perfect their business ideas with feedback from seasoned entrepreneurs-in-residence and awards thousands of dollars in seed funding. They also highlighted the center’s annual China Business Plan Competition in Beijing.

University of Maryland’s Robert H. Smith School of Business Ranks Among Nation’s Best

Information Systems, Supply Chain Management recognized in Top 10

The undergraduate business program at the University of Maryland’s Robert H. Smith School of Business ranks No. 21 in the nation in the latest edition of U.S. News & World Report’s “America’s Best Colleges,” published yesterday. The Smith School placed 11th among public universities and again ranked highly in a number of business specialty categories. Smith’s Management Information Systems and Supply Chain Management/Logistics programs are listed among the nation’s top 10 and a total of eight areas listed among the nation’s top 25.

The Smith School’s specialty rankings are:

- No. 6 – Management Information Systems
- No. 8 – Supply Chain Management/Logistics
- No. 11 – Quantitative Analysis
- No. 12 – Entrepreneurship
- No. 13 – Management
- No. 15 – Marketing
- No. 17 – Finance
- No. 25 – International Business

The U.S. News & World Report rankings are based solely on a spring 2012 survey of deans and senior faculty at all undergraduate business programs accredited by the Association to Advance Collegiate Schools of Business. Participants were asked to rate the quality of programs with which they are familiar and 40 percent of those surveyed responded. As part of the survey, deans and faculty were asked to nominate the 10 best programs in a number of specialty areas, from which the specialty rankings are derived.

FINANCIAL TIMES
RANKS THE
SMITH SCHOOL’S
EXECUTIVE MBA
AMONG
NATION’S BEST

Smith Ranks No. 6 in the World for Research

The executive MBA program at the University of Maryland’s Robert H. Smith School of Business is ranked No. 13 in the United States and No. 51 in the world, according to the 2012 Financial Times executive education rankings published October 15, 2012. The influential EMBA rankings place the Smith School No. 6 globally for faculty research, an area of strength for which the school is consistently recognized as a leader.

The Smith School’s EMBA program has been recognized among the top 15 in the nation since first becoming eligible for the ranking three years ago. Though it’s been in existence less than a decade, the program has secured a top-25 recognition by all the major outlets that rank executive programs – the only program in the Washington region with that achievement.

First launched in January 2003, Smith’s 19-month EMBA program incorporates a strong foundation in the critical business disciplines covered in traditional MBA programs. It also includes mastery sessions to understand how to integrate core business principles into organizations; personalized leadership development and one-on-one executive coaching; and action-learning projects that have students building new ventures, consulting for businesses, and leading change for organizations.

The Financial Times rankings are compiled from two questionnaires – one that focuses on business school and program information, the other that focuses on alumni achievement three years after graduation for the EMBA class of 2009. The research ranking is calculated by the number of faculty publications in 45 international academic and practitioner journals. Points are accrued by the business where the author is employed and the total is weighted for faculty size.

The full 2012 Financial Times EMBA rankings can be found a on the Financial Times website.
In fall 2012, the University of Maryland’s Robert H. Smith School of Business joined four other universities in an MBA initiative pilot curriculum called Public Relations for Business Leaders. This project, in cooperation with the Public Relations Society of America (PRSA), aims to equip students with the professional communication skills that are essential to leaders today.

The course is led by Ken White, associate dean of MBA and MS programs at the Smith School, who brings to the role a wealth of knowledge from his career in public broadcasting, marketing and communications, and leadership development. “This is a great opportunity for the Smith School to participate in something that may actually affect curriculum in MBA programs around the world,” says White. “You don’t get that opportunities like this very often.”

In a survey of 500 CEOs conducted by PRSA, 90 percent of respondents noted that MBAs lack the necessary skills to manage communication, reputation, and multicultural understanding in the workplace. In response to this finding, the foundation of the course is centered on communication strategy, function and performance, and provides students with the experiential learning and feedback necessary to grow as confident leaders.

In one project, students prepared “20/20” presentations, which consisted of 20 PowerPoint slides, with 20 seconds of dialogue allowed for each slide. Presentation topics, decided by each individual, covered a wide range of student interests and experiences, including volunteering, social impact bonds, the history of beer brewing, internet memes, travel tales from Dubai and Japan, and journeys through Brazilian, Venezuelan, Italian, Indian, Siberian, and Slovenian culture.

A trio of social entrepreneurs with industry success in technology, law and fashion are appointees to the inaugural Social-Entrepreneur-In-Residence team at the Robert H. Smith School of Business Center for Social Value Creation at the University of Maryland.

The appointees are Kim Persons, a partner with the KAP Group and founding president (1999-2010) of Gecko Traders Inc., a manufacturer and global distributor of handbags and women’s fashion accessories; Drew Bewick, managing director of Tree House Ventures, LLC, a technology and innovation consulting firm serving multiple companies and non-profit organizations; and Darius Graham, co-founder of the DC Social Innovation Project – a non-profit providing seed funding and pro bono services to spur creative, new projects tackling pressing social issues in Washington, D.C.

Persons, Bewick and Graham are recognized as experts and industry leaders in the D.C.-Baltimore region who share the values of creating a better world through business principles, said Melissa Carrier, assistant dean for global programs and social value creation and executive director of CSVC. “They will work with students on campus each month advising them on ideas for start-ups with social impact, judging competitions, speaking at club events and guest lecturing in the classroom,” she said. “They also will work to enhance CSVC and Smith School strategic alliances with industry, policy, government and nonprofit organizations.”

In its first year, Graham’s organization was awarded nearly $100,000 in funding and services to support six emerging social ventures. Previously, Graham served Akin Gump Strauss Hauer & Feld LLP as a financial restructuring associate, representing debtors, informal and official committees of creditors and individual creditors in complex Chapter 11 cases. Author of the book “Being the Difference: True Stories of Ordinary People Doing Extraordinary Things to Change the World,” he also has served on the board of directors of the Institute for Responsible Citizenship in Washington, D.C. and as a mayoral appointee to the District of Columbia Commission on National and Community Service.
DAVID WILLIAMS SPEAKS AT CEO@SMITH

David Williams may have surprised a room full of undergraduate and graduate students at the University of Maryland’s Robert H. Smith School of Business when he gave them some advice for the future during a speech on Sept. 19, 2012. Quite simply, he told them to use a common tool from their elementary school days: the Venn Diagram.

Williams, CEO of Deloitte Financial Advisory Services, advised students to construct a Venn Diagram of their abilities, passions and desired salary to determine what career paths they should pursue. “Where they all intersect is where you want to be,” he said.

Williams also discussed five principles he relies on: building relationships, creating and sustaining the brand, operating with discipline, knowing the customer, and consistently offering solutions. He focused on the first three during his presentation.

He said that, in building relationships, one has to be deliberate, and doing so will pay off. Regarding branding, he cited two important factors: to become the best one can be at one’s craft, which Williams noted is an ongoing exercise, and to be a good communicator, translating the craft into something clients can understand.

Operating with discipline is about “making good choices,” Williams said. He stressed the importance of this in situations when the best decision for the business may conflict with the best decision for the client, and either of those decisions (or both) could conflict with what’s best for the business’ partners. The destination shouldn’t be the primary concern, but, rather, the journey and the choices made along the way, he said.

Williams has more than 25 years of experience providing advice and counsel to clients engaged in business transactions or facing critical business events.

SIEMENS CEO DELIVERS CEO@SMITH PRESENTATION

President and CEO of Siemens Corporation, Spiegel spoke to the crowd of business and engineering students with a palpable passion for his company and enthusiasm for the D.C. region that was evident from the get-go.

“Since starting at Siemens three years ago, Spiegel is responsible for growing the U.S. business in the company’s largest market. With $22 billion in sales, $5 billion in exports and more than 60,000 employees in the U.S., Siemens provides solutions for more affordable and efficient healthcare, the growing demands of cities and the nation’s infrastructure needs, cleaner sources of energy production, and industrial productivity. Siemens has more than 130 manufacturing sites across the U.S. and is represented in all 50 states.

“I didn’t know what I wanted to do – I was an economics major and had no clue, so I researched physics and nuclear energy. From that I learned that focus is important,” Spiegel said. “As you start to project yourself and your career, start thinking about how you can differentiate yourself. It’s very difficult these days to find people for very specific jobs.”

He also offered the students insights as to what it is like being a CEO:

• Not everything that the CEO says gets done – shocking, right?

• As CEO, you need to set a vision and influence people. You can’t just use your power of authority to get things done. You need to have ideas and show people how to execute these ideas.

• The pressure is always on, the market is always after you, the world is always changing. You are always on.

• It’s a pretty tough and stressful job and I see now why it takes so many years to prepare for being the CEO of a major company. I’ve grown more in the past three years of this job than in the prior 30 years of my life.
**CAN GAME THEORY HELP DECISION MAKERS?**

Can game theory help decision makers? “Sometimes” seemed to be the answer, in a wide-ranging dialogue between Dr. Thomas Schelling, recipient of the 2005 Nobel Prize in Economics, and William Mayer, senior partner of Park Avenue Equity Partners and former dean of the Smith School.

Shreevardhan Lele, Ralph J. Tyser Distinguished Teaching Fellow of Decision Sciences, set the stage with a brief overview of the complicated field of game theory. Lele illustrated this idea with a numbers game. He chose two random students on opposite sides of the auditorium and asked each to choose an integer between 1 and 100. If the total of the numbers they chose equaled 100 or less, he would give them each the amount of their number. If their combined numbers were more than 100, however, neither would receive anything. The students couldn’t consult with each other, so neither knew what the other would choose. But both students chose “50” as their number, ensuring each would receive a “fair” amount from the challenge.

During their dialogue, Schelling expanded on why the students both chose “50,” describing the complexity of anticipating another person’s next moves even while making one’s own moves. Arriving at a common understanding of the benefits and dangers that accrue to each player in the game is crucial to making the most beneficial moves, said Schelling. That is what allows players to deliver a believable threat, or come to a win-win solution.

Schelling’s examples ranged from his own experiences with designing the Marshall Plan to the highly charged moves made by global players during the Cuban missile crisis to some of the diplomatic moves between China and the U.S. Throughout the discussion, Schelling emphasized the importance of empathy, of understanding the values and motives of others, as the key to successful game playing. That’s what also makes it so useful for understanding the interactions we have with those around us in our everyday lives, said Schelling.

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**Nominations @ UMD**

**DANIEL MOTE SET TO BECOME NEXT PRESIDENT OF U.S. NATIONAL ACADEMY OF ENGINEERING**

The National Academy of Engineering (NAE) has nominated a veteran academic administrator and science policy expert, C. Daniel Mote Jr., as its next president. If elected by the academy’s membership, Mote will succeed current president Charles Vest when Vest’s term ends on 30 June 2013.

A mechanical engineering professor who got inducted into the NAE in 1988, Mote served as president of the University of Maryland, College Park, from 1998 to 2010. In his capacity as an academic leader, Mote has promoted open academic exchange between the United States and other countries and advocated reducing visa barriers for international students seeking to study science and engineering at U.S. universities. He spoke to ScienceInsider about his priorities as the would-be president of NAE.

**SMITH’S BOYSON TAPPED FOR ‘CRUCIAL INPUT’ TO U.S. EXPORT STRATEGY, POLICY**

Sandor Boyson, PhD, research professor for the Robert H. Smith School of Business’ Department of Logistics, Business and Public Policy, is among 40 experts selected by the U.S. Department of Commerce to provide insight into supply chain strategy to spur U.S. exports and global competitiveness.

The new Advisory Committee on Supply Chain Competitiveness convenes on Oct. 19 with Acting Secretary of Commerce Rebecca Blank to begin work on issues requested for study by White House and federal agencies.

Boyson, co-director of Smith’s Supply Chain Manager Center, brings to the group 20-plus years of high-level supply chain strategy, IT and risk management consulting to the likes of the Department of Defense and World Bank. He also has been a contributor to the World Economic Forum.

“Similar to the period following the launch of Sputnik or the fall of the Berlin Wall, the security world is changing dramatically, and a holistic perspective is required. The controlling acquisition policies, practices and laws and the armed services’ budgets and requirements priorities have not been transformed sufficiently to match the needs of this 21st century world. In fact, there is still an emphasis on ‘resetting’ vs. modernization; and on ‘preserving’ the industrial base, vs. transforming it. Achieving the required affordability changes will take political courage and sustained, strong leadership by both the executive and legislative branches, working together. This leadership must be demonstrated at multiple levels. The American public, and particularly, our fighting men and women, deserve it – and the nation’s future security depends upon it.”

From 1997 to 2001, Gansler served as Under Secretary of Defense for Acquisition, Technology and Logistics, the third-ranking civilian at the Pentagon. Before joining the Clinton Administration, Gansler held a variety of positions in government and the private sector, including Deputy Assistant Secretary of Defense (Material Acquisition), Assistant Director of Defense Research and Engineering (Electronics), Vice President of ITT, and engineering and management positions with the Singer and Raytheon corporations. He is the Roger C. Lipitz Chair in Public Policy and Private Enterprise and Director of the Center for Public and Private Enterprise at the School of Public Policy.

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Philip Joyce: The Fiscal Cliff is, First and Foremost, a Failure of our Politics

“It is important to keep in mind that the fiscal cliff is, first and foremost, a failure of our politics. The Congress and the President have not made fiscally responsible choices in the face of overwhelming evidence that these choices will be necessary to avert future economic collapse. While it seems likely that some way will be found to keep us from falling off the fiscal cliff in January, it will not change the fact that the underlying problem must be solved. Such a solution will not involve a choice between raising taxes and cutting spending, or between cutting defense spending and reforming entitlements. The magnitude of the problem suggests that ALL options must be on the table and that eventually almost no area of the budget — either on the revenue side or the spending side — can remain untouched.”

Joyce’s teaching and research interests at the University of Maryland’s School of Public Policy include public budgeting, the Congressional budget process, performance measurement and intergovernmental relations. He is the author of The Congressional Budget Office: Honest Numbers, Power, and Policy Making. In addition to his academic work, Joyce, professor of management, finance and leadership, worked for 12 years in the public sector, including four years with the Illinois Bureau of the Budget and five years with the United States Congressional Budget Office. In 1992, he received the CBO Director’s Award for Distinguished Service.

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David Kass: Anticipate Legislation Aimed to Avoid Recession

“The fiscal cliff is likely to be resolved either in the lame duck session of Congress after the election, or postponed up to six months. Any spending cuts or tax increases agreed upon by Congress would have to be relatively small in the short run to avoid driving the U.S. economy back into a recession. Following the Financial Crisis of 2008, the current large budget deficit is necessary to provide the fiscal stimulus to prevent an economic downturn. This fiscal stimulus, along with the monetary stimulus provided by the Federal Reserve, should remain in place until the unemployment rate declines to 7 percent or lower and inflation remains contained at 3 percent or less. There is virtually no chance that

Kass, Tyser Teaching Fellow in finance, has held senior positions with the Federal Trade Commission, General Accounting Office, Department of Defense, and the Bureau of Economic Analysis. His teaching includes MBA-level financial restructuring and strategy and investment management, and he has launched a Smith School “Warren Buffett” blog. He has appeared on Bloomberg TV, CNBC, PBS Nightly Business Report and others.

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Don Kettl: The implications are huge and the stakes couldn’t be higher

“The fiscal cliff is either a once-in-a-generation opportunity to rethink what government does and how it does it—or one of a long series of opportunities to kick the big questions further down the road. Either way, we will be having a fundamental, maybe fierce, debate about the role and size of government. Part of the discussion will surely be about taxes and spending and debt, but there’s the bigger question about just what we expect government to do. It’s one thing to talk about cutting back duplicative programs. It’s quite another to erode or slash government’s capacity to do things, from providing safe air traffic control to uncovering the causes of the recent outbreak of meningitis. We’re looking at the possibility of searching questions about governmental programs and its effect on our lives. And we’re inevitably looking at strategies and tactics that will reveal the very best—and perhaps the worst—of American politics, especially on Capitol Hill. The implications are huge and the stakes couldn’t be higher.”

Kettl, dean of the UMD School of Public Policy, specializes in the management of public organizations. He has appeared on national television on shows including “Good Morning America,” “ABC World News Tonight,” “CBS Evening News,” CNN’s “Anderson Cooper 360” and “The Situation Room,” the Fox News Channel, as well as public television’s “News Hour” and the BBC. His dozen books and monographs include: The Next Government of the United States; Why Our Institutions Fail Us and How to Fix Them; On Risk and Disaster: Lessons from Hurricane Katrina; The Global Public Management Revolution; and Leadership at the Fed.

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Bill Longbrake: Compromise, Slow Growth a Likely, Cautious Scenario

“Congress will likely try to find a middle ground between ‘falling off the cliff’ and extending all provisions of current law with the intent to stabilize the public-debt-to-GDP ratio (over 71 percent in 2012) between 75-80 percent. Once the economy strengthens, the risks of driving deficits much lower will diminish. Thus, an optimal strategy would be to stabilize the public-debt-to-GDP ratio over the next three years and then begin to bring it down gradually. Such a “slow deficit reduction” strategy could leave the economy, by 2017, healthy enough to handle the risks of more aggressive reduction in annual budget deficits.”

Longbrake, a Smith executive—in—residence and a former FDIC chief financial officer, has extensively served academic, business and public policy institutions, covering finance and investments, macroeconomics and monetary policy, risk management, housing and public policy. He comprehensively analyzes the “fiscal cliff” in the October 2012 issue of his newsletter to financial strategists: http://www.rhsmith.umd.edu/cfp/pdf_docs/LongbrakeLetter/LongbrakeOct2012.pdf
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Phillip Swagel: The presidential debate hasn’t prepared Americans for the difficult fiscal choices ahead

“The fiscal cliff and sequestration present a huge challenge for policymakers, but even these are just the prelude to taking on the immensely difficult task of addressing the long-term U.S. fiscal imbalance. Inevitably this will require difficult choices to be made on spending and on taxes, notably for the entitlement programs of Social Security, Medicare, and Medicaid. What is especially discouraging is that the economic policy debate during the Presidential campaign season has not prepared Americans for these difficult choices. President Obama, for example, talked in the debates about entitlement reform as involving mere tweaks, when the needed decisions will require serious choices. Indeed, if only tweaks were needed, these problems would have been solved long ago. A key challenge then for the next President will be to begin a serious national discussion and to prepare Americans for the difficult fiscal choices ahead.”

Swagel, professor in international economic policy at the UMD School of Public Policy, served as Assistant Secretary for Economic Policy at the Treasury Department from December 2006 to January 2009, where he advised Secretary Paulson on all aspects of economic policy. He also served as a member of the TARP investment committee, and was responsible for analysis on issues including housing, financial markets, healthcare, pensions, and macroeconomic forecasts. Swagel was previously chief of staff and a senior economist at the White House Council of Economic Advisers, and was an economist at the IMF and the Federal Reserve Board. Swagel specializes in international economic policy.
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Smith Experts Comment on Holiday Retail Trends

Marketing experts in the University of Maryland’s Robert H. Smith School of Business are available to comment on trends shaping the 2012 holiday shopping season.

The Smith School has an in—house facility for live or taped interviews via fiber—optic line for television or multimedia content.

Janet Wagner: Insight for Savvy Shopping

“Items offered at deep discounts on Black Friday are viewed by retailers as ‘loss leaders’ that build customer traffic. Customers who come to the store to buy loss leaders are likely to buy items at regular price on the same trip. In fact, prices of luxury gift items, such as jewelry and watches, may get higher as Christmas approaches. The same is true of ‘hot’ toys and fashion items. This area of exclusivity or scarcity gives pricing power to retailers.

“For Cyber Monday shopping, keep in mind large online retailers, such as Amazon, and even large brick and mortar retailers, such as Best Buy, with online businesses, have software that allows them to adjust prices according to customer demand – not just by day of the week, but also by the hour.”

Wagner, associate professor of marketing and director of Smith’s Center for Excellence in Service, is an expert in retailing and customer service in brick and mortar stores and in online retailing. Contact her at 301–405–2126 or jwagner@rhsmith.umd.edu

P.K. Kannan and Jie Zhang: Consumer Confidence High

Kannan: “Consumer confidence has been rising for months, so retailers are working hard to lure shoppers eager to spend. These shoppers in 2012 are expected to spend $386 billion, including $70 billion (up by 15 percent from 2011) in online sales.”

Zhang: “The economy is heading toward a better direction, and consumer confidence is at its highest in a year, making shoppers more willing to open up their wallets. Retailers are resorting to more aggressive promotions by starting sales earlier and using a variety of creative promotion tactics, such as targeting shoppers by social media websites, smart phones and tablets. In addition to conventional hot selling categories during a holiday season such as consumer electronics, high-tech gadgets, toys and jewelry, we may see significant sales increases in travel, vacation packages and entertainment products.”

Zhang, associate professor of marketing and the Harvey Sanders Fellow of Retail Management, can further comment related to retail management, Internet shopping, online promotion customization and shopping behavior. Contact her at 301–405–7899 or jiejie@rhsmith.umd.edu

Kannan, the Ralph J. Tyser Professor of Marketing Science and chair of the Department of Marketing, can further discuss topics related to new product—service development, design and pricing digital products and product lines, marketing and product development on the Internet, e—service, and customer relationship management and customer loyalty. Contact him at 301–405–2188 or pkkannan@rhsmith.umd.edu

Bill Rand: Smartphones, Tablets and ‘Social Shopping’ Reshaping E-Commerce

“E-commerce and online sales have revolutionized holiday shopping and Black Friday specifically. As online shopping became popular, retailers introduced Cyber Monday to accommodate shopping from the workplace desktop. But now, the growth of mobile and tablet-based commerce may be leading more people to shop online through Thanksgiving weekend instead of waiting until Monday.

“Moreover, the growth of social media and social shopping has accelerated this process. While the more traditional forums and bulletin boards have enabled deal hunters to share inside information on the best online and offline holiday deals, the growth of social media allows for consumers to immediately share tips on deals with any and all of their friends. This stands to accelerate online purchasing and retailers realize this. They have launched deals and ads revolving around holiday sales earlier than ever and are making this information available through traditional advertising channels, as well as social media channels.”

Rand, assistant professor of marketing, directs Smith’s Center for Complexity in Business. Contact him at 301–405–7229 or wrand@rhsmith.umd.edu
The university will join the Big Ten beginning July 1, 2014, university President Wallace Loh announced in a news conference.

The Big Ten Council of Presidents unanimously accepted the university’s bid to join the conference for the 2014-15 season, according to The Big Ten Network. The move comes on the heels of a slew of conference realignments, including Notre Dame joining the Atlantic Coast Conference in September in all sports except football.

Unlike the ACC, the Big Ten is a revenue-sharing conference, meaning members receive a share of the money generated from all sports events and games. This fiscal year, the conference distributed $284 million, equating to about $24 million per school except Nebraska, which joined last year.

“I did it to guarantee the long-term future of Maryland athletics,” university President Wallace Loh told The Diamondback of the decision to move. “No future president will have to worry about cutting teams or that Maryland athletics will be at risk.”

Rutgers is also expected to make the same move and announce it later, ESPN reported. ACC Commissioner John Swofford said the conference is looking ahead despite losing one of its founding members.

“Our best wishes are extended to all of the people associated with the University of Maryland,” Swofford said in a statement. “Since our inception, they have been an outstanding member of our conference and we are sorry to see them exit. For the past 60 years the Atlantic Coast Conference has exhibited leadership in academics and athletics. This is our foundation and we look forward to building on it as we move forward.”

The Big Ten has its own cable network — the Big Ten Network. — which is responsible for much of its revenue. Loh said the conference’s forward-thinking approach was a critical factor in the decision.

 “[The Big Ten] is going national because of a phenomenon,” he said. “Attendance among college-aged students is dropping. The reason is because this generation is completely wired, and they are getting their education and entertainment on tablets and mobile devices. Everyone thinks you make your money in seats. You make it on eyeballs on a screen.”

While university officials have yet to announce the exit fee, the ACC hiked its fee to a record $50 million — the highest of any conference nationwide — following Notre Dame’s addition. Pittsburgh and Syracuse will also join the ACC in the 2013-2014 season.

The Student Government Association Executive Board endorsed the move in an open letter to the Board of Regents, noting it would provide the university with much-needed revenue. However, it also pointed to long-standing traditions that would be lost and some teams that will be left at a “competitive disadvantage,” and called on administrators to address the concerns.

“While student sentiment is by no means unanimous on this issue, we believe it would be in the best interests of the undergraduate student body for the University of Maryland, College Park to become a member of the Big Ten,” the letter wrote. “Although we mourn the traditions that would inevitably be lost, joining the Big Ten would fundamentally transform our university for the better.”

Although the move may be unpopular, Loh said assuring the athletic department’s financial stability was the main driving factor.

“I came to this university two years ago and discovered there were deficits going on for several years and nobody told me about it, and I was left with the job of having to cut teams because we’re required to balance our budget and I swore this would never happen again,” he said. “Not to me, not to my successor. It was the most painful experience and I still get nightmares.”

PRESIDENT LOH ANNOUNCES COMMISSION FOR UMD, BIG TEN/CIC INTEGRATION

DECEMBER 11, 2012

College Park, Md. -- University of Maryland President Wallace D. Loh today announced the formation of the “President’s Commission on UMD and Big Ten/CIC Integration,” which will provide analysis and advise President Loh on the upcoming institution-wide integration with the Committee for Institutional Cooperation (CIC) and the Big Ten Conference. The announcement was made in advance of the university’s move to the Big Ten in 2013 and membership in the CIC, the nation’s premier higher education consortium of top-tier research institutions.

“Through the commission, my objective is to generate strategic insight into maximizing CIC and Big Ten membership across the campus – including advancing the university’s excellence in education, research and innovation; athletics; finance and business administration; and communications, fundraising and marketing,” said President Loh.

The president’s announcement comes on the heels of UMD’s decision to accept an invitation to join the CIC, which includes Big Ten Conference members and the University of Chicago. Senior Vice President and Provost Mary Ann Rankin said that membership in the CIC marks a major leap forward for UMD’s students, faculty, researchers and staff and that “joining the CIC will provide significant opportunities for wide-ranging collaboration and will produce benefits for the entire campus.”

Examples of CIC opportunities include: shared library resources and digitization of library holdings; study abroad programs; summer research opportunities; traveling scholar programs for graduate students; leadership programs for faculty and professional staff; collaborative research projects; a high-speed network among CIC institutions; and group purchases of goods and services to reduce costs.

The commission will be guided by the commitment of the University and Intercollegiate Athletics (ICA) to the success of the university’s student-athletes, including ensuring that they are well supported to succeed in their studies and careers after graduation and that every sponsored team has the resources to compete successfully in the Big Ten and nationally.

The work of the president’s commission will include a review of the operations and finances of ICA, which is a self-supporting enterprise. It will also review the teams eliminated last year due to budget deficits and recommend possible reinstatements and a potential timeline. A plan for ensuring the financial health of Maryland athletics for at least the next two decades will also be developed.

The commission also plans to examine the current ICA fundraising organization and recommend ways to elevate ICA development efforts to better support student-athletes. The commission will consider how the University of Maryland can use the Big Ten Network to tell the university’s story, in academics and athletics, to more than 70 million households in the U.S. and abroad.

The commission will submit its final recommendations to President Loh by June 30, 2013.