

A MAGAZINE FOR ALUMNI AND FRIENDS OF EMORY UNIVERSITY'S GOIZUETA BUSINESS SCHOOL

# EMORY | business

FALL 2012



HOW  
POWERFUL  
IS YOUR  
NETWORK?



ALUMS CHART PATH  
FROM GOIZUETA TO  
WALL STREET

BBA TREK TO  
HOLLYWOOD

SUPPORT DURING  
TOUGH TIMES

## UNVEILING:

Roberto C. Goizueta legacy | Mural celebrates life, achievements

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Alums recall Goizueta community's generosity in time of need



## EMORY | business

FALL 2012

*On cover:*

Connectivity in action: Meredith R. Farahmand 14BBA, center, with Jackie Breiter 01EMBA and Professor Benn Konsynski in the Emory Data Center.

### POWERHOUSE NETWORK

The Goizueta network, like a powerhouse server, delivers value to its members while creating a competitive advantage for our community

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# EMORY PROFESSOR NAMED US POET LAUREATE

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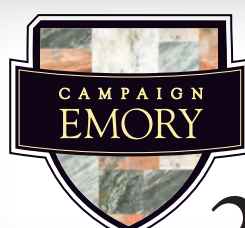
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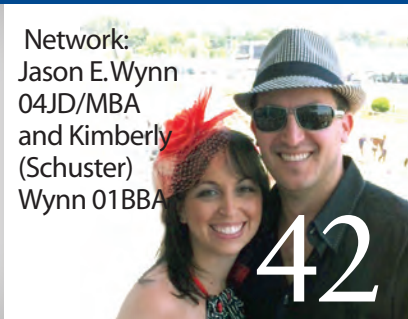
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EMORY

GOIZUETA  
BUSINESS  
SCHOOL

Founded in 1919, Goizueta Business School provides a world-class business education that combines functional specialization with a broad business perspective to create principle-based leaders.

EMORY

Ties to Emory University, a Top-20 Institution

ACCESSIBLE

Accessible, World-Class Faculty Scholars

INTIMATE

Intimate & Small-by-Design Learning Experience

NETWORK

Passionate & Engaged Goizueta Network

EXPERIENTIAL

Stimulating, Experiential Learning Opportunities

GLOBAL

Global Perspective & Understanding

## Don't miss the 3rd Annual EmoryMAC Conference!



Join prominent industry speakers and thought leaders from Goizueta's renowned faculty for the **Emory Marketing Analytics Center 3rd Annual Conference** on **Friday, March 22, 2013**.

The day-long event will combine academic theory with recent examples of successfully applied analytics.

For more information, visit [EmoryMAC.org](http://EmoryMAC.org).

EmoryMAC Co-directors (L - R): David Schweidel, associate professor of marketing; Doug Bowman, professor of marketing and McGreevy Term Chair; Mike Lewis, associate professor of marketing.



## GOIZUETA MAGAZINE

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## Recruit Goizueta

Recruiting at Goizueta means engaging with leading talent from the **nation's #1 program for MBA employment**, as ranked by **Bloomberg Businessweek**. Find qualified, driven graduates ready to make an impact in your organization from day one.

To learn more about how to recruit Goizueta students and fellow alumni, visit

[www.goizueta.emory.edu/recruit](http://www.goizueta.emory.edu/recruit).

## Dear alumni & friends,

One of the most significant responsibilities of my job as Goizueta's dean is to build and steward the assets of our school. Many of these assets are tangible in nature, such as our facilities, classrooms, and the academic and technological resources in them. Yet it is the intangible assets encompassed by our human capital, intellectual property, knowledge activities, and collaborations with other scholars, business leaders, and the surrounding community that I find of most value. This distinction between tangible and intangible assets often helps to frame my thinking when I consider those aspects of our school that make us distinctive.

One such aspect, the Goizueta network—the theme of this issue of *Emory Business*—differentiates us in important ways from our competitors. In spite of our size, we enjoy active alumni engagement, strong ties to business and industry, and committed faculty, staff, and students who come together in myriad ways for the good of the school and one another. The commitment and passion of alumni for Goizueta—intangibles that lead to everything from a helpful phone call to a changed career—have helped create our truly outstanding network.

One of the greatest benefits of a Goizueta education is membership in one of the best business networks in the world. Broad participation is key to its ever-increasing value. In order to leverage our vibrant community, I encourage you to be an active participant in Goizueta's diverse network of smart, accomplished, and ambitious business leaders.



**Lawrence M. Benveniste**  
Dean, Goizueta Business School  
Asa Griggs Candler Professor of Finance





Award winner Jay Shanken

## Shanken named one of world's best professors

Congratulations to **Jay Shanken**, Goizueta Chair in Finance, who was recently named among the world's 50 best business professors by *Poet & Quants*. Shanken is an expert in asset pricing, and his teaching interests include capital budgeting, managerial finance, and investment management. He has served on the editorial boards of all the top finance journals and as a research associate in the National Bureau of Economic Research Asset Pricing program since 1997. He recently published a paper exploring the impact of variable risk on stock return predictability in the *Journal of Financial Economics*.

"Professor Shanken is a challenging professor who helps students understand how theoretical concepts from his research apply to real-world situations, and he supports this with examples from his current consulting projects," says **Matthew Long 04BBA 12MBA**. "Though a renowned researcher who is referenced in everything from textbooks to scholarly articles, what makes him stand out in the classroom is his laid-back style, approachability, and caring attitude."—CDB

## Social Enterprise@Goizueta designs model for economic development in Atlanta

With a vision to produce and process lettuce in a low-income Atlanta neighborhood while creating jobs and opportunities for residents, The Community Foundation for Greater Atlanta and its Atlanta Wealth Building Initiative (AWBI) turned to Social Enterprise@Goizueta (SE@G) for help in researching and designing a sustainable business model.

Currently 90% of the lettuce consumed in Georgia travels here from farms in California and Arizona, and less than 2% of Atlanta's lettuce consumption is grown locally. Capitalizing on the momentum of the local food movement, AWBI's Atlanta Lettuce Works project hopes to supply area universities, hospitals and, ultimately, grocery stores with lettuce grown close to home.

**Ellen Macht 77BBA**, an AWBI consultant and Goizueta Advisory Board member, approached SE@G for assistance in creating a viable business model that would attract the necessary financing from lenders, donors, and investors. "The Goizueta students and alumni that formed the AWBI team have become an integral part of creating this business," Macht says.

The Atlanta Lettuce Works plan proposes using a strategically located property in the Pittsburgh neighborhood of Atlanta (provided by the Annie E. Casey Foundation) to grow and process lettuce by employees hired from the neighborhood. These employees will earn a living wage plus full benefits and will have an opportunity to transition into business owners. The SE@G team projects that Atlanta Lettuce Works can generate annual net income in excess of \$3.5 million within five years.

By establishing the facility in a neighborhood where nearly 40% of the residents live below the poverty line, Atlanta Lettuce Works realizes AWBI's mission of generating economic growth and wealth where it currently does not exist.

The Atlanta Lettuce Works project equally encapsulates the mission of SE@G. "We are challenging ourselves to work with our partners to examine and promote ways that business models and markets can be used to promote meaningful and sustainable social benefits," says **Peter Roberts**, professor of organization & management and director of SE@G. "The combination of economic benefits for residents of the Pittsburgh neighborhood and environmental benefits for Atlanta make this a particularly promising impact project."—MK

*For more information about Social Enterprise@Goizueta, please visit [www.socialenterpriseemory.edu](http://www.socialenterpriseemory.edu).*



From left to right: Alicia Philipp, president of The Community Foundation; Ellen Macht 77BBA; and project team members Ellen Williams, Shobhika Somani 12MBA, Lavonne Akinwumiju 13BBA, Betty Tezera 12BBA, Kathryn Hemsing 13BBA, and Peter Roberts (Missing: Chelsea Schott 11BBA).





# NEW COURSES

## FALL 2012

**Real Estate Law** with **Roy Black**, professor in the practice of finance, provides students in the BBA, MBA, and EvMBA programs with a background in the nature, sources, and basic principles of modern real estate law. Employing legal analytical skills, the course addresses real property law, sales transaction contracts, general agency law, deeds and titles, methods of transferring title to real estate, mortgages, liens, land use control, and landlord/tenant relationships. Students develop enhanced competencies in creative problem solving, process management, time management, teamwork, and technical learning. They are also required to complete two team projects. The first is an urban redevelopment simulation provided by the Atlanta chapter of the Urban Land Institute and results in a redevelopment plan for a blighted section of the city. The second project engages students in researching a legal topic, culminating in a memorandum outlining the research findings. By the end of the course students have an advanced understanding of the private and public regulation of real estate assets, and particularly of the role of common law, courts, statutes, and contracts, and conveyancing in real estate.

**Appology: New Commerce Infrastructure Systems** with **Benn Konsynski**, George S. Craft Distinguished University Professor of Information Systems & Operations Management, builds on and significantly expands his popular An App for That course. While the latter focused solely on the design and implementation of apps in mobile edge devices, the new course, which is offered to BBA, MBA, EvMBA, and WEMBA students, explores the growing systems and networks of devices that communicate, including machine-to-machine communications and “smarter” devices in commerce practice. The course also examines new commerce environments for the creation of both physical and digital assets and the implications for market practice, ranging from 3D printers that disrupt production and supply chains to the production and distribution of digital content (such as eBooks). Much of the required coursework is project oriented. Students can choose to design and build a demonstrable app ecosystem involving multiple devices, write and publish an eBook, produce a 3D object from scratch, or combine all three elements in a macro project. Konsynski brings in a variety of guest speakers, including designers, inventors, authors, physicians, and entrepreneurs, and the course concludes with a “venture vote” in which angel investors, VCs, and developers evaluate students’ plans and products.—CDB

## BREITER NAMED GEORGIA WOMAN OF THE YEAR IN TECHNOLOGY



Women in Technology (WIT), the Atlanta-based, premier professional association for women in the technology

industry, recently honored **Jackie Breiter 01EMBA**, Goizueta’s senior director of information technology services, as a Georgia Woman of the Year in Technology at a gala dinner on November 1 at the Cobb Energy Performing Arts Centre. The nonprofit WIT provides young girls and women with advocacy, mentoring, leadership development, and opportunities for networking in its drive to empower women to be architects of change in the technology industry.

The accounting firm Grant Thornton, presenting sponsor and co-founder of the award, teamed up with WIT for the 13th annual ceremony, which celebrated one winner in each of three organization categories (small, mid-market, enterprise). Breiter, who was one of 58 nominees and three finalists, won in the small business category, while another Goizueta alum, **Lauret Howard 05WEMBA**, vice president of strategy, brand, and risk management for NASCO, was a finalist in the mid-market category. The awards recognize female professionals who have excelled as mentors and have exemplified unique vision and talent in the technology industry over the previous year.—CDB

## ALUMNAE SHARE MBA ADVANTAGE AT OPEN HOUSE

Five alumnae shared the rewards and challenges of obtaining an MBA during this year's annual Women's Open House for prospective MBA students. The discussion, entitled "Women in Business: The Value Proposition," was hosted by Executive Women of Goizueta's past president **Celena Evans 02MBA**. The panel highlighted how an MBA added credibility in their workplace, with each speaker relating personal accounts of how to navigate work and coursework and succeed. Panelists included **Danielle Miller 11MBA**, Accenture; **Chervickia Thomas 12MBA**, Delta Air Lines; **Elaine Perez 12EvMBA**, The Home Depot; **Amy Henseler 11WEMBA**, American Cancer Society; and **LeMonica Hakeem 12MEMBA**, Concessions International, LLC. In addition to a tour, prospective students were treated to breakout sessions tailored specifically to Goizueta's Full-Time MBA, Evening MBA, and Executive MBA programs. Current female students and admissions representatives were on hand to answer any questions.



Alumnae share insights and career benefits of an MBA with prospective students.

"We are committed to enrolling top-quality female candidates and to increasing the number of women in professional leadership roles," says **Caroline Grimes**, associate director of Executive MBA Admissions. "By bringing professional women to campus, we are able to share insights about our programs and begin developing relationships that will eventually lead to strengthening female representation in our classes."—MF

## Diva filming at Goizueta

Scenes for two episodes of Lifetime Television's *Drop Dead Diva* series were shot at various locations at Goizueta and elsewhere on the Emory campus over the days immediately following the 2012 commencement. The show's Peachtree City-based production company made the campus locations appear to be at Stanford University, Stanford Law School, and a California courthouse. The characters in this comedic drama work for a law firm.

According to **David McClurkin 74C**, business development manager in Emory's Office of Communications and Marketing, numerous entertainment projects have been shot at Emory properties. But he says the Diva shoots, which included use of the courtyard and interiors, made the most prominent use of the business school in a production to date.

The one-hour show tells the story of a shallow, wannabe model who dies in a sudden accident only to find her soul resurfacing in the body of a brilliant, hardworking, plus-size attorney.

"The project had to be okay with the business school and six or seven other departments," says McClurkin, who is the key university contact for produc-



tion companies. The project's on-site coordinator for Goizueta was **Jonathan Yeomans**, building and financial services specialist. Emory charges a location fee, McClurkin notes, and then splits the proceeds among the venues involved.

The scenes shot at Emory, in episodes eight and ten of season four, aired this past summer.

One of McClurkin's goals in negotiating future projects with entertainment companies is to include business, film, and other Emory students as interns.—SMJ

## BBA program launches two new concentrations

In its continued collaboration with undergraduate departments in Emory College, Goizueta's BBA program has recently launched two new concentrations, in Arts Management and in Environment and Sustainability Management. As with the popular Film and Media Management concentration, established in 2010, students may apply starting in the spring of their sophomore year.



The **Arts Management** concentration, which is open to BBA students and to BA students majoring in music, theater, or dance, equips students to pursue managerial careers in the performing arts. Participating BBA students will focus on the history, politics, and practice of their chosen arts field, while their BA counterparts will acquire grounding in the organizational and market mechanisms underlying the creation and dissemination of the performing arts.

The **Environment and Sustainability Management** concentration, a collaboration with Emory's Department of Environmental Studies, provides interested BA, BS, and BBA students with the knowledge, competencies, and experiences that will enable them to excel in environmental management. BBA students will gain exposure to the interrelated fields of ecology, conservation, social science, and policy, while Environmental Studies majors will acquire grounding in fundamental business principles and practices.

All students in a Goizueta/Emory College joint concentration participate in a capstone course that allows them to synthesize and validate their evolving perspectives in both an academic and an applied environment.—CDB

## Goizueta wins NBMBA Atlanta Chapter award

For the third time in four years, Goizueta has received the Educational Partner of the Year Award from the National Black MBA Association (NBMBA) Atlanta Chapter. **Brian Mitchell OOE** MBA/MPH, associate dean of the Full-Time MBA program, accepted the award on behalf of the school at a luncheon on November 9 at the Atlanta Hyatt Regency. He was accompanied by **Corey Dortch**, senior associate director of MBA programs.

"Goizueta is very honored to receive this award," says **Alicia Sierra**, assistant dean of diversity and community initiatives. "We have been partners with the National Black MBA Association for approximately 15 years, and that partnership only continues to grow." This past year Goizueta hosted several events, including a corporate/student workshop and a college tour for over 100 high schools students through NBMBA's Leaders of Tomorrow (LOT) program. The school also hosted the national LOT student case competition this past summer.

In addition to the school-wide award, two Full-Time MBA students, **April Payton 13MBA** and **Valerie Williams 13MBA**, have received a 2012–13 NBMBA Atlanta Chapter MBA scholarship.—CDB

## NEW FACULTY: Goizueta welcomes two new faculty members to its ranks



**Vic V. Anand**, assistant professor of accounting, graduated from Cornell University in May 2012 with a PhD in accounting. He holds an MBA from Carnegie Mellon, where he graduated with honors in 2000, as well as an SB in mechanical engineering from MIT (1995). Anand's professional experience includes serving as a senior analyst

with Science Applications International Corp. (2001–2003), a senior consultant with Deloitte Consulting (2000–2001), and a financial analyst (1997–1998) and manufacturing engineer (1995–1997) with Ford Motor Company. Anand's doctoral dissertation focused on the horizon of performance standards, and his current research explores the robustness of cost systems. His personal interests include motorcycling, mountain biking, running, and computer programming.

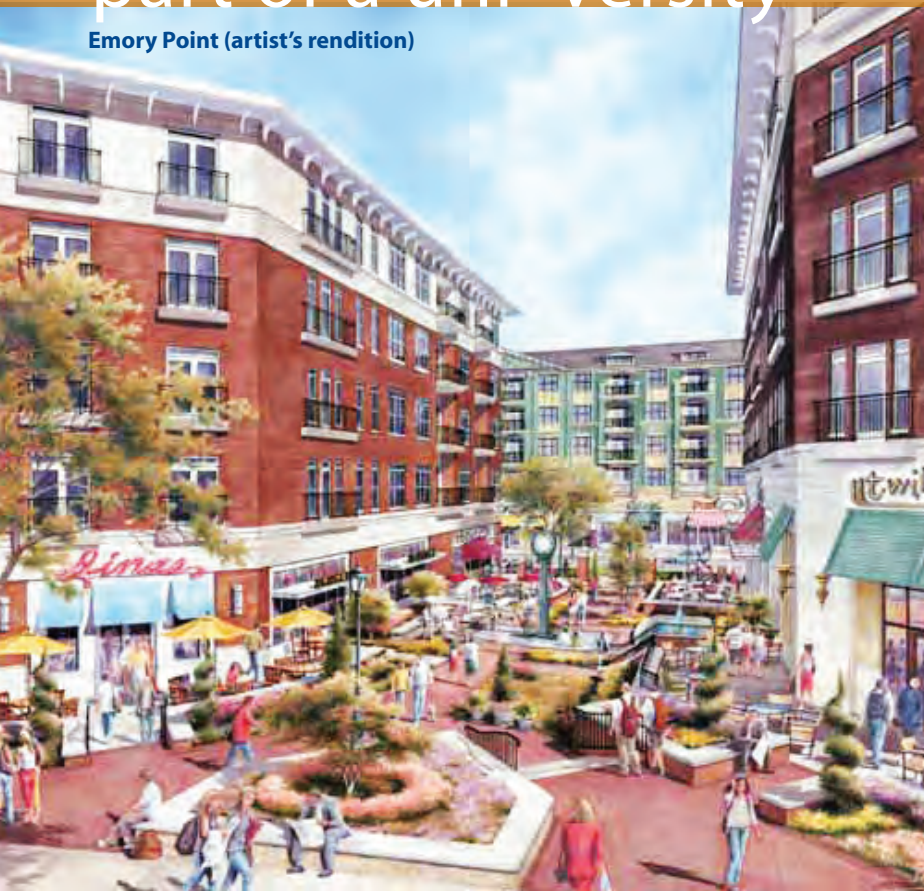


**David A. Schweidel**, associate professor of marketing, graduated from the Wharton School of the University of Pennsylvania with a PhD in marketing (2006) and an MA in statistics (2004), and he holds a BA in mathematics (with minors in economics and actuarial mathematics) from the University of Pennsylvania (2001). Schweidel comes to Goizueta from the University of Wisconsin–Madison School of Business, where he served as an assistant professor of

marketing from 2006 to 2012, teaching graduate courses on marketing research, data analysis and decision making, and empirical methods and models in marketing. Widely published in top-tier journals such as the *Journal of Marketing*, *Journal of Marketing Research*, *Marketing Science*, and *Management Science*, Schweidel's research focuses on the development and application of statistical models to customer behavior. His current scholarly interests include customer relationship management and the use of social media as a means of gathering marketing intelligence.

# part of a uni-versity

Emory Point (artist's rendition)



## Emory University

In this section of *Goizueta Buzz*, we highlight some recent events and activities that serve to leverage Goizueta Business School's ties with Emory University. President Wagner has long emphasized the importance of these linkages, including during the September 2010 presidential address in which he stated that a key priority for Emory University is to "take better advantage of our opportunity truly to be a 'uni-versity' and not merely a multi-university," and to build bridges between schools and units.

## Bird's-eye view: Campus construction update

Emory's Atlanta campus is the site of several construction projects that will enhance university research, student life, medical care, and leisure activities.

Highlights include:

### • Emory University Hospital expansion

A nine-story, 210-bed tower on Clifton Road will provide new critical space, including operating and ICU rooms. Expected completion: 2016.

### • Emory Point

Emory Point, on Clifton Road across from the CDC, is a mixed-use development of apartments, retail shops, and restaurants. Residents began moving in over the summer, followed by retail and restaurant openings.

### • Health Sciences Research Building (adjacent to Druid Hills High)

The five-story Health Sciences Research Building will expand research initiatives in Emory's Woodruff Health Sciences Center. The building includes a 150-seat auditorium, a café, and a collaboration space in a bridge across Haygood Drive. Expected completion: April 2013.

### • Woodruff Circle

Woodruff Circle has been realigned to create a safer, more efficient hub for shuttle buses and pedestrians. A new drop-off and pick-up area is now accessible from Means Drive.

On the **Oxford campus**, an intense period of campus restoration and renovation is underway. Among other changes, the Oxford quad has been converted to a pedestrian-only zone, and construction on a new library and academic commons is in full swing.

### Emory complex by the number

1. Schwartz Center for Performing Arts
2. Goizueta Business School
3. Gambrell Hall (Law School)
4. Harris Hall
5. Emory University Hospital expansion
6. Emory University Hospital
7. Woodruff Circle
8. Health Science Research Building



## TRETHEWEY NAMED 19<sup>TH</sup> US POET LAUREATE

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**Natasha Trethewey**, Robert W. Woodruff Professor of English and Creative Writing, winner of the 2007 Pulitzer Prize, and Mississippi poet laureate, has been named the 2012–13 US poet laureate. Trethewey, who has taught at Emory since 2001, is a widely published author and speaker whose work addresses the intersection between public history and personal history and the complexities of historical erasure.

On the eve of assuming her duties as poet laureate, Trethewey delivered a keynote address in the Schwartz Center for the Decatur Book Festival, which is co-hosted by Emory. This fall she also participated in a public conversation on creativity with **Rosemary Magee**, director of Emory's Manuscript, Archives, and Rare Book Library (MARBL), and she delivered the keynote address at the 20th anniversary celebration of the Center for Women at Emory, where she spoke about domestic violence and its reverberations in the lives of women in every social and professional stratum.

"My job as poet laureate is to remind people that poetry belongs to us all and that it can be a place of refuge for all of us," Trethewey says. "Poetry is not partisan; I want the largest possible audience of people to be welcomed into my poems and to use the most important muscle human beings have, which is the muscle of empathy." Emphasizing shared histories over separate ones, Trethewey says that "poetry reminds us across time and space how we are alike and not different."

The ways we encounter poetry are changing, Trethewey notes, adding that social media and online journals such as Emory's *Southern Spaces*—which includes a video series of poets, including Trethewey, reading their poetry in the places they write about—have helped create a wider net for audiences. "I envision new yet strong futures for poetry," she says.

Appointed by the librarian of Congress and funded through a private endowment, the US poet laureate serves from October to May. Trethewey, who is the first southerner to hold the post since Robert Penn Warren, has scheduled dozens of readings across the country during her tenure. She'll also hold "office hours" in Washington, DC, where she will reside from January to May—the first US poet laureate to do so.—CDB

# JOIN US FOR THE 2013 ALUMNI AWARDS RECEPTION

Thursday, February 21, 2013  
6:00 – 9:00 p.m.

The Carter Center  
453 Freedom Parkway  
Atlanta, GA 30307

\$25.00 admission in advance and at the door  
Business attire



The 2012 Alumni Awards dinner at the Fernbank Museum of Natural History.

EACH ISSUE WE SELECT FACULTY OR STAFF MEMBERS, CURRENT OR RETIRED, TO “HAVE COFFEE WITH.” THE OBJECTIVE IS TO GATHER INSIGHTS AND PERSPECTIVE ON A TOPIC OF INTEREST TO ALUMNI AND FRIENDS OF EMORY UNIVERSITY’S GOIZUETA BUSINESS SCHOOL. IF YOU HAVE A FAVORITE FACULTY OR STAFF MEMBER YOU WOULD LIKE TO “HAVE COFFEE WITH,” PLEASE SEND YOUR SUGGESTION TO GBSMAG@EMORY.EDU.

# Nicholas Valerio

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**Nicholas Valerio III**, associate professor in the practice of finance, believes that teaching and industry experience work hand-in-hand to create a successful business school experience. In addition to conceiving and teaching finance courses for BBA and MBA students, Valerio serves in an advisory and coordinating capacity for MBA visits to major NYC financial firms while also lending his expertise to the MBA Investment Club and the MBA Finance Club. Prior to entering academia, Valerio worked in the capital markets group of Citibank within the sales and trading area of the money market division. He also has experience running a quantitative long-short equity hedge fund, and he currently serves on the board of the Southeastern Hedge Fund Association.



*Nicholas Valerio (second from left), with students during a mid-semester module trip to Manhattan.*

**EB:** You’ve been involved since the mid-1990s in assisting Goizueta MBA students on visits to financial services firms in New York City. How does your background enhance their experience?

**Valerio:** I’m able to break the ice for students looking for advice and connections to the work world. I am in New York every year, so I provide continuity. The recruiters and alumni at the firms know me. It’s a chance to start the networking process—to introduce alumni at the firm to current students. The opportunity to meet with alumni is crucial, because they become advocates at their firms for the students.



## COFFEE WITH...



**EB:** MBA students in the investment club test their knowledge of the stock market by investing real money gifted to the club; how do you advise them?

**Valerio:** The students make the buy and sell decisions. I have veto power, but I have hardly, if ever, used it. I leave it to them and simply oversee the process. I stress to students that the objective is not just to generate returns; it is also about the research process. The students need to clearly explain their investment thesis and support it with written analyses, similar to the research reports that professional analysts prepare.

**EB:** You teach a challenging but well-received course on financial derivatives. How do you teach complicated concepts to students?

**Valerio:** The key is to begin at a level that gives all students a solid foundation. From there I steadily progress to more advanced concepts while always reminding the students they have the foundation to return to if needed. And for something as theoretical as derivatives, there is a tremendous benefit to citing current examples from the financial markets, which always seem to provide an abundant supply!

**EB:** We've seen a lot of negative news about misdeeds in the financial sector. How does coursework at Goizueta help prepare students to deal with the temptations and challenges of working in this sector?

**Valerio:** I think that in the majority of cases, misdeeds in the financial sector are the result of people looking for shortcuts to success. If we can stress to Goizueta students the importance of making a complete effort in everything they do in school, they will come to recognize the satisfaction of a "job well done." Then when they move into industry, they will already have this experience, making them less likely to follow the shortcuts that others sometimes seek.

**EB:** What distinguishes the Goizueta community in your mind, and how does our size help us to compete?

**Valerio:** The attraction of the school, for me and for our students, is that it's small and intimate. Such an environment fosters a team culture. Instead of being overly competitive with one another, students experience a collaborative and welcoming atmosphere. The alumni are also extremely helpful—a resource for both the students and each other.

**EB:** It's not unusual to see you biking or running around campus. Do you compete?

**Valerio:** In high school and college I competed in cross country and track, and then later transitioned to half-marathons and full-marathons on the roads. While in graduate school I added competitive bicycling to the mix and have continued with both running and bicycling to this day. I rarely compete now, but I still enjoy the opportunity to pursue a daily activity that gives me time to clear my mind and focus my attention on something completely different from finance!—MAT



Valerie Molyneaux (right) with alumna Tanya Shringarpure 09BBA

Valerie Molyneaux, director of BBA international programs, arrived at Emory ten years ago to work in the division of Campus Life, where she served in Residence Life. She earned a PhD in higher education administration from UGA while working full-time, then was “sweet-talked,” as she laughingly calls it, into joining the BBA Program Office.

Molyneaux recently caught up with alumna **Tanya Shringarpure 09BBA**, a native of India who sought her own international experience by attending Goizueta. Now an analyst programmer with Accenture, Shringarpure updated her mentor on her career and learned how her alma mater has changed since she graduated.

**Shringarpure:** You were always so helpful to me when I was an undergrad. Do you still mentor students?

**Molyneaux:** I'm gratified when students think of me as helpful. Did you know we've updated the advising model since you were here? We coach every student with a 360 evaluation tool that is given to their friends and family for input. With the information gleaned, I get to know each student as an individual and can tailor my advice to help them meet their goals.

**Shringarpure:** How do you help a student select the study abroad program that fits best?

**Molyneaux:** I encourage students to think beyond tourist attractions to a city's day-to-day character as well as what kind of academic milieu they want. From there we create a target list for students to research. I've also implemented experience reports so students can read unvarnished accounts from prior participants.

**Shringarpure:** Goizueta's undergraduate study abroad program includes students from international partner schools who study at Emory. How do you help them adjust?

**Molyneaux:** We start with a warm welcome—pick-up service from the airport, shopping trips for essentials, and a specialized orientation program. We continue with events that immerse exchange students quickly, and they

# Valerie Molyneaux



usually take it from there, quickly learning about the best restaurants, hotspots, and activities. The end of the semester brings lots of farewell parties and even a few tears.

Given your own international interests, I'm curious why you did not participate in a Goizueta's study abroad program.

**Shringarpure:** I was already having an international experience at Goizueta! You travel abroad to have new experiences, meet new people, and learn how other countries operate. At Goizueta I was making friends from various countries and getting the same sort of experience.

**Molyneaux:** When you were pursuing your BBA, did you think you'd end up in IT?

**Shringarpure:** Never, but my business skills have proven very beneficial in my IT work. Many people excel at IT but don't necessarily know how to translate business needs into information technology. That's what I enjoy about my job at Accenture, where I work with Hyperion, Oracle's financial management package. There is a huge demand worldwide for expertise in this product, and along with that a real need for people who understand both business and IT.

**Molyneaux:** Can you describe your job a bit more?

**Shringarpure:** I help design infrastructure for how our computer thinks. I build the outline for multidimensional cubes, which are superior to spreadsheets because they allow you to pull a great deal of data in a split second. I also build the computer's internal logic. A computer is only as smart as the people programming it, so I like to think I'm performing a public service.

What about you? The last time I saw you, you were traveling for Emory across Europe and parts of Asia.

**Molyneaux:** I do have the best job in the business school. We just added Peking University—the Harvard of China—to the international study offerings. We are also partnering with a new school in Brazil: FGV in Rio de Janeiro.

**Shringarpure:** You have obviously stayed busy, and I understand you have a young son. How do you balance work and home?

**Molyneaux:** I focus on what really matters. For example, I fit in daily exercise by leaving my vehicle at my son's daycare and biking from there to Emory. Plus, my co-workers and my partner of 14 years, Courtney Bryant, have been incredibly supportive.—ER



# Ramnath Chellappa

Timely cross-disciplinary research and global teaching experience are the hallmarks of **Ramnath Chellappa's** pedagogical approach. A Caldwell Research Fellow and an associate professor of information systems and operations management, Chellappa researches how technology changes entire industries. One of his recent publications, for example, is a study on the airline industry that looks at technology and its relationship to pricing and competition. In our interview with him, Chellappa discusses the need for academics to explore emerging and evolving technological issues that are critical to professional and personal life. One of his many current projects delves into how popular tech firms such as Google and Facebook impact the balance between personalization and the growing concern for privacy. "I am interested in how technology alters conventional business practices and norms," he says.

**EB:** What is your philosophy on research?

**Chellappa:** I see the role of academic researchers as critical to pushing the envelope when it comes to studying phenomena that are new but sure to leave a major mark on business and society. When a technology is mature and its impact on business commonplace, many research studies are undertaken. People in my area of research, however, are particularly interested in understanding the impact of technology from its early beginnings, and we start studying that impact even at the cusp of the technology's maturation.

**EB:** Does this philosophy extend to the classroom?

**Chellappa:** Yes it does; I strongly believe in taking my research to the classroom. For example, I have developed a course called Analytics for E-Markets that includes many aspects of technology and economics that I research. Students learn about recently developed economic paradigms governing companies such as Google, Yahoo! and LivingSocial—and I have executives from these firms talk to students in the class. The course is about four years old, and it provides a mix of economic theory and practical projects, such as the Google Online Marketing Challenge.

**EB:** Is it fair to say your classes are demanding?

**Chellappa:** School is the place for students to learn difficult things and to make mistakes. I try to keep some components of student assignments unstructured. While manipulating data is one important skill to learn, analytics starts way before that. The process of model construction and identifying what data to collect are equally important, since in the real world you don't have case studies where the appendix has all the data you need!

**EB:** We understand you often travel to other countries for research and teaching, including your home country of India.

**Chellappa:** I do travel almost every year. I am a distinguished academic fellow at the Srinji Raju Centre for Information Technology and the Networked Economy (SRITNE), an interdisciplinary research center at the Indian School of Business (ISB). I also teach at ISB from time to time, usually on topics related to social and Web analytics and elements of strategic use of information technology. I am engaged in research with ISB faculty in the areas of information goods pricing. It has given me the opportunity to meet a number of bright young folks at ISB. My research and teaching assistant there a couple of years ago, **Pranay Reddy Jinna**, is now enrolled in Goizueta's PhD program. I also visit Hong Kong—a former student of mine is a professor there—and I have mentored doctoral students at the Hong Kong University of Science & Technology.

**EB:** Given your busy schedule, do you have any time to devote to pursuits outside the academic world?

**Chellappa:** I'm a squash enthusiast, having played for about 17 years. I picked it up when I was working on my PhD in Texas and found that, for a doctoral student, hitting the ball was a great way to get rid of frustration and stress.—MAT



Beyond graduation,

alumni  
connections

remain  
strong

Just like a computer server at a global company, the Goizueta network is a powerhouse that delivers value to its members while creating a competitive advantage for our community. The following stories explore the network's central channels: alums who share their knowledge, resources, and advice; faculty who connect students with corporate leaders; dedicated career management staff; and administrators who help create innovative cross-program partnerships. These investments in the success of the school—and one other—fuel a vibrant connectivity that enhances the lives and careers of us all.

The WEMBA Class of 2007 gathers in Atlanta for reunion festivities during 2012 Homecoming.

Whether it's organizing formal gatherings or casual dinners out, connecting students and alumni with internship and job opportunities, raising scholarship funds, or leading Goizueta career and industry events, alumni are constantly renewing relationships with the school and one another. **Lyle Fogarty 03MBA** believes it is the inviting and collaborative atmosphere students experience at Goizueta that later inspires and encourages alums to stay connected and give back to the school. "The tone is set from the top on down," he says.

When the MBA Class of 2003 made it their mission to set the bar high for its class scholarship gift, it was easy, Fogarty says, to become motivated and to get his classmates involved. The MBA Class of 2003 gift hit nearly \$122,000, with almost 100 percent class participation—the largest graduating class gift in the history of Emory University at the time. The class endowment funds a summer stipend for an MBA student doing an internship with a nonprofit. "Several classmates give annually and specify that their donation be earmarked for the 2003 class gift, which keeps us connected to the school," says Fogarty, now the senior vice president of acquisitions and development at Redstone Investment. "Our class has made a long-term commitment to the school," he adds. "It's not just about staying in touch; it's about being much stronger as a group. We're always looking to support one another's successes and to improve the school in any way we can."

Fogarty has just passed the torch for leading and coordinating the nonprofit scholarship to classmate and friend **Jennifer Heizer 03MBA**. Heizer, a solution manager for the global technology company NCR Corporation, agrees that it is the school's sense of community that makes it easy to give back. "Our class had an interest in setting up a scholarship that was geared to encourage students to consider the nonprofit community," she says, "especially when internships in the field aren't as lucrative as in industry."

Like Fogarty and Heizer, **Jim Totten 11EMBA** also feels a sustained connection to Goizueta, and he considers it the natural extension of his rekindled appreciation for learning while in the program. Totten, regional sales vice president for MetLife, is a regular attendee at the Executive MBA breakfast

events led by Goizueta faculty. Totten notes that formal and informal meetings with other alumni and ongoing connections with faculty, such as senior lecturer in organization and management **Charles Goetz**, prompted him to become a certified investment management analyst (CIMA). But he adds that this kind of engagement and encouragement between faculty and alumni is not uncommon at Goizueta.

**Michael Ryan 07WEMBA**, chief accounting officer for Hanes Brands, says that he, too, has been "pleasantly surprised by the connection of the students, faculty, and alumni to the school and to each other. The group is simply greater than the individual."

Ryan, co-chair of the recent WEMBA Class of 2007 reunion, along with co-chair **Mike Krachon 07WEMBA** and committee members **Pete Mailhes, Steve Nowak, Will Castle, Chris Seeterlin, Leah McCloud**, and **Grace Rozycki** (all WEMBA Class of 2007), coordinated a lively five-year reunion in September. Their success is due in part to the fact that many 07WEMBA classmates have stayed in close contact over the years, including Ryan and Mailhes, who became fast friends after first meeting as students at Goizueta. Mailhes, service director for GE Energy Management, also points to the benefits of the coaching and mentoring relationships within the alumni network. He adds, "Getting my MBA at Goizueta rejuvenated me, and that has encouraged me to stay connected and to build friendships in the process."—Myra Thomas



# The call of Wall Street



Above, developing a pitch that resonates like a well-crafted story is essential, says Adam Lee 08EvMBA, as is taking the initiative to introduce yourself in every setting, below.

**“If you are not taking advantage of your school’s career management center, then you are not getting your full money’s worth,”** says **Adam Lee 08EvMBA**, vice president of mergers and acquisitions with Bank of America Merrill Lynch.

During two sessions in October, Lee shared insights with Goizueta students on what it takes to get “the call”—an invitation to work at one of Wall Street’s top banks. From proper attire to attitude, Lee offered his prescription for getting into investment banking with a formula he calls G-R-I-T: goals, relationships, interesting story, and thank you. Lee formulated these guiding principles during his own ascent in the competitive banking industry.

“I wish someone had told me these things when I was job hunting,” says Lee, who worked as an IT engineer for several years before pursuing his MBA.

While his time at Goizueta prepared him academically for the rigors of investment banking, it was the cultural aspects of Wall Street—those unspoken cues and qualities potential employers look for in differentiating potential hires from the pack—that were missing. For example, demonstrating a wide-ranging intellectual capacity during interviews is important, Lee says.

“You need to show an understanding of the world around you,” he explains, “and to know more than the academic material you’ve learned.”

It is also critical to continue to build one’s business insights while working on an internship or a job. Lee advised students to develop relationships with senior bankers even if it means making use of a Starbucks card in order to engage them in conversation.

“To be an effective team player, you should understand what drives your managers, what keeps them up at night,” Lee says.

He also advised students to “play the keyboard,” encouraging them to become so proficient at Microsoft Office, especially Excel, PowerPoint, and Word, that they can pluck off the F1 key and forego using a mouse. “Apple products are nice—everyone wants an iPad—but when it comes to business tools and financial modeling, Microsoft won this battle.”



During his most recent trip to campus, Lee spoke with both MBA and BBA students, tweaking his presentation for each audience and providing ample time for questions. One student asked about balancing a personal life with a job that demands 80 hours a week. "You make personal sacrifices, but more importantly, you need an understanding, solid support system if you're going to make it in this industry," Lee responded.

Lee and the alumni at Bank of America Merrill Lynch have a strong, ongoing relationship with both of Goizueta's career management centers. Each year they host students who are interested in investment banking at their offices in New York. In addition, they also provide feedback on students to **Wendy Tsung**, associate dean and executive director of the MBA CMC.

Tsung notes it is this kind of feedback by alumni that highlights the value of the Goizueta network. From reviewing resumes to taking part in Goizueta



Career Connections, an annual career exploration and networking event, alumni are a valuable resource for the MBA CMC.

"The community here is one where students who receive a valuable education and skill set become alumni who want to give back by aiding students and the school in meaningful ways," she says.

"Wendy was very helpful to me when I was looking for a job, so I am happy to help," Lee says. "I felt it was a real challenge for me to get into this industry, and the best way for me to give back is to spend time with students and to help them achieve their goals."

"The school gives you the connections, and you have to figure out how to use them and how to leverage those relationships."

—Adam Lee 08EvMBA

A native of Penang, Malaysia, Lee's transition from engineering to investment banking was not without a few road bumps. As an Evening MBA student, he did not have the option of doing a summer internship at a bank, and he juggled a day job as a senior application analyst at Emory Healthcare along with his MBA coursework and serving as a teaching assistant for **Nicholas Valerio**, associate professor in the practice of finance. It was Valerio who first steered Lee toward a career in investment banking and who would later help him snag his first investment banking job at Cowen and Company. Lee would spend nearly two years refining his craft before accepting a job with Bank of America Merrill Lynch.

"The school will provide you with a lot of encouragement, but some of it you simply need to do on your own," Lee says. "As I told the students, if you really want something bad enough, you will find a way to get it. The school gives you the connections, and you have to figure out how to use them and how to leverage those relationships."

That's why Lee makes time to have dinner with Valerio whenever the professor comes to New York on a Goizueta trek. He also makes a point to stay in touch with classmates and mentors, even scheduling reminders on his iPhone to follow up with them.

"Social media makes it easier to stay in touch, so I try to ping, email, or message friends when I can," Lee says. "It is what you put into relationships that really matters."—Nicole Golston



## BBA alumni share expertise,

## strengthen connections to school

For the last few years, **Daniel Philips 99BBA**, a co-founder of JDJ Capital, has been on a quest to find ways to enhance his alumni experience and create better ways for other alumni to connect with the school.

This summer Philips hit upon the ideal way to assist with both endeavors. While meeting with **Andrea Hershatter**, senior associate dean and director of the BBA program, and **John Pine**, associate director of alumni relations, he suggested an idea that would bring alumni from New York to Goizueta to get together with BBA students and share the twists and turns of their career trajectories. The idea was met with enthusiasm and led to a one-day finance career exploration event for BBA students on September 21.

The program included a panel discussion, breakout one-on-one sessions, and a networking barbeque with thirteen 1999 to 2001 Goizueta and College alums who work in New York. The alumni freely relayed the missteps, triumphs, and insights that led to their successful finance careers at firms such as JP Morgan, Flexis Capital, and Greywolf Capital. Students came to better understand the basics of various careers in financial services, from real estate and insurance to investment banking and hedge funds. Alums also advised them on how best to develop their career goals and objectives.

"We wanted to find a way to help students as they prepared for the 'real world,'" Philips recalls. "I think a lot of students tend to follow the herd when choosing their first jobs, without considering whether



Finance alums converge on Goizueta. Back (L to R): Jared Worman 99BBA, Robert MacCarrone 00BBA, Matt Grossberg 99BBA, Daniel Philips 99BBA, Jeff Eisenstein 00C, Todd Leon 99BBA, Chris Christon 99C. Front (L to R): Ben Katz 01BBA, Michael Gubenko 00BBA, Jayson Lemberg 99BBA, Heath Bogin 99BBA, Brett Schlemovitz 99BBA, Jon Dobres 99BBA.

those jobs are actually right for them. In addition to helping undergraduates reflect on possible careers, I also thought it was important for them to see that more than a dozen of

us who went to school together are still close. While my education at Emory was critical in shaping my career, it's the relationships I made during my time at the school that have had the most meaningful impact on my life."

**Pam Brown**, senior director of the BBA Career Management Center, helped to organize the successful event. She notes that these kinds of alumni interactions help not only to educate students about what to expect of their future careers but also to provide them with contacts for potential job opportunities.







"Seeing alumni in these wonderful positions at amazing companies gives our students the confidence to apply to organizations they might not otherwise consider," Brown explains. "These alumni are proof of how much a Goizueta Business School degree is worth, and a reminder that the community they are creating now will literally extend forever."

For current students, such exposure to alumni highlights the value of the Goizueta network.

"It was inspiring to hear BBA alums speak about their successes in the hectic financial world and to discuss the differences between each of their career paths," says **Michael R. Tucker 14BBA**. "It was also powerful to realize that Goizueta makes me a part of an impressively widespread network, connecting me to all who have gone before, and all who will come after."

Brown adds that alumni involvement enriches the network and strengthens connections within Goizueta and with Emory as a whole. "When alumni come back to campus, they reminisce about their college days, see the ways the campus is constantly evolving and changing, get reminded of how intelligent and prepared our students are, and just feel a part of their alma mater," she says.

Philips concurs. "As a group, we all enjoyed spending time with the students, connecting with the school, and being together on campus again," he says. "My hope is that the students who participated in the event find some way in the future to also help other Emory students or alumni."

—Meredith Farahmand



BBA CMC Director Pam Brown

Despite the slowdown in the financial sector, BBAs are leveraging Goizueta relationships to gain critical internships and job placements on Wall Street and beyond, says **Pam Brown**, senior director of the BBA Career Management Center (CMC) at Goizueta. It's the "power of networking," she notes, with the BBA CMC, faculty, administrators, and alumni tapping into their vast resources and strategic connections to the business world.

The CMC offers a wide array of services, including walk-in and virtual career advising, resume assistance, mock interviews, meet and greets with company representatives, career fairs, and access to the school's alumni mentor program. In August, the CMC coordinated a BBA trip to NYC, with visits to AllianceBernstein, Citi, Nomura, PricewaterhouseCoopers, Houlihan Lokey, Jefferies, BMO, Ogilvy & Mather, Macy's, S&P Capital IQ, Bloomberg, MSG, Digitas, and Undertone.

The benefits of the BBA CMC aren't lost on current students or alums. **Tara Farwana 13BBA** credits the CMC for her current opportunity at Kurt Salmon, saying that attending an Emory career fair led to an internship at the global management consultancy company. It's this kind of direct assistance that has prompted Farwana to help out with other on-campus career events.

**Ali Jooma 12BBA** also points to the BBA CMC for helping him with everything from networking and job opportunities to advice on the "little things," such as business attire and email etiquette. Today Jooma works as a pricing strategy analyst at Delta Air Lines, a job he learned about through the CMC. The CMC also connected him with alums working at Delta so Jooma would be prepared for the interview. **Blake Kavanaugh 12BBA**, a colleague of Jooma's, had a similar experience. Kavanaugh, a sales strategy analyst with Delta, says, "The CMC connected me with alums who worked at the company, and they helped to give a leg up in the interview."—Myra Thomas



## LA alumni offer students behind-the-scenes access

Behind the thrill of blockbuster movies and red carpet glamour, the vibrant business of the film industry keeps the wheels moving. For those interested in careers in the industry, connections are critical to success, says **David Buckholtz 96BBA**, VP of corporate information technology at Sony Pictures. Drawing back the curtain, Buckholtz and several other Goizueta alumni shared their backstage knowledge with 18 students during the two-day BBA spring 2012 trek to Los Angeles.

The visit was part of the BBA program's two-year-old concentration in film and media management, offered in conjunction with the Emory Department of Film and Media Studies. The concentration, which is designed to equip students to pursue careers in the film industry, offers participants a unique combination of integrated film and business coursework along with access to Emory's impressive alumni network in the industry.

The trek supported this process, fueled by the generous cooperation of alumni and friends of the school, including finance executives, IT leaders, producers, and talent agents, who offered up their business insights. In addition, students took behind-the-scenes studio and lot tours, making stops at the Gersh Agency, Green Hat Films, NBC Universal, Silver Pictures, and Sony Pictures. High-profile socializing followed close behind; in a networking event in Beverly Hills, students gathered and connected with more than 85 people over food and drinks.

**Dustin Frissell 11BBA**, assistant to Tony Krantz, the CEO of Flame Ventures, was among the Goizueta alumni in LA who were more than willing to share their industry expertise. "I feel I owe it to lend a helping hand in whatever way I can," he says. "This industry is a people business. We're lucky in that every major player out here seems to have an Emory alum in its ranks, which is amazing. Even more incredible is the willingness they have to donate time to students who might become future Hollywood executives, writers, directors, and producers."

During one round-table discussion, students heard from Silver Picture finance executives and producers, including Green Hat's



LA trek participants buzz in on the *Jeopardy!* set at Sony Pictures Studio.

**Scott Budnick 99BBA**, executive producer of *The Hangover* and its two sequels, who fielded questions and offered anecdotes and advice in a casual question and answer format.

"Almost every person we spoke with, including Scott, told us to not be afraid to take the leap and to head out to LA to give it a shot," says **Tyler Feinerman 12BBA**, who completed the film and media management concentration. "Even though Professor **Von Mueller** [of the Department of Film and Media Studies] told us that countless times in class, it was refreshing to hear it from people who were in our position not so long ago. After the trek, I felt more confident about pursuing a more uncertain career path in LA."

**Alexander Yarosh 98BBA**, a talent agent at the Gersh Agency, also opened his office to the group, and students met with his colleagues **Jason Burinescu 99BBA**, co-head of development at Renegade 83, Inc., a television production company, and **Abram Nabilotsky 90BBA**, a partner and head of the motion picture literacy department at Gersh.

**Matt Gaynes 12BBA**, a trek participant who interned on Green Hat Film's *Project X* while an undergrad, says, "It was a truly encouraging experience to see how many people from Emory are in such high places in the film and media industry."

In addition to gaining confidence and contacts, students on the trek were able to develop a much broader perspective about the industry and their own futures.

"Each and every industry professional we spoke to in Los Angeles warmly and enthusiastically encouraged the students and assured them that, with hard work in the right places, they could find their place in the industry," says **Matthew Bernstein**, professor and chair of film and media studies and a big draw for alumni in LA. "The entire trek was memorable, but of course there is a special significance for a member of Emory's film faculty to see former students thriving in the industry."

"We were overwhelmed by the above-and-beyond support our alumni provided," notes **Andrea Hershatter**, associate dean and director of the BBA program who, along with Bernstein and Von Mueller, has overseen and championed the establishment of the concentration.

"We are incredibly fortunate as a university that among our LA alumni we can count on rising stars with an absolute commitment to helping the next generation of Emory students succeed," she says.— Meredith Farahmand with Myra A. Thomas

## Executive education powers the Goizueta network

Emory Executive Education invests in bringing our client, faculty, and alumni relationships together to bring value to the Goizueta network. Through our programs, we have developed decades-long partnerships that continue to yield advantages for the entire community. Whether creating new curricular opportunities through client networks, strengthening cross-program partnerships, or developing a deepened relationship with a partner who provides employment, speaker, and/or fundraising opportunities for the business school, Emory Executive Education strives to increase the reach and value of the Goizueta brand.

### EXTENDING THE PARTNERSHIP

Emory Executive Education is in the relationship-building business. In fostering client relationships, Emory Executive Education cultivates partnerships that yield a win-win for both its clients and the business school. Through our SunTrust partnership, for example, we created a pipeline of high-quality career placements for SunTrust through the Career Management Center and provided SunTrust executives access to faculty research. Goizueta gained a source of high-caliber guest speakers for our degree programs and access to expert practitioners for our faculty. Because we connect with our clients at the highest levels within their organizations, we are able to reach different audiences and have a measurable impact on their growth while expanding the contribution to the Goizueta network.

### ENHANCED CURRICULUM

Out-of-the-box thinking by Emory Executive Education faculty expands the business school network to other areas of Emory, enabling new and innovative approaches to business learning. This content, often tested in the Executive Education classroom, leads to new ways of teaching best business practices in our degree programs. Our latest innovative leadership and team-building activity is one that reaches across Patterson Green to the Schwartz Center. **Rick Gilkey**, professor in the practice of organization and management, and **Eric Nelson**, associate professor and director of choral studies at Emory, have partnered to create a unique offering called *Conducting for Results*. Participants go into the rehearsal studio with Dr. Nelson as he directs one of his renowned choral groups. In this interactive session, executives learn how effective leadership is partly about understanding how to lead others both directly and indirectly, in a way that merges individual performance into “one voice”—valuing the outcome of the team over the individual. By observing and interacting with Dr. Nelson in action and hearing the impact his direction makes on the sound of the ensemble, executives learn essential leadership lessons. Without the Goizueta network, this impactful program might not exist.

### CROSS-PROGRAM COLLABORATION AND ALUMNI ENGAGEMENT

Emory Executive Education enjoys a 20-year partnership with the LIMAK Global Executive MBA Programme in Linz, Austria. Each summer senior leaders from leading Austrian organizations who are earning their EMBA at LIMAK visit Goizueta and immerse themselves in a two-week US Perspectives Program focused on finance, strategy, operations, and leadership. For this program, Emory Executive Education leverages the Goizueta network by partnering with the Goizueta Executive MBA program office to create



Eric Nelson teaching the *Conducting for Success* module

unique cross-cultural experiences. Blended classrooms of LIMAK and GBS EMBA students tackle global issues such as talent management and negotiations. Through the Goizueta alumni network, Emory Executive Education provides tangible insights into American business. Over the course of the two-week LIMAK residency, the participants spend two full days on targeted site visits to firms like CNN, The Coca-Cola Company, and Next Generation Recycling Machines, courtesy of our alumni partners. Packed with content and real-life application, LIMAK sees US business in operation through the Goizueta network.

That's the power of the Goizueta network. In action.

—Lisa Kaminski



## CORPORATE CONNECTIONS:

## FROM THE BOARDROOM TO THE CLASSROOM



International Executive in Residence Hervé Coyco

While teaching in an executive education program in France, **Rick Gilkey**, professor in the practice of organization & management, crossed paths with **Hervé Coyco**, an affiliate professor with HEC Paris and past president of the Michelin Group. When Gilkey invited Coyco to visit and to meet with students at Goizueta, he accepted. “I was impressed by Rick’s expertise, pedagogy and openness,” recalls Coyco. As a former executive who used to run a ten-billion-dollar business, he says, “I feel it’s now time for me to share what I have learned with a new generation of leaders.”

Having executives like Coyco in the classroom creates a wonderful opportunity for students. “They get to see how leaders operate in real life,” explains Gilkey. “It’s an open exchange where people feel free to challenge and learn from each other.”

Last year Coyco officially joined the Goizueta community as an international executive in residence. It’s a title he relishes as much as he does the opportunity to share his knowledge with the Emory community.

In presentations and conversations with students, Coyco is candid about his nearly three-decade tenure with Michelin, including his role in leveraging the company’s cultural diversity as an asset.

“In a highly dynamic environment where globalization is disrupting traditional paradigms, one of my challenges as president was to develop the adaptive capabilities of a worldwide organization while capitalizing on its existing culture,” explains Coyco. He did so by establishing effective communication channels across countries, developing a strong practice of cooperation across functions, and designing innovative organizational processes.

Coyco’s approach to teaching is a combination of “clinical case, consultation, and mentoring,” Gilkey says. “He’s able to demystify and demythologize what leadership is. He’s very human and straightforward.”

In addition to addressing students in the classroom, Coyco often offers one-on-one advice and gathers informally with students in small groups. “These are very special opportunities that contribute to the high opinion I have of Goizueta students—particularly as regards their ability to take charge of their own future,” he explains.

Coyco says he finds Goizueta students “open, active, and eager to learn from others’ experience.” He adds that “they have challenging questions—which is also good for me—yet also a remarkable ability to make their interactions positive and fluid.”

His praise doesn’t stop with the students, noting that he has been impressed with the quality of teaching by Goizueta professors, who have offered him a warm welcome. “They are leading experts in their domain, with an extraordinary ability to simplify complex concepts,” Coyco says. He observes that “their pedagogy is highly interactive and they have developed a highly professional relationship with all their students,” adding, “It makes Goizueta special.”—Allison Shirreffs



**Jennifer Alford-Hall 10MBA** obtained her current job through Goizueta's real estate competition network.

Nowhere is the Goizueta network more in effect than when it comes to the variety of case competitions students undertake every year. Whether designing cases, coaching students, or serving as a judge, alumni and corporate partners bring a wealth of talent, skill, and opportunities to students learning their craft and seeking employment.

One such competition is led by **Roy Black**, professor in the practice of finance and head of Goizueta's real estate program, who engages the network to devise unique real estate scenarios for the annual real estate case competition. This internal event advances students' knowledge of a particular asset class while allowing them to showcase their abilities before an audience of alumni and industry insiders.

For **Jennifer Alford-Hall 10MBA**, the case competition opened the doors to her current job. After presenting her case to an audience of 60 people, she was approached by the day's keynote speaker, an executive with Jones Lang LaSalle, a financial and professional services firm specializing in real estate and investment management.

The executive asked Alford-Hall how she knew so much about real estate investment trusts. "I explained I was researching REITs to prepare for a summer internship with JP Morgan's real estate investment banking group in New York," Alford-Hall recalls. "He gave me his card and told me if I ever had any interest in working for his firm to give him a call."

Alford-Hall went on to fulfill her commitment with JP Morgan and, realizing her interests lay in a different aspect of real estate, followed up with the executive she'd met at the case competition. After a series of meetings, Alford-Hall was offered an opportunity to join Jones Lang LaSalle for a two-year rotational program.

## A "case study" on connections

The rest, as they say, is history. After graduation Alford-Hall traveled to New York and Chicago, rotating through various facets of commercial real estate, including tenant representation, capital markets, and investment management. She completed the program in June and accepted an associate position with LaSalle Investment Management in Chicago.

"LaSalle focuses on investing in commercial real estate amongst a range of property types and investment spectrums for pension funds and qualified individual investors," Alford-Hall explains. "I enjoy working with a wide array of stakeholders, including property managers, leasing brokers, and our sales team."

Another alum with firsthand knowledge of how the real estate case competitions can benefit multiple constituencies is **John Blankenship 92MBA**, a principal at the Resolute Group Inc., a real estate consulting firm.

As a three-time coach and judge, Blankenship says, "I am always impressed by the quality of the students and their creativity in applying the principles they are learning to address real estate issues."

When coaching, he says, "I tell students not to be afraid to think out of the box," adding that "real estate professionals must respect certain fundamentals to maximize the potential for success, but there's always room for creative leeway. This is where students can have fun and stretch their thinking outside the confines of a traditional classroom."

Blankenship notes that students can also offer valuable solutions to real situations. A former city council member of Copperhill, TN, Blankenship engaged Black's real estate market analysis class to perform feasibility studies for helping to revive Copperhill's former industrial economy through tourism and ecotourism.

"I knew I would be getting a group of smart, critical thinkers to analyze the situation and apply up-to-date fundamental thinking and a fresh perspective," Blankenship says.

"As expected, we were provided with an excellent plan that the town residents and leadership could begin to implement to move toward sustainable economic success via tourism, as well as real estate to support that tourism," Blankenship continues. "Personally, it was very satisfying to provide a small town in transition with a wonderful resource and planning tool that can make a positive impact on its residents' lives for the long term."—Nicole Golston



## WOMEN EMPOWERING WOMEN:

### EXECUTIVE WOMEN OF GOIZUETA



Goizueta Business School alumnae know that the one of the most effective tools for breaking the glass ceiling is the kind of mutual support and shared business savvy available in organizations like the Executive Women of Goizueta (EWG).

EWG, which celebrates its tenth anniversary this year, provides connections and encouragement to members as they take on the challenges of serving as successful leaders in their careers, communities, and professional lives. The organization welcomes students and alumnae of the school with at least five years of work experience. Its 400 members share experiences, learn about business trends, and motivate each other through a variety of events, including the highly regarded annual conference.

**Celena Evans 02MBA**, who just completed a two-year term as EWG president, credits the organization with helping her build leadership skills. "EWG is a great way to stay connected

to other women and focus on giving back to Goizueta," she says. "It has enhanced my career, provided opportunities to lead, and helped me develop skills that have assisted me in the workplace."

This year's president, **Barbara Marxer 94EMBA**, says her experience at Goizueta was a "transformative moment in my career," and "gave me the confidence to sit down with anyone." She joined EWG because, like Evans, she wanted to give back and make lasting connections, adding that she knew "it would be refreshing to be around other business women with similar ambition."



The environment of “women empowering women” also attracted **Kim Reese 12MEMBA**, a current EWG board member who says she has been “impressed by the quality of the speakers at EWG events, the network of women, and how supportive they are.” Fellow board member **Amanda Burman 11WEMBA** says that she, too, has met “outstanding women who make a difference in their companies and communities” at EWG events, adding that “learning and listening to others during our gatherings has opened new doors for me in my career path I would have never explored before.”

Burman has volunteered for the EWG annual conference for the past two years. This year she served as the marketing chair for the conference, which was held on November 16 at the Cherokee Town and Country Club and featured an outstanding line-up of speakers who addressed a full-capacity audience of over 200 women executives.

Far left, Executive Women of Goizueta’s annual Cocktail at Bloomingdale’s event raised funds and improved wardrobes. Below, the group’s 2011 conference highlighted the Power of Now.



Other EWG projects include:

- The **Annual Summer Breakfast Speaker Series**, in which Atlanta business leaders speak about their companies and experiences and network one-on-one with EWG members. Speakers in 2012 included Erin Hand, Cox Communications; Dennis Lockhart, Federal Reserve Bank of Atlanta; Lily Zapata Winsaft, Aldebaran Associates; and Laura Lee Gentry, CSM Global.
- The **Guiding Star Award**, which recognizes an up-and-coming businesswoman who mentors and sets an example for colleagues through her commitment to family, community, and professional life.
- The **BRIDGE Award**, which recognizes a woman or man who champions diversity, creates opportunities for others, and consistently works toward the betterment of her or his community and workplace.

EWG is also raising funds for a \$100,000 endowed scholarship to support a promising female student working toward her Executive MBA at Goizueta. The organization has already raised over \$60,000 toward its goal. Those who wish to contribute to the fund can contact **Kelly Kener**, senior director of annual giving, at [kelly.kener@emory.edu](mailto:kelly.kener@emory.edu).—Sarah Banick



## Galvanizing support during tough times

Two weeks before she was scheduled to attend orientation at Goizueta, **Lisa Fey 01WEMBA** found herself in a hospital bed, recovering from brain surgery.



Lisa Fey 01WEMBA

The MBA from Goizueta seemed impossibly far away.

“Literally, I had 40 staples in my skull, part of my head was shaved, and I couldn’t lift anything more than five pounds,” recalls Fey, who was diagnosed with a brain aneurysm shortly after beginning her Goizueta pre-classes.

Once the urgency of the situation had cleared, Fey phoned the school and said, “I’m just not sure I’m going to be able to do this. They basically told me, ‘Don’t worry about this right now.’”

Fey, hardworking businesswoman that she is, was worried about school—about being able to keep up with the work, about being able to make a contribution, about being able to really earn her degree. But as she quickly found out, the faculty, staff, and students at Emory were mostly worried about *her*.

They wanted Fey to do well in school, sure. But when she was at her weakest, the focus became her health. The Goizueta community was willing to do their part to make sure she

did get better and would do well in school. Faculty were understanding of the recovery process, even as they pushed her to excel. Her fellow students, meanwhile, did their part from the very start, lugging around her books and offering support when she needed it most.

Fey eventually made a full recovery and received her MBA on schedule, earning membership in Beta Gamma Sigma, the international business honor society, in the process. Now a manager of sales execution capability for Coca-Cola Refreshments, Fey analyzes ways the organization can develop people, processes, and tools to become more efficient and effective. She is one of Goizueta’s thousands of successful alumni—but also one of many students who have learned how supportive the Goizueta community can be during difficult times.

“I felt like I was with family there,” she says. “I always felt as though everybody was really concerned with my well-being. They were able to push me but not crush me.”





For **Daniel Graham 10MBA**, a senior product marketing manager with AT&T, the Goizueta community proved just as supportive.

During Graham's second semester at Goizueta, he received the devastating news that his 14-month-old son had a tumor in his spine. The tumor was extremely dangerous and would require not only complex surgery, but also years of therapy. "As you can imagine, when we got the news, our family didn't know what to do," Graham says.

He approached the program office to ask about dropping out or somehow changing his program, but the school, as it had with Fey, wouldn't even consider it. Everyone at Goizueta, he recalls, was determined to do whatever it took to ensure he got the support he needed *and* his degree.

One moment in particular, Graham says, stands out: shortly before his son was scheduled to undergo surgery, **JB Kurish**, associate professor in the practice of finance and then associate dean of the Full-Time MBA program, pulled Graham out of class and asked him to come to his office.

"He said to me, 'Daniel, take care of your family. Don't worry about this place for now,'" Graham recalls. "That conversation really gave me the confidence I needed. He didn't say much but he said what he said, and then he gave me a hug. What other business school dean would do that?"

Later, when the Grahams returned from Baltimore, where their son underwent successful surgery, his



Daniel Graham 10MBA with his wife, Isis Nelson-Graham, and Daniel "DJ" Junior, taken while Graham was a student at Goizueta. DJ, now five, is adjusting well to kindergarten. "While he still has many challenges and obstacles ahead," says Graham, "our son has a zest for life that inspires all of those around him."

classmates welcomed them back, giving Graham's son a teddy bear he still sleeps with today.

"They raised money for us, they cooked for us—so much that we didn't have to cook at all for a couple of weeks," he says. "The school wrapped their arms around me and my family in a way that was pretty unique."—Tim Hyland



## Mentors and mentees:

# The ultimate connection

For mentor **Laura Balsler 94BBA 01MBA** and protégé **Jessica Heller Katz 06MBA**, Goizueta's Mentor Program resulted in a long-lasting connection. First paired up in 2004, the two remain friends today. Balsler, a principal in the executive benefits group at Mercer, provided Katz with much needed advice about her interest in the human capital consulting field. "She was a huge asset in educating me about my career," says Katz, now a national leadership development manager at Deloitte.

The advice can be critical, notes Balsler, especially when a graduate is just starting on his or her career path. She adds, "It's important to offer and share stories of what you've gone through professionally—the good and the bad." And the sharing goes both ways; when Balsler was thinking of changing industries in 2008, she asked her protégé for advice. "Jessica conducted a guided future review exercise with me to help me figure out what I wanted to do," recalls Balsler. "I ended up staying in that job another three and a half years before I actually made the leap."

According to **Samantha Renfro**, senior director of alumni relations at Goizueta, the goal is to offer protégés not only career guidance but also industry insight and academic advice. "It's a mixture of those who come back year after year and still connect with mentees years later, sometimes with mentee helping mentor," she adds. Today, the thirty-year-old mentoring program averages 400 alums to 400 students, pairing the mentee with a mentor of similar career interests.

And with the Internet, mentees can benefit from the advice of alums across the country and world. Based in Dallas, **Rob Nickell 00MBA**, first vice president in the public finance division at Raymond James | Morgan Keegan, has served as a guiding hand to students for the past five years, though he's doing it virtually. Nickell also served on an advisory committee to help adapt and improve the e-mentoring program. He notes, "I enjoy listening to students discuss what they're learning now."

The Mentor Program does an excellent job at matching a student's goals with a mentor's professional experience, says **Stanley Chiang Jr 14BBA**, who shares



Mentor **Stuart Bracken 07MBA**, left, with mentee **Stanley Chiang 14BBA**

a common interest in entrepreneurship with his mentor **Stuart Bracken 07MBA**, co-founder of the call center staffing firm Call Me! Staffing. "We've already had a chance to talk," says Chiang, who was paired with Bracken at this year's kickoff reception on October 10. "I'm working on an idea for a startup, and he's given me real-world information and advice." Bracken sums it up, saying, "Anyone who's been successful as a business person has had a mentor. I may give of my time, but I get a lot in return, most importantly a fresh perspective."—Myra Thomas



**Lindsey Jones 14MBA**, center, chats with participants during the Mentor Program opening. On right, **Liz Hess 14MBA**. Not pictured, Jones's mentor **Dr. Shveta Raju 02C 07MBA 07M**.



The Goizueta Advantage emphasizes what makes us distinctive. We are also consistent with other leading business schools in that we . . .

## 8 THEMES

1. PART OF A WORLD-CLASS UNIVERSITY
2. ATLANTA, A GLOBAL BUSINESS HUB
3. INTIMATE LEARNING EXPERIENCES
4. ACCESSIBLE, WORLD-CLASS FACULTY SCHOLARS
5. PASSIONATE AND ENGAGED GOIZUETA BUSINESS SCHOOL NETWORK
6. PRINCIPLE-BASED LEADERSHIP
7. EXPERIENTIAL LEARNING OPPORTUNITIES
8. GLOBAL PERSPECTIVE AND UNDERSTANDING

...have scholars who make a difference in their fields, are sought out for their expertise, inspire in the classroom, and are leaders in their university and larger intellectual communities.

...have high potential, highly qualified students from diverse backgrounds actively engaged in learning, motivated to make a difference, and who buy into the culture of their institution.

...have diverse staff with deep competence in their areas of specialization who are motivated, engaged, and heavily invested in the success of faculty and students, and we have faculty and students who are invested in the success of staff.

...have diverse faculty, staff, and students who are supported through budgets, endowments, and facilities that help them to be the best.

...have a critical mass of alumni and friends who are successful role models, ambassadors for the School, and who invest through their time, talents, and resource capacity.

...provide access to opportunities for graduates and alumni in globally competitive jobs with leading institutions, and equip them with the skills to found and lead new business ventures.

# knowledgecreation

A significant marker of a leading business school is the creation of new knowledge. Goizueta faculty, using rigorous methodologies, focus on researching important problems that affect the practice of business. The following is a sampler of recently created new knowledge. To learn more, please visit [goizueta.emory.edu/faculty](http://goizueta.emory.edu/faculty).

## Dynamics of posting online product opinions

**David Schweidel**, associate professor of marketing, and Wendy Moe (Maryland) empirically model the individual's decision to provide an online product rating and investigate factors that influence this decision. Most recent research has demonstrated the impact of online product ratings and reviews on product sales, leaving relatively unaddressed the reasons for the individual's decision to contribute these opinions. The researchers specifically consider how previously posted ratings may affect an individual's posting behavior in terms of whether to contribute (incidence) and what to contribute (evaluation), and they identify selection effects that influence the incidence decision and adjustment effects that influence the evaluation decision. The authors find that "across individuals . . . positive ratings environments increase posting incidence, whereas negative ratings environments discourage posting." Their results also indicate "important differences across individuals in how they respond to previously posted ratings, with less frequent posters exhibiting bandwagon behavior and more active customers revealing differentiation behavior." These dynamics, they add, affect the evolution of online product opinions. Through simulations, the researchers illustrate how the evolution of posted product opinions is shaped by the underlying customer base and show that customer bases with the same median opinion may evolve in substantially different ways because of the presence of a core group of "activists" posting increasingly negative opinions. *Marketing Science* (May-June 2012).



David Schweidel

## Mutual fund industry selection and persistence



**Jeffrey Busse**, associate professor of finance, and **Qing Tong 10PhD** (Singapore Management University) analyze mutual fund industry selectivity—the performance of a fund's industry allocation relative to the market. They find that industry selection accounts for a full third of fund performance based on two-digit standard industrial classification (SIC) codes, with the remaining attributable to

the performance of individual stocks relative to their own industries. An even more important finding, they write, is that "industry-selection skill drives persistence in relative performance. Unlike stock-selection ability, industry selectivity is not eroded by increasing fund assets." The results suggest that accounting for a manager's ability to pick outperforming industries provides information beyond standard performance measures that can enhance a fund investor's future performance. *Review of Asset Pricing Studies* (July 2012).

## Reward practices and buyer-supplier relationships



Sandy Jap

**Sandy D. Jap**, professor of marketing and Goizueta Term Chair, and co-authors Alberto Sa Vinhas (Washington State) and Jan B. Heide (Wisconsin-Madison) investigate how industrial buyers and their suppliers manage their relationships. Most research to date has focused on their joint performance as a function of each firm's characteristics (e.g., resources, legitimacy, etc.) and relationship processes (e.g., power, learning, development stage) or in the context of broader organiza-

tional networks and social relations. The authors investigate a more intermediate process, which reflects the consistency of a supplier's reward practices across a set of competitive buying relationships and the extent to which those same rewards are offered to a focal buyer. Their findings, drawn on 788 relationships of organizational buyers with the same supplier, point to important organizational relationship "spillover" effects, patterns of information transfer via social comparisons, and insights on the microlevel processes of social networks. *Management Science* (May 2012).

## Information systems capability and new product development performance



Elliot Bendoly

**Elliot Bendoly** and **Anandhi Bharadwaj**, associate professors of information systems & operations management, and Sundar Bharadwaj (UGA) develop a model of new product development (NPD), proposing that market intelligence and supply-chain intelligence serve as critical mediating constructs that are synergistically complemented by IS capabilities in the path to NPD performance.

Drawing on data collected from 169 US manufacturing firms, the authors find that "cross-functional coordination processes between manufacturing and marketing and manufacturing and supply chain together with the firm's IS capability are . . . complementary factors whose joint effects contribute to superior market and supply-chain intelligence, respectively." The researchers first explain these complex complementary interactions, then articulate and empirically examine the specific forms of organizational intelligence that are crucial to NPD performance. *Production and Operations Management* (July-August 2012).



Anandhi Bharadwaj



## Payout yield, risk, and mispricing: a Bayesian analysis

**Jay Shanken**, Goizueta Chair of Finance, and Ane Tamayo (London School of Economics) develop a model in which hypotheses about predictability, mispricing, and the risk-return tradeoff can be evaluated simultaneously, while allowing for time variation in both risk and expected return. "Most of the return predictability based on aggregate payout yield is unrelated to market risk," write the authors, who consider a range of Bayesian prior beliefs about the risk-return tradeoff and the extent to which predictability is driven by mispricing. They find that the impact of these beliefs on an investor's certainty-equivalent return when choosing between a market index and riskless T-bills is economically significant, in both ex ante and out-of-sample analyses. This is the first study to analyze the conditional distribution of aggregate market returns in a Bayesian setting in which expected return may depend on the time-varying level of risk as well as a predictive variable. *Journal of Financial Economics* (July 2012).



Jay Shanken

## Relevance and reliability in financial statement assessments

**Kathryn Kadous**, professor of accounting, Lisa Koonce (UT Austin), and **Jane M. Thayer O8PhD** (UGA) research how financial statement users apply the constructs of relevance and reliability (or "representational faithfulness") as important qualities of financial information. Conducting experiments set within the fair value context, the researchers test the idea that financial statement users conflate these two constructs when judging the relevance of fair value measurement, and they find that users do not view relevance and reliability as independent constructs. "The relationship between assessed relevance and assessed reliability is unidirectional," the authors write, "in that factors underlying reliability influence judgments of relevance, but factors underlying relevance do not influence judgments of reliability." The findings are important because inappropriate assessments of relevance can influence firm valuation; they are also particularly meaningful in the context of fair value, because such measurements can vary widely in reliability. *The Accounting Review* (July 2012).



## Managerial discretion and the perception of executive quality

**James Wade**, Asa Griggs Candler Chaired Professor of Organization & Management, and coauthors Theodore Waldron (Baylor), Scott Graffin (UGA), and Joseph F. Porac (NYU) examine how a CEO's level of managerial discretion shapes boards' and shareholders' responses to external endorsements of his or her quality. Managerial discretion, the researchers explain, refers to the range of strategic options that executives have at their disposal in a given business context. The authors clarify how different managerial environments influence investors' and boards' reactions to third-party endorsements of CEO quality, finding that "boards only react to CEO endorsements in high-discretion settings, and this reaction is positive (i.e., more pay)." In contrast, the researchers also find that "shareholders—regardless of discretion levels—positively respond to CEO endorsements in the short-term, while these responses become more equivocal over the time." The results suggest that, at least in the short term, directors more adeptly interpret and respond to external information about CEO quality than shareholders. *Journal of Business Research* (forthcoming).



James Wade

## Why location matters for innovation



L.G. Thomas

**L.G. Thomas**, professor of organization and management, and coauthor Kira Fabrizio (BU) investigate the often neglected role of local demand in fostering innovation, in this case within the global pharmaceutical industry. Focusing on new molecule innovations, the authors find that, rather than innovating for a global market, pharmaceutical firms systematically respond to home country demand patterns, relying on a localized, tacit knowledge that is most readily accessible through a national system of institutions, culture, and complementary industries. "We find strong and consistent evidence that innovation responds to local demand, and either ignores or avoids foreign demand," the researchers write. Offering an expanded understanding of the strategic role of demand knowledge in innovation, they demonstrate the importance of considering access to knowledge of local demand characteristics when making location choices, with implications for the decentralization of decision making for maximizing innovation success. *Strategic Management Journal* (January 2012).



# Goizueta campaign clears \$60 million



Dean Larry Benveniste

**ALUMNI AND FRIENDS OF GOIZUETA BUSINESS SCHOOL** are making the seven-year Campaign Emory “a roaring success,” according to Dean **Larry Benveniste**. Campaign gifts and pledges to Goizueta now exceed \$60 million.

“I think in 5 or 10 years, the story will be written that the business school has not only survived but thrived in very difficult times. The initiatives we have undertaken with the support of the campaign will become even more prominent, and we will know that the campaign made them possible.”

The new funding includes endowments for faculty, professorships, scholarships, the PhD program, Emory Center for Alternative Investments (CAI), and more. Endowment giving during the campaign totals approximately \$28.7 million.

campaign gifts, Benveniste says. The Center for Marketing Analytics, created during the campaign and launched in 2011, is also likely to be fully supported by the December 31 close of Campaign Emory.

“Those centers will have a huge impact on students and the external community because they are set up with a much broader mission than a research center. They involve all constituents: students, faculty, staff, and industry,” the dean adds. “They are different in a practical, hands-on way, and they are very popular with our students.”

Expendable gifts represent \$31.3 million and include contributions to the Business Fund for Excellence, leadership programs, diversity initiatives, class gifts, research support, and CAI support.

“Funds raised so far are investments in the intimate learning environment prized by Goizueta students,” Benveniste says. “When I think about the financial challenges we have faced and continue to face, the campaign allows us not just to sustain our school but to grow in the quality that we are known for.”—**Michelle Hiskey**

ENDOWMENT FUNDS RAISED **\$28.7 MILLION**

EXPENDABLE FUNDS RAISED **\$31.3 MILLION**

*To make your gift to Goizueta Business School during this tax year, visit [emory.edu/give](http://emory.edu/give).*

“Our priorities going into the campaign were faculty and research programs, specifically to sustain the PhD program and the extracurricular activity that fosters leadership. Our donors are very generous in targeting their gifts to be consistent with our strategic goals,” Benveniste says. “Because of that, this campaign is making an enormous difference.”

Private gifts have more than doubled the number of endowed faculty positions, from 7 to 16. The CAI and Social Enterprise@Goizueta, which was recognized as a research center earlier this year, are now self sufficient because of

CAMPAIGN PROGRESS

**\$60.0**

MILLION

## Scholarships support students who give back

**GOIZUETA BUSINESS SCHOOL ALUMNI** are known for being highly engaged, passionate, and collaborative. The Goizueta Alumni Board offers scholarships to reward those qualities in students today.

“What makes the school—and Emory in its entirety—great is the legacy that every individual contributes,” says **Elizabeth Halkos 01MBA**, president of the alumni board. “High-performing individuals who continue to serve the school increase the value of a Goizueta degree for everyone else. The more they put in, the more they get out of it, and everyone else does too.”

Halkos has seen such results up close. She has been involved with other alumni since graduation, and through those contacts she landed her position as a chief marketing officer for Purchasing Power, an employee benefits company in metro Atlanta.

The Goizueta Alumni Board set up its scholarship in 2010. The board is working to raise at least \$100,000 to endow the scholarship, which would enable ongoing generations of students to benefit from the interest from that endowment. Currently the four annual scholarships come from a spend-down account, which is more uncertain for future students because donors must replenish the account each year.

The Goizueta Alumni Board seeks to foster a creative, engaged spirit with its four annual scholarships, one for each program (Executive MBA, Evening MBA, Full-Time MBA, and BBA).

**Louise Wasilewski 13EMBA**, a recent recipient of the scholarship, is a case in point. Using the skills and knowledge she



*Elizabeth Halkos 01MBA*

acquired in the Executive MBA program, she plans to start a nonprofit to train inmates to write software and a business to help them find related work after their release. Wasilewski, a technology director, created her business plan as a Goizueta class assignment.

“I found the scholarship an encouragement to proceed,” she says. “A lot of good ideas come from asking novel questions or from answering questions differently. My idea is a novel answer to a question I’ve been asking for 30 years, since someone in my family had trouble with the law and was not able to get a job afterwards.”

Wasilewski’s plan reflects the influence of three faculty members. An assignment in Senior Lecturer **Charlie Goetz’s** entrepreneurship class led to the business concept. Through Associate Professor **Peter Roberts**, Wasilewski learned about “B Corps,” a new class of corporations that act to benefit society as well as to make a profit. “That is a critical new business structure I want to exploit,” she says. **Brandon Mikel Smith**,

*continued on page 38*

MBA	BBA	EMBA	TOTAL			
14	+	15	+	2	=	31

NEW SCHOLARSHIP ENDOWMENTS

NEW EXPENDABLE SCHOLARSHIPS

MBA	BBA	EMBA & EVMBA	TOTAL			
4	+	14	+	2	=	20



*Mac Schuessler 98EvMBA (left) and Jeff Denneen 92C 97MBA*





## Rewarding faculty expertise: Goizueta Advisory Board creates new professorship

FOR GOIZUETA BUSINESS SCHOOL FACULTY, competition in the marketplace is more than a classroom topic. These professors are targets for other universities who want to attract the best minds in business education.

To defend and reward prized academics, the Goizueta Advisory Board is more than halfway to establishing a new professorship. Once the \$1 million endowment is reached, Dean **Larry Benveniste** will name the first recipient of the Goizueta Advisory Board Professorship. This honor carries a three-year term, with the dean naming each recipient.

The GAB Professorship was set up “to protect those critical faculty members who are hitting their stride, who are in their prime,” says **Jeff Denneen 92C 97MBA**, co-chair of the fund-raising drive. “This professorship is our message to faculty that they drive the excellence of the university.”

Benveniste sees endowed professorships as “enormously important” to reach the goal of becoming a top-ten global business school.

“We have a highly successful and relatively young faculty, and these endowment positions are critical in retaining them and recruiting others,” he says.

After six months of fund-raising, 18 of the 34 board members have pledged \$608,000. Denneen and his co-chair **Mac Schuessler 98EvMBA** aim for 100 percent participation from the board.

“What we have right now is a great first step,” says Schuessler. “There’s no question that the faculty make our business school

so much better than others. They are bright and so approachable, and students are given the opportunity to get to know them in a way that isn’t possible at bigger schools.”

The Goizueta Advisory Board serves as a link between the business school and the corporate community. Appointed by the dean, board members represent a diverse array of companies, industries, and fields of expertise. Armed with real-world experience, they help ensure that Goizueta remains relevant to today’s fast-paced corporate climate.

The professorship represents the board’s past and present appreciation for faculty expertise. Denneen, Schuessler, and other board members turn to Goizueta professors for help and advice in their businesses and careers.

*continued on page 38*

“What we have right now  
is a great first step.”

—MAC SCHUESSLER



Louise Wasilewski 13EMBA and her husband, Robert Wahler.

Scholarships support students *continued from page 35*

an adjunct instructor in the practice of management communication, encouraged her to go public with both her story and idea.

The B Corp would target an underserved business segment. “My company would be a potential competitive advantage for small and medium enterprises that can’t afford the market rate for custom software development,” Wasilewski says. “The trick is going to be selecting and socializing the right people who have the potential to be successful.”

—Michelle Hiskey

Invest in the  
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[www.emory.edu/give](http://www.emory.edu/give)  
 Direct your gift to the  
 business school’s “other” category and enter  
**Alumni Scholarships.**

Rewarding faculty expertise *continued from page 37*

“I’ve had **Patrick Noonan** [associate dean for management practice initiatives] come to my firm to teach us about complex decisions, and he was really great,” says Denneen, a partner in the Atlanta office of Bain and Company who founded Bain’s higher education practice. “The business school is where I learned to be both a leader and great team member. To carry that culture into my business is helpful.”

For Schuessler, this strategic professorship is an example of the visionary thinking that he learned from his MBA professors.

“I learned to think broadly not just about finance, but about people and long-term strategies and implications of decisions,” he says. “To be able to think in a way that is not too linear, but expansively and with multiple angles, is an increasingly important skill as you advance in your career.”

Just as Goizueta students learn that business is about far more than money, so is this new endowed position.

“This professorship carries prestige with it beyond the money it provides,” says Denneen. “It gives recognition that a faculty member can be proud of, and it’s a way for us to stave off the competition who are knocking on our door. If we can get this done by the end of the year, that would be fantastic.”—Michelle Hiskey

“The business school is where I learned to be both a leader and great team member.”

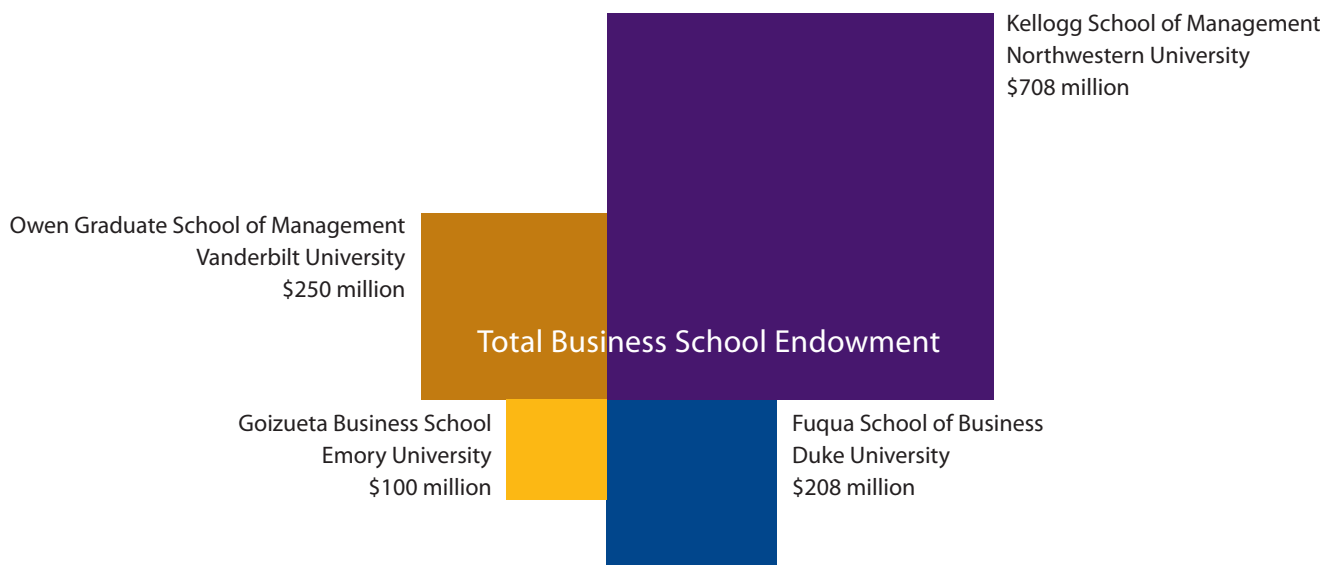
—JEFF DENNEEN

# Competitive disadvantage.

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# RALPH BOWER: ON MOVING UP THE CHAIN

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**Ralph Bower 10EMBA** knows a lot about persistence. His first job in the restaurant industry, as a manager-in-training in the late 1980s, paid him a legal rate of \$4.75 an hour. “I like to boast that it took me only six months to work my way up to \$5.25 an hour,” he laughs.

These days, Bower is still moving up. After four years as chief operating officer for Popeyes® Louisiana Kitchen, he was promoted in March to the newly created position of president of Popeyes’ US division. Bower now leads the daily operations of the more than 1,600 domestic Popeyes restaurants—the second largest chicken quick-service restaurant (QSR) in the country.

“There are not that many industries where so many folks can start off as hourly employees and work their way up,” Bower says, adding that this type of mobility is what drew him to the restaurant industry following his graduation from Annapolis and a five-year stint as a US Navy officer. “There are dozens of stories I can tell of team members who started off washing dishes and ended up becoming franchise owners,” he continues. “If you work hard and do the right thing, you can rise to any position.”

Bower grew up in New Orleans, where the first Popeyes opened 40 years ago, so his attachment to the brand, not to mention its flavorful product, runs deep. Bower says the chain enters its fifth decade stronger than ever and poised to expand.

“If you look at franchise growth for 2011,” says Bower, who now lives in Sandy Springs, GA, “there is no other freestanding brand that builds more restaurants on a percentage basis than ours does.” Doubling the brand’s more than 2,000 worldwide locations in the foreseeable future is an ambitious goal, but one that Bower considers attainable.

In 2008, shortly after taking on the Popeyes COO role and following more than a decade’s worth of executive management experience at two other QSR chains, Bower entered Goizueta’s Executive MBA program.

“Goizueta was a transformational experience for me,” Bower says. “It helped me understand the larger context of our business. I really feel like I’ve grown as a leader and as a business person as a direct result of my Goizueta experience—not only because of the coursework but also because of the relationships I developed with my classmates and professors.”

Those relationships continue to bear fruit. Bower has recently joined the Emory Board of Visitors, whose members serve as university ambassadors, promoting ways for Emory to further integrate its intellectual assets with community goals. The Popeyes chain is also used as a case study in Goizueta classrooms, and Bower has both spoken to students and invited them to present at the company’s main offices.

—Eric Rangus



## Liz Yurkevicz:

### On creating a story through analytics

Look at data and charts all you want, says **Liz Yurkevicz 08BBA**, but it's the ability to analyze the data and glean insights that creates real value. An associate client manager at Nielsen, Yurkevicz joined the global market research firm after graduating from Emory because she believed her skill set was uniquely suited for the mix of marketing and analytics Nielsen is known for.

The accuracy of her own self-assessment, coupled with assistance from the Career Management Center, paid off. Yurkevicz has received six internal awards for outstanding performance and for contributions to her team, which analyzes consumer and retailer data to provide actionable, value-added insights to clients such as Procter & Gamble, Georgia Pacific, Unilever, and The Coca-Cola Company.

Yurkevicz's move to Nielsen appears to have sparked a hiring trend. Since landing her job, the firm has ramped up its recruiting efforts at Goizueta, hiring several recent grads. Yurkevicz, who occasionally delivers classroom lectures in product and brand management and for MBA modules at Goizueta, believes it's because the school helps students develop the skills a company like Nielsen looks for—including the ability to apply analytical know-how to business questions and to use data to uncover and tell the story of what is happening and is likely to happen. "Concepts you can see, feel, touch," she says, adding that her Goizueta education enabled her to expand her capacity "to make those concepts relatable to clients."

In addition to her role at Nielsen, Yurkevicz compiles weekly emails to friends on Atlanta's social scene, plays "mom" to her dogs Bailey and Beesly, and is earning an Evening MBA from Georgia Tech. "Balance is key," she explains. That's something else Yurkevicz says she learned at Emory, where she garnered a permanent spot on the Dean's List while serving as the philanthropy chair of her sorority, as a teaching assistant in Goizueta's Marketing and Communications departments, and as a staff member of Volunteer Emory.

Prior to her collegiate career, Yurkevicz trained as a figure skater in her hometown of Lexington, MA, competing as a member of nationally and internationally ranked synchronized skating teams. "I looked at Emory as a chance to break out and see life outside of skating," she says. As it turns out, Nielsen's Atlanta office is located across the street from an indoor skating rink. Does she ever think about getting back into the sport? "I still love it and it's tempting," says Yurkevicz, who admits to keeping a pair of ice skates in the back of her car.—Allison Shirreffs



## Jason Wynn: On spicing up global law

**Jason E. Wynn 04JD/MBA** took the California bar exam in large part, he says, because he was interested in the challenge. “California is considered to have one of the more difficult exams, and people are still impressed when I tell them I passed it.” He notes another bonus: “I did well enough to waive into DC, so I’m licensed in both DC and California.”

Wynn admits it’s unlikely he will ever practice in California. He has served as assistant counsel and assistant secretary at McCormick & Co., Inc. in Baltimore since 2009, and in 2013 he will take on an additional role as adjunct professor of business law for MBA students at The Johns Hopkins Carey Business School. His previous employers since leaving Emory include the US Securities and Exchange Commission and Alston & Bird LLP. Wynn serves on a regional board of the Anti-Defamation League.

McCormick, which manufactures, markets, and distributes flavor products, is a global business. When asked the kinds of professional challenges he faces that draw on his combination of legal and business skills, Wynn cites the case of one particularly important customer whose proliferation of contracts with McCormick’s parent company and its subsidiaries worldwide has proven difficult to manage.

“More and more of these contracts are redundant or contradictory, and it is often unclear which ones control,” he explains. “To deal with this, I am collaborating with our customer’s corporate counsel and our respective business units around the world to create one global agreement that will govern all aspects of the business relationship.”

Wynn says it is quite an undertaking and will take some time. “We are close to determining the most critical aspects of our business relationship and will soon begin assessing how best to capture them into one concise, yet comprehensive, written contract. Wish me luck.”

In 2006 Wynn married **Kimberly (Schuster) Wynn 01BBA**. That same year Kim Wynn earned an MBA from The George Washington University. She then went to work for AARP Services, Inc. in

Washington, DC, rising to a senior manager of business development. Kim recently became the director of national accounts for Senior Helpers, a national provider of in-home care to help seniors remain in their homes as long as they wish.

When he has spare time, Jason Wynn enjoys training for and competing in triathlons, as well as playing soccer and beach volleyball, noting “there actually are beach volleyball courts in Baltimore.” He says he also likes to save time to play with Lucy, Kim and Jason’s 2-year-old Cavachon, a cross between a Cavalier King Charles Spaniel and a Bichon Frise.

Asked for advice he might offer alumni, Wynn stresses the importance of taking chances. “I took a chance deciding to pursue a JD/MBA. It was going to take more time and money, and many people advised it might make it more difficult to get a job. They suggested that law firms would think I wasn’t committed to being a lawyer and businesses would think I expected too high of a salary.” That was not the case, he says. “Having my JD/MBA has helped me get every job I’ve had since leaving Emory and it has made me a better lawyer and businessman.”—Susan Merritt Jordan



Less than six years after becoming the first Goizueta student to complete a doctorate, **Kapil Tuli 06PhD** has become the first Goizueta PhD graduate to obtain tenure. He is now associate professor of marketing at Lee Kong Chian School of Business, Singapore Management University (SMU).

Given his love of research, Tuli's rise to tenure is no surprise. He has co-authored a number of articles with Goizueta faculty, and his latest paper, forthcoming from the *Journal of Retailing*, is on factors that determine a retailer's stock price.

## KAPIL TULI: ON BUSINESS AND ACADEMIA

"The paper draws on signaling theory to examine investors' evaluations of two key marketing metrics reported by retailers: advertising spending by retailers and growth in their same-store sales," Tuli explains. "In evaluating same-store sales, investors reactions are more positive if the retailer's earnings are growing and the retailer is not in a highly competitive market. But interestingly, investors react more positively to this metric if there is a decline in the retailer's advertising spending."

Ever the researcher, Tuli has another paper, on CRM outsourcing, slated for publication in *Management Science*.

Tuli grew up in Mumbai but is originally from New Delhi. "That said, I belong to both cities," he says. Now six years in Singapore, where his first position was as an assistant professor of marketing at SMU, Tuli says he loves the safety, cleanliness, and professionalism of the Southeast Asian city-state. "The professionalism is evident at multiple levels, starting with providers of basic amenities, government services, and—most of the time—even the private sector."

Citing advice he has found helpful, Tuli says, "The harder and smarter you work, the luckier you get." But he also acknowledges the contributions of others in his own success. "It's wonderful to get early tenure, and a lot of credit for that goes to my advisors, Ajay Kohli and Sundar Bharadwaj, and my fellow students, especially **Jade DeKinder 02C 07PhD** and **Cem Bahadir 07PhD**. It was a great learning and personal experience to have their company during my time at Emory."

Tuli also credits his current colleagues at SMU, especially Jin K. Han, professor of marketing; Provost Rajendra Srivastava; and the business school dean, Howard Thomas, with creating an atmosphere that nurtures and supports young faculty and their

research. "Without this kind of support," says Tuli, "it would not be possible to fully pursue our research interests, especially given our geographical distance from the US."

Tuli works hard to find the right balance between teaching MBA students, administrative duties, and research and writing. "I try to have a strict timetable and weekly to-do list to ensure I can balance these three competing demands," he says.

In his spare time, Tuli enjoys activities with his family and friends. "And an occasional game of cricket," he adds. "I am quite good at it."—Susan Merritt Jordan





## ROGER ARES: On the value of being self-driven

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When Brazil's economy was struggling in the 1980s, **Roger Ares O1EMBA**, then a civil engineer in his twenties, decided to make a switch to finance. But it turned out finance didn't fit the bill, either.

By the time Ares left his native Brazil in 1999, he'd worked as an auto insurance product manager, in logistics for PepsiCo, and as a category manager in The Coca-Cola Company's Brazil division. In late 1999, Ares joined Coke's North America division and moved to Atlanta, where he would soon earn his MBA at Goizueta.

Post-MBA, Ares did strategic market intelligence for The Home Depot, then served as director of retail planning for Benchmark Brands and as a senior VP of analytics at BBDO. In September, Ares became VP of global analytics at Hyatt Hotel Corporation, where he utilizes analytics to help the global hospitality company craft strategies and design marketing campaigns. According to Ares, big data analytics and disruptive actionable insights add competitive advantage to businesses and lead to better decisions.

Ares describes himself as a hard worker. "I've never had a job where I woke up and got to work at nine and left at five. I have always worked 65-70 hours a week," he says. "If you show work, you get more work. With more work comes more responsibility."

Ares lives in Atlanta with his wife, 12-year-old daughter, and 10-year-old son.



*“Compared to consumer packaged goods companies such as Coca-Cola, accountability and responsibility are more acute and tangible in small, nimble companies. Bad calls and/or delayed decisions can compromise the effectiveness of all the company’s marketing efforts.”*

**EB:** You’ve had a number of jobs that focus on strategic planning. How important is it to couple business knowledge and analytics?

**Ares:** I was the right hand of Benchmark’s CEO, supporting him in running the company as far as strategic planning, financial planning, and merchandising planning were concerned. I also led the Internet marketing and call center. I was having a blast working in a very dynamic and entrepreneurial environment. Compared to consumer packaged goods companies such as Coca-Cola, accountability and responsibility are more acute and tangible in small, nimble companies. Bad calls and/or delayed decisions can compromise the effectiveness of all the company’s marketing efforts.

**EB:** How has your Goizueta network helped you in your career?

**Ares:** In the Executive MBA program, I was surrounded by classmates with huge amounts of experience, including executives who played key roles in major initiatives. The collective perspectives in that classroom were brilliant, and I now have a Rolodex of accomplished peers with a shared experience and expertise I can draw on. It’s a gift I will carry for my whole life, but the beautiful thing is that I’m now able to help the network. At BBDO we hired roughly six Emory MBAs and three Emory BBAs, and at Hyatt the network is helping us to build our analytics team. Plus, I have co-taught a market intelligence class at Goizueta and always enjoy sharing insights with students.

The whole Goizueta network is great, from the career management centers to the faculty and the challenges they’re asking students to address. In addition, it helps to find out what’s going on in the world beyond my current domain, and faculty like **Reshma Shah**, an assistant professor in the

practice of marketing—who I love working with—exemplify this sharing of perspective.

**EB:** Is there anything interesting about you that your classmates may not know?

**Ares:** I’ve been kidnapped three times. That’s the downside of living in Brazil. Before one of the kidnappings, I’d just finished watching the movie Pulp Fiction and then had a rusty gun pointed at my head. I was taken away in my car and, given the potholes in the road, I kept thinking the gun would go off, even if only by accident. It was a “flash kidnapping,” and like most such events, the kidnappers were intoxicated and simply looking for a quick cash withdrawal from an ATM. But they also kept my car to run more “errands.” On the positive side, Brazil has a thriving business culture and diverse leisure options, from beaches to the Amazon rainforest to a huge range of cultural events. Sao Paulo, my hometown, has such a variety of high-quality restaurants it has been called the gastronomic capital of the world. Moving away from the city, and my family and friends, was definitely hard.

**EB:** How have you enjoyed life in the US?

**Ares:** I’ve always been a sucker for America. I love this country.

**EB:** Do you have any hobbies? Things you like to do when you’re not working 70 hours a week?

**Ares:** Fitness. I play foosball, ping-pong, tennis, and soccer.

**EB:** Any life lessons you’d like to impart to current students?

**Ares:** Be self-driven. I don’t think you can be successful if you’re not. And take risks. You don’t have to fail the company. The company has to fail you.—Allison Shirreffs



## I am often swamped with work and traveling; given my busy schedule, how can I maintain and/or develop my business network?

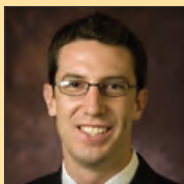
**CHRISTOPHER:** First, maintaining good relationships with co-workers and/or classmates is probably more professionally valuable than explicit networking (e.g., “mixers”). Second, some of our most valuable contacts are formed through purposeful, social activities, such as volunteering and hobbies that are focused not on networking but on achieving goals completely unrelated to our professional objectives. So recognize that networks are developed and maintained through everyday encounters and that participating in activities we enjoy usually produces a stronger network than explicit networking.

**LA SHONDA:** I focus on developing quality relationships and not on how many business cards I can collect. Each quarter I identify the 3-4 people I need to build/maintain a relationship with. Every month I make sure I am reaching out to the people I identified by placing a reminder on my calendar. Also, if appropriate, I combine the interaction with my family activities, professional association meetings, or community service. Finally, I ensure that each interaction is meaningful by identifying the value I can bring to that person.

**NEIL:** It's important to spend time developing relationships with the people who sit near you at work or with others you might see on an everyday basis. I try to learn more about their families and interests to encourage a personal relationship rather than simply a professional one. Informal networking is much more effective in the long run, since your friends are the people who will be willing to go to bat for you. At the same time, figure out how you can help them achieve their own goals, whether it's by attending an event they are hosting, connecting them to others in your network, or simply grabbing coffee and brainstorming ideas with them.

**ANDREA:** My professional network grows as the result of naturally occurring, face-to-face interactions. The trick is to also establish an electronic connection, because technology has made maintaining a network incredibly easy. I keep an eye on social websites for my contacts' professional news and can offer congratulations with the push of a button. I spend time on electronic media, so it's also painless for me to forward an article to someone I know will enjoy it. Back in the dark ages, when this required scissors, ink, and stamps, my good intentions were rarely matched by action. Now when authentic reasons to reach out arise, I am easily able to touch base and find doing so extremely gratifying.

**JULIE:** There are multiple vehicles to network astutely while matching your areas of interest both in the workplace and in outside activities. Here are some examples that have worked for me: (1) Serving on search committees. While it's extra work outside of my regular job responsibilities, I invariably meet colleagues in other parts of the university. These contacts may come in handy at a later date or just be interesting people to know! (2) Volunteering in areas of personal commitment or at your place of worship. It's a great way to build your network while maintaining your passion. (3) Serving in industry organizations—these contacts could help you expand your network if you decide to look for a new job within your industry. Offer to share your expertise at a conference or at a meeting session; it's a one-time activity that will expose you to the entire group. Last but not least, maintain the network you already have—your oldest friends are your strongest supporters!



**CHRISTOPHER RIDER**  
Assistant Professor of  
Organization & Management



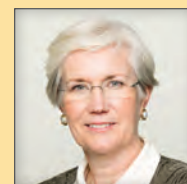
**LA SHONDA  
OGLESBEE O2MBA**  
Principal  
The North Highland  
Company



**NEIL KULKARNI 10BBA**  
Business Analyst  
Deloitte Consulting



**ANDREA HERSHATTER**  
Senior Lecturer in  
Organization & Management  
Senior Associate Dean and  
Director of the BBA Program



**JULIE BAREFOOT**  
Associate Dean and Director  
MBA Admissions

## Commencement 2012 highlights



Above, students celebrate joining the alumni ranks and, right, the legacy of Roberto C. Goizueta is celebrated with a vibrant mural highlighting his life and achievements. Mrs. Olga C. de Goizueta (left) greets graduates during the unveiling.



## 1970s

**Bruce Wald 77MBA** of Castle Rock, CO, now works at Exelis, Inc. as VP and director of commercial strategy.

**Charles Winkler 76BBA** and Darlene Winkler of Riverside, CT, announce the birth of a daughter, Charlotte Grace, on March 5, 2012.

**Judge S. Lark Ingram 73OX 75C** and **Daniel Pompilio III 98EMBA** of Atlanta, GA, announce the birth of a grandson, Emory Alexander Post, on August 1, 2012. Emory is the child of Larkie and Eric Post of Birmingham, AL, and the great-grandson of **Judge G. Conley Ingram 49C 51L**.



**James Roberts 86MBA** of Lakeland, FL, has retired from Taylor White.

**James Edwards Jr. 87BBA** of Forsyth, GA, was recently elected and installed as the 123rd chairman of the Georgia Bankers Association.

**Patrick Henry 87MBA** of Birmingham, AL, is chief development officer of Daniel Corporation.

**Dale Herndon 87BBA** of Orlando, FL, is now a director of Capital Strategies Group, a boutique investment bank.

**Douglas Hooker 87MBA** of Atlanta, GA, was named one of the 100 Most Influential Atlantans in 2012 by the *Atlanta Business Chronicle*.

**Kathy Buckman Gibson 89JD/MBA** of Memphis, TN, has been named chairman of the board of trustees for the Women's Foundation for Greater Memphis.

**Pochung (Paul) Tsung 89MBA** of Taiwan is the director of the derivatives department at Essence Securities in Shanghai, China.

## 1980s

**Governor William Haslam 80C** and **Cristen Garrett Haslam 80BBA** of Knoxville, TN, announce the birth of their first grandchild, Wyatt Haslam. The proud parents are Will and Hannah Haslam of Birmingham, AL.

**Nancy Moate 80MBA** of Monroe, GA, has retired from World Financial Group Inc.

**Ben Marzouk 82C 87MBA** of Smithtown, NY, has joined the firm Monroe Capital, LLC as managing director of the New York region group.

**Rick Rieder 83BBA** of Short Hills, NJ, is a managing director and CIO at BlackRock and has been named to a newly created research advisory board by UBS Wealth Management Americas.

**Patrise Perkins-Hooker 84JD/MBA** of Atlanta, GA, became the first African American and the third woman ever to be sworn in as an officer of the Georgia State Bar in its 48-year existence. Perkins-Hooker is also vice president and general counsel of the Atlanta Beltline.

**Dr. Ninfa Saunders 84EMBA** of Eatonton, GA, was named CEO of the Medical Center of Central Georgia, effective October 1, 2012. Prior to this appointment, she was president and COO of Virtua Health, the largest health system in southern New Jersey.

## 1990s

**Gavin Albert 90BBA** of New York, NY, is the managing partner and chief investment officer of Ardea Capital Management, as well as an adjunct professor of finance and economics and of the Heilbrunn Center for Graham and Dodd Investing at Columbia Business School.

**David Weisberg 92BBA** of Pittsburgh, PA, is the commercial region manager and senior vice president at Huntington National Bank.

**Jodie Kahn 93BBA** of New York, NY, is vice president of client services at Proximic, a data solutions company.

**Michael Mabey 93MBA** of Hoboken, NJ, is now director of client solutions Americas at SKIM Group.

**Duncan Orrell-Jones 93MBA** of Manhattan Beach, CA, was named senior vice president of network business for Nintendo of America.

**Robert Stammers 93MBA** of New York, NY, is director of investor education with CFA Institute, a global association of investment professionals.

**H. James Dallas 94EMBA** of Hamel, MN, has been elected to serve on the board of trustees at Meharry Medical College.

**Wesley Durkalski 95MBA** of Austin, TX, is vice president of finance/CFO at Sendero Health Plans.

**Michael Hughes 95EMBA**, of Chicago, IL, has been appointed president and CEO of Global Express Services effective December 1, 2012. Hughes most recently served as national leader for the food, drink and consumer goods sector at KPMG.

**Scott Peterson 96EMBA** of Atlanta, GA, is managing director at Warbird Consulting Partners.

**Edward "Chip" Gross 97MBA** of Atlanta, GA, is now director of client services with AKQA.

**Mikki Schlueter 95Ox 97BBA** of Atlanta, GA, has joined AIG Advisor Group as EVP of strategy & advisor experience.

**Jeremy Stoler 97BBA** of New York, NY, has joined BGC's real estate capital markets group as managing director. BGC is an affiliate of Cantor Fitzgerald.

**Marcel van Stuijvenberg 97MBA** of San Francisco, CA, is vice president of international sales at Huneus Vintners.

**Ronald Bruno 96OX 98BBA** of Los Angeles, CA, married Karen Krygowski on September 22, 2012.

**Jodi Hoffman Daniels 98BBA 05EMBA** of Atlanta, GA, is now director of privacy at Auto Trader.com

**Mac Schuessler 98EvMBA** of Atlanta, GA, is president of International at Global Payments Inc.

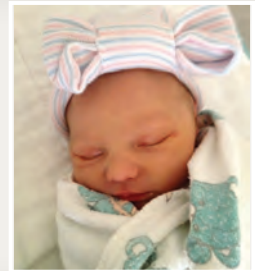
**Urvi Bhandari 99BBA 00MBA** of Dallas, TX, was recently promoted to lead the entertainment, media, sports, hospitality industry solutions practice for AT&T Mobility Solutions.

**Lisa Bloom 99MBA 99MPH** of New York, NY, was appointed senior vice president of the Leadership Development Group on October 1, 2012. Lisa's responsibilities include new business development, marketing, client relations, project management, research and development, and partner outreach.

**Mathew Schuster 99BBA** of San Francisco, CA, opened a Spanish-style bistro, Canela Bistro Bar, on Market Street in the Castro in September 2011.

**JoAnn Sciarrino 99EvMBA** of Chapel Hill, NC, has been named Knight Chair in Digital Advertising and Marketing at the UNC School of Journalism and Mass Communication.

**Alexander Yarosh 98BBA** and Whitney Yarosh of Los Angeles, CA announce the birth of a daughter, Frances Lula ("Frankie"), on September 10, 2012.



## 2000s

**Kimberly Damm Baker 00BBA** and Jeff Baker of San Mateo, CA, announce the birth of a daughter, Brittan Avery, on April 19, 2012. Kimberly is an assistant corporate controller at Bechtel Corporation in San Francisco, CA.

**Fernando Costantino 00MBA** of Seattle, WA, is the new marketing manager for NTT Communications in their global IP network division.

**Lewis Perkins 00MBA** of Atlanta, GA, is now senior vice president of development and textile and an apparel specialist at Cradle to Cradle Products Innovation Institute.

**John Skolnicki 00EvMBA** of Loveland, OH, is now region vice president/client business partner with The Nielsen Company.

**Bill Mattice 09OX 01BBA** of Greenville, SC, has been promoted to senior vice president and co-manager of Grandbridge Real Estate Capital's Greenville offices.

**Gregory Cohn 01MBA** of Atlanta, GA, was named to the board of directors for Cancer Treatment Centers of America at Southeastern Regional Medical Center.

**Anlee Slowiaczek 01BBA** of New York, NY, is employed as a senior sales consultant with CareFusion.



**Kiki Del Valle 00OX 02BBA 06MBA** and Ray Cortes of Phoenix, AZ, announce the birth of a daughter, Sofia Michelle, on March 24, 2012.





**Jeffrey Steiner 01BBA** of Alexandria, VA, recently joined Gibson, Dunn & Crutcher as counsel.



**Bernardo Mas 02MBA** of New York, NY, married Lauren Bauer on November 10, 2012, at Battery Gardens, NY. Mas is director of corporate strategy with Ann Taylor.

**Andrew Maurer 02BBA 09EMBA** and **Megan Turk Maurer 02C 08EvMBA** of Atlanta, GA, announce the birth of a daughter, Regan Elizabeth, on May 10, 2012.

**Steven McGinty 02EMBA** of Nashville, TN, is the president of AWA Wealth Management.

**Jonathan Nash 02BBA** of Los Angeles, CA, is senior production manager at 20th Century Fox Home Entertainment.

**Yoshinori Yamamoto 02MBA** of Yokohama, Japan, is the manager of the ferroalloys department at Sojitz Corporation.

**Jennifer Heizer 03MBA** and Dustin Heizer of Atlanta, GA, announce the birth of a daughter, Claire Elizabeth, on September 13, 2001. She joins siblings Abigail and Aidan.

**Candace Hogue 03BBA 03C** of Lenexa, KS, is a doctoral student at the University of Kansas in Lawrence and has received the Association for Applied Sport Psychology's 2012 thesis award, which acknowledges the completion of an outstanding thesis by an AASP student member.

**Jonathan Hosseini 03EMBA** of Atlanta, GA, is founder and owner of Kenari Neighborhood Systems (energy, fuel, and food security), in Roswell, GA..

**Nina Lerner 03BBA** of New York, NY, is now associate director of analytics with dunnhumby.

**Taryn Crouthers 04BBA** of Atlanta, GA, is founder and CEO of Synkup, a local startup that is part of Startup Chicks, which supports women entrepreneurs through education, coaching, connections, and investment.

**Evan Gompers 04BBA** has relocated to Atlanta and is now an inspections specialist with the Public Company Account Oversight Board (PCAOB), a nonprofit corporation established by Congress to oversee the audits of public companies in order to protect investors and the public interest.

**Nicole Jones 04MBA** of Atlanta, GA, recently accepted a new job as general manager of media with Delta Air Lines, Inc.

**Gregory Miller 04BBA** of Ithaca, NY, is pursuing a dual-degree Master of Business Administration and Master of Professional Studies in Real Estate at Cornell University.

**Sid Mookerji 04MEMBA** of Atlanta, GA, is founder and global CEO of Software Paradigms International, which received a 2012 *Atlanta Business Chronicle* pacesetter award as one of the 20 fastest-growing private companies in Atlanta.



**Kevin Center 04MBA** and Melissa Center of Atlanta, GA, announce the birth of a son, Lucas, on February 21, 2012. He joins older sister Emily. Kevin is the senior director of Georgia Tech's Office of Organizational Development, where he

leads strategic planning efforts and other management consulting projects internally for the university.

**James Boyman 05EMBA** of Collinsville, CT, is senior vice president of strategy and operations with Accountable Care Solutions.

**Matthew Hofrichter 05BBA** of Lahaina, HI, was accepted into the 2014 MBA class at Harvard Business School.

**Pascal Lombardot 05MBA** and **Agnus Lin 06MBA** of Philadelphia, PA, announce the birth of a daughter, Clara Marie Lombardot, on August 10, 2012.

**Russell Jones 05MBA** of Atlanta, GA, is the M3 practice manager at RPI Consultants.

**Greg Asman 06MBA** of Atlanta, GA, has been named the vice president of research and analytics for CNN Digital.

**Israel Eissler 06EvMBA** of Atlanta, GA, is a senior director at Bradson Analytics.



**Isabella P. Lee 08MBA** and **Luis R. Lou 11MBA** announce their engagement. Lee is an attorney with the labor and employment law firm Ford & Harrison LLP. Lou is a senior associate in M&A consulting with PricewaterhouseCoopers.

**Nicolas Friend 06BBA** and **Sarah Cooke Friend 06C** of Orlando, FL, announce the birth of a daughter, Brooklyn Grace, on March 26, 2012.

**William Porteous 06BBA** of Atlanta, GA, recently joined the Boston Consulting Group. He received his MBA from Harvard Business School in May 2012.

**Ricardo Salazar-Cantt 06B** of Atlanta, GA, is a strategic sourcing manager for Delta Air Lines.

**Kathryn Schledwitz 06BBA** of Seattle, WA, recently graduated with an MBA from Wharton and is now a senior merchant product manager with Amazon.

**Andrew Charles 07BBA** of New York, NY, and Jennifer Leon were married on August 4, 2012, in Rockleigh, NJ.

**Jiawei Fang 07BBA** of San Francisco, CA, is a new associate with Mooreland Partners, LLC.

**Jay Antoine Frem 07MBA** of Jeddah, Saudi Arabia, is a general manager with Napco Packaging Systems, UNIPLAST (Indevco Group).

**Ashley Kahler 07BBA** of New York, NY, is the manager of corporate marketing at Barclays Center.

**Sandeep Kumar 07MBA** of Bangalore, India, is a principal consultant with Infosys Management Consulting.

**Shveta Shah Raju 02C 07MBA 07M** of Atlanta, GA, is now an internist at the Gwinnett Clinic Ltd. She previously practiced medicine in Boston, MA.

**Tina Russell 07MBA** of Seattle, WA, is a finance manager at WB Games, a division of Time Warner.

**Matthew Brodnan 08BBA** of Atlanta, GA, married **Christine Henderson 08C** on September 15, 2012, at Fifth Avenue Presbyterian Church in New York. Brodnan is an associate at Ingwersen & Taylor, specializing in taxation law.

**Hans Kraeger 08EMBA** of Atlanta, GA, is now vice president of information technology at Manage Mobility.

**Keith Mait 08MBA** of Chicago, IL, is vice president of corporate finance and senior risk analyst at GE Capital.

**Eric Missildine 08MBA** of San Francisco, CA, is a management consultant with Slalom Consulting.

**Matthew Thatcher 08MBA** of San Carlos, CA, is now the senior finance analyst for Stanford Hospital.

**Joseph Tipograph 08MBA/JD** of Washington, DC, has accepted a position with The Capitol Forum as vice president and senior antitrust correspondent. The Capitol Forum is a news service that reports and provides analysis on federal policy and legal and regulatory developments for institutional investors.

**Doug Aldridge 09WEMBA** of Atlanta, GA, was named Wells Fargo's 2011 top financial advisor in the US at his level of service.

**Dana Armour 09WEMBA** of Atlanta, GA, is the managing member of Cereus Capital, LLC, an investment group that purchases distressed debt and commercial real-estate.

**Subir Bakshi 09WEMBA** of North Augusta, SC, is a manager of the agricultural tire division for the US and Canada at Bridgestone North American Tire.



**Adam Lee 08EvMBA** and **Jade Lee** of New York, NY, announce the birth of a daughter, Katherine Kailin, on June 9, 2012.





**Sean Belnick 09BBA** of Atlanta, GA, was featured in the August 12, 2012, episode of ABC's *Secret Millionaire*.

**Esta Busby 09MBA** and Richard Busby of Atlanta, GA, welcomed their third daughter, Eliza Kathryn, on September 10, 2012. She joins her twin sisters Florence and Anne Harrell.

**Steven Clemmer 09WEMBA** and **Tamara Clemmer 10BMSc** of Marietta, GA, announce the birth of their first child, Collins Heijden, on August 7, 2012. Clemmer is a corporate accounts manager for the Southeast at Cook Medical Inc.

**Tyler Crain 09MBA** of Los Angeles, CA, is director of product management at DIRECTV.

**Kelly Crouse 09WEMBA** of Powder Springs, GA, is a sales director for national accounts with Manpower, Inc.

**Ryan Derouin 09WEMBA** of Atlanta, GA, is a global account executive with GE Energy. He spent most of 2011 in China establishing the company's regional metals team before assuming his current position. Derouin and his wife, Ingie El-Khashab Derouin, MD, have two children, Ava Ryan (2010) and Hutson Ryan (2011).

**Hemal Ghelani 09WEMBA** of Memphis, TN, recently returned from a one-year sabbatical in Mumbai, India, where he and his wife did nonprofit work and traveled throughout Southeast Asia. Ghelani has resumed his IT consulting practice.

**Marsha Glover 09WEMBA** of Albany, GA, is CEO of the Urology Institute and Continence Center. She has two children in college (UPENN and Boston College), with a third heading to Stanford in 2013. Glover and her husband are also involved in international medicine.

**Matthew Kirsch 09BBA** and **Stacy Cooper 09BBA** of Washington, DC, were married on August 11, 2012. Matthew is a lawyer with Grossberg, Yochelson, Fox and Beyda LLP and Stacy is a contract specialist with Naval Sea Systems Command.

**Sean Leighton 09WEMBA** of Atlanta, GA, is now director of contract manufacturing quality and food safety at The Coca-Cola Company. On September 14, 2012, he married Kelly Greene at the Robert Young Estates Winery in Alexander Valley (Sonoma), CA. Leighton and his wife met by chance sitting next to each other on a Delta flight.

**Ken Rolston 09WEMBA** of Norcross, GA, recently became senior director of finance with Ariba.



**Adam Harper 11MBA/JD** of Washington, DC, married Colleen Knight on March 31, 2012, at Blessed Sacrament Church in Alexandria, VA. The reception was held at St. Albans on the grounds of the Washington National Cathedral. Attendees from the Emory community included **Darien Henry, Deanna Munn, Michael Craig, Talbert Thomas, Kate Calligaro, Will Felder, Jason Esteves, Nicole Brisbane, Brittini Pitts, and Phillip Yarborough.**





**Rachel Shipp 09MBA** of San Francisco, CA, is vice president at BlackRock.

**Peter R Stewart 09WEMBA** of Atlanta, GA, is VP of finance & commercial management at ADVA Optical Networking.

**Dana Udwin 09BBA** of Atlanta, GA, recently became the SEO manager at Prominent Placement, Inc.

**Jolie Weber 09WEMBA** of Kennesaw, GA, was promoted to CFO of Wise Foods in 2011. She and her husband welcomed their first daughter, Sofia Analuisa, in November 2011.

## 2010s

**Sean Choi 10EMBA** of Milton, GA, is now a global CI leader at Novelis. He has received his US citizenship and has changed his name from Sukhwan Choi to Sean Choi.

**Matthew Gabriel 10MBA** and Katharine Gabriel of Atlanta, GA, announce the birth of a son, Luke Howard, on March 12, 2012.

**Rick Squires 10EMBA** and Sallie Squires of Decatur, GA, announce the birth of a son, Lucas Richard, on May 30, 2012.

**Chika Akinagbe 11EvMBA** of Smyrna, GA, now works as manager in the advisory performance improvement practice at Ernst & Young, LLP.

**Christopher Barber 11EvMBA** of Atlanta, GA, is vice president of marketing with FiPath, Inc.

**Dr. Bruce Daugherty 11MEMBA** of Mendham, NJ, has been appointed senior director of drug development at Tonix Pharmaceuticals Holding Corporation, a specialty pharmaceutical company that develops therapies for challenging disorders of the central nervous system.

**Thomas Keeler 11EvMBA** of Atlanta, GA, joined AT Kearney as an associate in their strategic IT practice.

**William "Augie" Ray 11EMBA** of Woodstock, GA, has joined the AGCO North America Technical Services and Support team in the role of manager of supplier recovery North America.

**Kyle Smialek 11MBA** of Dallas, TX, married Britton Blough MD on June 9, 2012, at Pulaski Heights United Methodist Church in Little Rock, AR.

**Andrew Stein 11MBA** of Washington, DC, married Martha Staid on May 26, 2012, at the Atlanta Contemporary Art Center. Stein is a consultant in Deloitte's public sector practice.



Korean MBA alumni with **Kate Piasecki** (center), associate director of MBA admissions, at MBA fair in Seoul, from the left, **Won Jai 12MBA**, **Kevin Youngmin Park 12MBA**, **Young Yun 11MBA**.

**Scott Struletz 11MBA** of Atlanta, GA, is a product manager with Delta Air Lines and works with the eCommerce channels team, which is primarily focused on social media and in-flight entertainment.

**Kevin Williams 11EMBA** of Atlanta, GA, is the new manager of global operations with Rust-Oleum Corporation.

**Scott Bowman 12EMBA** of Acworth, GA, joined Hibbett Sports as SVP and chief financial officer. Scott, a CPA, was most recently the northern division chief financial officer for The Home Depot.

**Andrew Butler 12MBA** of Atlanta, GA, has been named associate dean for research and interim chair of the Department of Physical Therapy in the Byrdine F. Lewis School of Nursing and Health Professions at Georgia State University.

**Tyson M. Graygor 12MBA** and Nicole Graygor of Brooklyn, NY, announce the birth of a daughter, Giuliana Nicole, on May 30, 2012.



**Mark Furman 83C 87M 12MEMBA** of Boston, MA, is now a consultant with Spencer Stuart in their life sciences and healthcare services practices.

**Katherine Gallup 12MBA** of Atlanta, GA, is the sales planning channel manager for Ricoh.

**Jason Gordon 12MBA** of Atlanta, GA, joined the faculty of Georgia Gwinnett College as professor of legal studies.

**Mahtab Haider 12MEMBA** of Columbus, GA, accepted a new role at Aflac as risk assurance and audit manager responsible for global GRC initiatives US & Japan.

**Jhaymee Heinlein 12MEMBA** of Arlington, VA, was recently promoted to manager at Deloitte Consulting. She was also accepted into the Leadership Arlington Signature Program, which trains leaders to make a difference in the Arlington community.

**Jase Morris 12EvMBA** of Atlanta, GA, recently accepted a position with GE Capital as an ECLP associate.

**Benjamin Mullenix 12MBA** of Atlanta, GA, is now an associate at Goddard Investment Group.



**D Miller 11MBA** and **Jeff Blaske 11MBA** of Atlanta, GA, were married on October 6, 2012, at Lake Lanier Island Resort in Georgia. Over two dozen fellow alumni joined in the celebration. Front row: **Tevya Harley 11MBA**, **Theresa Ko 11MBA**, **Varina Lin 11MBA**, **Isabella Lee 08JD/MBA**, **Payel Patel** (spouse), **Nichelle Evans 11MBA**, **Tiffany Smith 11MBA**, **D Blaske Miller** (bride), **Jennifer Camp 11MBA**, **Addie Sherwood 11MBA**, **Meghan Conboy 11MBA**, **Constance Mansour Thakker 11MBA**. Back row: **Talbert Thomas 11MBA**, **Wahyu "Chief" Priyadi 10MBA**, **Kevin Wong 11MBA**, **Luis Lou 11MBA**, **Quadaffi "Q" Gaither 11MBA**, **Amit Patel 11MBA**, **Gary Bernau 11MBA**, **Darien Henry 11MBA**, **Jeff Blaske** (groom), **Scott Struletz 11MBA**, **Phil Jones 11MBA**, **Will Felder 13JD/MBA**, **David Hart 11MBA**, **Kate Calligaro 11MBA**, **Jim Pallotta 11MBA**, **Adrienne Joselow 11MBA**. Not pictured: **Sarah Langville 10MBA** and **Chad Langville 10MBA**.

## DECEASED

**William B. Nipper 37OX 39BBA** of Greensboro, GA, deceased on September 23, 2012.

**Cecil C. Malone 41BBA 50L** of Atlanta, GA, deceased on June 1, 2012.

**Lawrence J. Meltz 48BBA** of Naples, FL, deceased on August 20, 2012.

**Edwin C. Anderson 49BBA** of Atlanta, GA, deceased on July 28, 2012.

**Jerry Barechson 49BBA** of Decatur, GA, deceased on July 1, 2012.

**Edward D. Ricketson Jr. 49BBA** of Warrenton, GA, deceased on July 27, 2012.

**Charles R. Shaver 50BBA 55L** of Atlanta, GA, deceased on June 21, 2012.

**John C. Busbin 51BBA** of Rome, GA, deceased on May 12, 2012.

**William C. Copeland 51BBA** of Macon, GA, deceased on September 26, 2012.

**Emory C. George 51Ox 53BBA** of Gainesville, GA, deceased on August 13, 2012.

**Gerald A. Bishop 56BBA 58MBA** of Cochran, GA, deceased on June 1, 2012.

**Chester H. Sanger 57MBA** of Peoria, NY, deceased on May 18, 2012.

**Alexander B Gilbert, Jr. 63MBA** of Forsyth, GA, deceased on May 28, 2012.

**Philip A. Wester 60Ox 65BBA** of Panama City, FL, deceased on May 12, 2012.

**William A. McLarty 77MBA** of Jackson, MS, deceased on May 4, 2011.

**Charles E. Finney 56C 59M 60MR 80MBA** of Albany, GA, deceased on August 11, 2012.

**Tom W. Hoyer 80EMBA** of Tucson, AZ, deceased on August 28, 2012.

**Glenn D. Martin 94MBA** of Atlanta, GA, deceased on August 2, 2012.

**Trey E. Phillips 98BBA** of Lawrenceville, GA, deceased on June 22, 2012.

**Jeremy R. Davis 99BBA** of Chicago, IL, deceased on April 30, 2012.

**Anthony S. Buzzetta 10EMBA** of Tustin, CA, deceased on April 22, 2012.

**Brennan W. Lansing 08Ox 11BBA** of Atlanta, GA, deceased on July 30, 2012.



## Staying connected!

2012 reunion chairs help unite the network. Back row (L to R): **Brett Cunningham 07MEMBA**, **Kevin Wood 07EvMBA**, **Hussain Moosajee 07MBA**, **Mike Krachon 07WEMBA**, **Mark Murovitz 87EMBA**

Front row (left to right): **Mike Ryan 07WEMBA**, **Ellen Agnor Bailey 87EMBA**

Not pictured are: **Marc Smith 02MBA**, **Bryan Cooke 02EMBA**, **Tom Akins 87EMBA**.

**Steffen Zwirnmomn 07MBA**, left, and **Avtar Singh 07MBA** celebrate during the reunion party at Maggiano's.



## Picture perfect

*Emory Business* wants to share your good news. New baby? Job change? Wedding? Photos of you and other alums meeting in exciting international locales? Send a few details and/or your photos to [GmagClassNotes@emory.edu](mailto:GmagClassNotes@emory.edu), and we will publish as many as space allows. Preference is given to photos in which at least 60 percent of persons are affiliated with Goizueta. And don't forget to let us know which smile goes with which name.

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Alumni sharpen their knowledge of digital media and emerging business technologies at Goizueta's 6th Annual Back to School Day, held on September 29.

## Back to school: All things digital

Alumni gathered for Goizueta's 6th Annual Back to School Day on September 29, with the day's panels and lectures focused on doing business in the digital age. In the keynote lecture, "The Future of All Things Digital," **Jagdish Sheth**, Charles H. Kellstadt Professor of Marketing, explained the implications of the digital age on business practices, including intellectual property rights, vertical integration, and globalization. **Anandhi Bharadwaj**, associate professor of information systems and operations management, moderated a panel discussion titled "Succeeding in the Digital Age," which featured alumni with expertise in the use of digital media in business, including **Patricia Arundel 11EMBA**, sales excellence director for Microsoft; **Chip Gross 97MBA**, director of client services at AKQA; **Kelley Lugo 96C 01MBA**, litigation group business manager for Sutherland Asbill & Brennan LLP; and **Akshay Shrivastava 11EvMBA**, director of mobile and connected devices at Turner Broadcasting System.

Alumni also participated in a number of concurrent workshops led by **Benn Konsynski**, George S. Craft Distinguished University Professor of Information Systems and Operations Management; **Ramnath Chellapa**, associate professor of information systems and operations management; and **Les Ottolenghi 94MBA**, founding partner and CEO of plat4m LLC. In the workshop "Toys Becoming Tools: Emerging Technologies and Future Possibilities," Konsynski discussed emerging technologies, including sensors, embedded intelligence, mesh networks, augmented reality, and new analytics. Chellapa explained the importance of online data mining to a business in his workshop "Data Data Everywhere: Big Data and Analytics in a Connected Digital World," while Ottolenghi offered up the latest trends for entrepreneurs looking to succeed in digital enterprises in his lecture "Social Media, Big Data and the New Paradigm of Marketing." —Myra Thomas