

Whitman

BREAKING DOWN BARRIERS

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FROM THE DEAN

This fall, I've been fortunate to visit alumni for the first time since March 2019. It's been emotional and energizing to see people once again and to be seen by them. Despite the advances in technology helping us navigate this extraordinary time, there's still no replacement for being together. As one alumnus recently quipped, Zoom wasn't created in a Zoom meeting.

It's also been a pleasure to share news of how Whitman has weathered the storm thus far, and how well our community is positioned for the future. Despite unprecedented challenges, the School's fundamentals are as strong as ever and getting stronger.

Rising Student Quality and Demand

Undergraduate applications to Whitman increased 36% to 6,543 for this fall's entering class. The Class of 2025 is the largest, most accomplished, and most diverse in the School's history with 487 first-year students, 46% of whom are women and 22% who identify as underrepresented minorities—up from 36% and 15%, respectively, in 2017. We also welcomed 10 external transfers and 107 internal transfers. At the graduate level, 131 master's students joined us on campus, the largest cohort since 2015.

Job market success for Whitman graduates also rebounded this year. Placement for the Class of 2021 has already exceeded 90% for both B.S. and MBA groups while their average salaries have risen to \$63K and \$85K, respectively, from \$61K and \$58K last year.

Building the Faculty of the Future

Whitman's and SU's strong financial positions have enabled us to continue expanding the School's full-time faculty at a time when many other institutions have been idle or cutting back. Whitman welcomed five new faculty members this fall, whom you'll meet later in this edition of the *Whitman Magazine*. The School has hired 24 full-time faculty in the past five years and has four additional positions open in accounting and finance for this year—a net increase of 13 faculty or a nearly 20% increase in faculty capacity.

Just as important as increasing the size of our faculty to meet student demand has been a focus on bringing in expertise aligned with our mission of equipping these students for the ever-changing world into which they will graduate. Nearly all recent faculty hires have research and/or teaching interests in topics such as business analytics, innovation, entrepreneurship, and diversity and inclusion in organizations and markets. Many of these new colleagues are part of the University's interdisciplinary "cluster hire" program, described in this fall's magazine, including the Big Data and Analytics, Innovation and Entrepreneurship, AI and Autonomous Systems and the Human Technology Frontier, and Social Differences, Social Justice clusters.

Market-Driven Program Innovation

Whitman also continues to find ways to innovate and leverage the richness of our sister schools and colleges on campus to start new programs. We welcomed the first students to new dual degree programs with the College of Arts & Sciences and the Maxwell School of Citizenship



and Public Affairs, adding to our portfolio of dual/combined degrees with the College of Engineering and Computer Science, the School of Information Studies (iSchool) and the S.I. Newhouse School of Public Communications. We added a new dual master's degree with Maxwell (M.S. in Finance and M.A. in International Relations) and launched the nation's first online J.D./MBA with the College of Law. We collaborated with the College of Professional Studies to offer SU's first online undergraduate business degree (B.P.S. in business management). We launched Whitman's first new undergraduate major in more than a decade—a business analytics major that's already seen strong participation by students. Looking ahead, Whitman faculty have approved additional dual degrees, including an undergraduate dual degree with statistics and an innovative new M.D./MBA with our neighbors at Upstate Medical University. We are also "leveling up" our signature Goodman IMPRESS program, thanks to another incredibly generous gift from Kenneth Goodman, '70, as described in this edition of the magazine.

Our alumni's willingness to help us with all of the above and more is what's truly energizing. Whether it's time, talent, or treasure, Whitman graduates have an amazing passion for the School and the University. In meeting after meeting this fall, alumni have offered to help with everything from expanding experiential learning opportunities and helping with internships/full-time placements to supporting additional innovation ranging from new student-investment funds and pitch competitions to gifts supporting our broader set of interdisciplinary and/or experiential learning initiatives.

We are extremely grateful for every gift of time, talent, and treasure. Our ability to achieve our goals for our students and our community ultimately depends on ongoing and generous support from alumni, parents, and partners. Please invest with us in the professionals the business world needs today, and the leaders it needs for tomorrow. I encourage you to make a commitment to the School and, on behalf of our students, staff, and faculty, extend my deepest thanks to those who have already come forward.

Best Wishes,

A handwritten signature in black ink, appearing to read "EWA", written over a white background.

Eugene W. Anderson, Dean

BREAKING BARRIERS

Whitman Alumni Are Redefining Workplace Roles, Leading Through Innovation and Technology and Carving Out Diverse Paths to Success

by Caroline K. Reff

Whether it's educating its students and faculty on issues surrounding diversity, equity and inclusion; fostering new ventures through research, innovation and entrepreneurship; or tapping into the experience, generosity and leadership of its vast alumni network, the Whitman School of Management at Syracuse University is working to break barriers every day with a campus culture that continues to evolve, advance and promote its students with the support and skills they need to not only succeed in the business world but become leaders that are truly making a difference. To that end, we introduce you to six alumni who have used the foundation of their Whitman education to smash the glass ceiling, foster a new level of acceptance and bravely open doors leading not only to their own success but to the success of others, as well.

KATHLEEN MILLER

Reaching for the Stars and Stripes

When Kathleen Miller '94 MBA was accepted into the Army Comptroller Program (now called the Defense Comptroller Program) at the Whitman School, she saw it as a steppingstone to her success. At the time, she didn't have any idea that those steps would eventually take her to the United States Department of Defense (DOD), where this past August she was confirmed as deputy under secretary of defense (comptroller) after being appointed by President Joseph R. Biden Jr. L'68, H'09. The position helps oversee financial policy, financial management systems and business modernization efforts, as well as an annual budget of over \$700 billion.

Miller's path to such a high-ranking position within the federal government began in the 1980s after graduating from Cornell University with a degree in economics. She started working for the U.S. government in Germany, where the best job she could find at the time was an accounting position. "They told me I was horribly overqualified, but this was as close as I could get to what I had studied in school," she says. While it was not what she had hoped for, it became her introduction to the world of federal financial management, and she quickly found that she could make an impact.

When she learned that the Army would put her through the Defense Comptroller Program at the Whitman School, she knew she had to apply. "So many senior leaders, both military and civilian had spoken very highly of the program or had graduated from there, so I saw it as a great opportunity," she says.

Miller was accepted and relocated to Syracuse to earn her MBA in the year-long program. "It was not just the content of the program. It was the mixture of courses focusing on the needs of the defense program, as well as financial management," she says. "So much good information came out of that experience that I still refer back to it today. I think it speaks volumes when education survives the test of

time in a changing world. I would easily say that this program gave me an academic foundation for the rest of my career."

She also has a fondness for the cohort who went through the program with her—both uniformed military officers and Department of the Army civilians like herself. The program was also integrated with some traditional Whitman MBA courses that included students in the private sector. "This was great because inside the DOD we get comfortable working with each other and doing things in a particular way," she says. "Mixing things up really helped us learn important lessons in team building and collaboration."

She completed the program knowing that her next assignment with the Army would take her to Virginia. About a year later, she received a call asking her to apply for a job with the Pentagon. She wasn't sure she wanted to make the move to Washington, D.C., but, not one to shy away from a challenge, she took the position. For the next few decades, she held a multitude of notable roles with the Army, including the assistant deputy chief of staff and principal assistant deputy chief of staff, as well as acting director and deputy director of the Army Budget Office. She also spent three years at the Internal Revenue Service as the associate chief financial officer for internal finance and the acting deputy chief financial officer.

In what she refers to as "late in her career," she received a call in May 2021 asking her to consider putting her hat in the ring to be a Senate-confirmed presidential appointee. "I was awed and honored, but I didn't hesitate," she says. "I could have stayed in my previous job as administrative assistant to the secretary of the U.S. Army, eventually retired from that position and been very proud of my career. But I saw this offer as an opportunity to come full circle back to where I started in the resource management field in what I suspect will be a very challenging time frame."

In August 2021, she was confirmed by the Senate as the deputy under secretary of defense (comptroller).

She acknowledges that she ran into plenty of barriers as both a civilian and a woman but says she never let those factors stand in her way. "I was one who was never intimidated by barriers, even though I know I am an oddity in what is a more male-dominated field," she says. "I've found that you can break down a lot of barriers with hard work, competence, imagination and emotional intelligence. People want other people around

I think it speaks volumes when education survives the test of time in a changing world. I would easily say that this program gave me an academic foundation for the rest of my career."

—Kathleen Miller '94 MBA



them who know the right answers. I always did 120% of my homework and had the confidence and imagination to understand how to be a voice that's heard in the room."

After only a few months in her new role, she is proud of the work she is doing to serve her country. "The work can be incredibly complex," she says. "My role is to justify funding that supports the entire United States Department of Defense, everyone from the people to the training to

the weapons systems. It is an amazing privilege to support our men and women in uniform, to help Congress understand our budget requests and execute the funding for the good of our nation. I never imagined, even a year ago, that I'd hold this position, and I am incredibly grateful to the president for appointing me." →

“CLLCTVE provides access to underrepresented talent in a way that allows us to democratize access to opportunity. It provides a deeper pathway for people who historically don’t have these opportunities available to them.”

—Kelsey Davis '19 (NEW), '20 M.S.



KELSEY DAVIS

Uniting Creative Talent and Opportunity

Kelsey Davis '19 (NEW), '20 M.S. believes that talent is everywhere— but opportunity is not. This recent Whitman graduate is making great strides as the co-founder and CEO of CLLCTVE, an innovative platform that “fosters a diverse and inclusive environment and democratizes the content marketplace for all creators, regardless of race, sexuality, location or resources.”

While a student at Syracuse University’s Newhouse School majoring in television, radio and film, Davis started freelancing in video creation, working with major brands like Puma, Condé Nast and Coca-Cola. She began noticing that brands targeting a Gen Z audience could benefit from the talents of Gen Z creators, too. So, Davis began seeking out talented, creative students to work with her and soon founded CLLCTVE, a platform that connected creators with marketers.

Her idea got noticed, and she soon realized that this was her calling, making plans to pursue CLLCTVE as a career. After earning her bachelor’s degree, she decided to enroll at the Whitman School to earn a master’s degree in entrepreneurship and emerging enterprises, while using that time to raise capital for her growing business venture.

“Whitman gave me the space, an incubation year, to be in a position where I could test a lot of assumptions about my company and have the opportunity to actually work on my business while I ideated and created in real time,” she explains, noting that her master’s capstone project focused on the work she was doing with CLLCTVE.

“The goal is to help creators fuel their independent work-life journey,” says Davis, who has since relocated to Los Angeles to run CLLCTVE



“These issues helped us, I suppose, as we continue to validate a lot of ideas that Black and brown founders have. Black founders can solve problems for 99% of the world.”

—Kelsey Davis '19 (NEW), '20 M.S.

full time with co-founder Brendan O’Keeffe ’21 (iSchool). “CLLCTVE provides access to underrepresented talent in a way that allows us to democratize access to opportunity. It provides a deeper pathway for people who historically don’t have these opportunities available to them.”

CLLCTVE is making its mark. According to Davis, the platform has built a working team, raised hundreds of thousands of dollars in venture capital and currently hosts a community of more than 3,000 creators.

“The market is hungry for what we are building right now,” says Davis. “For creators, it’s a tool in their belt to connect with brands, get a job and, ultimately, get paid for doing what they love. For brands, it’s a way to connect with fresh freelancers, creators and an endless number of really talented, innovative people who might not otherwise be on their radar.”

It’s not only the company that’s attracting attention; Davis is, too, as there is no ignoring her entrepreneurial spirit and determination to level the playing field for people of all backgrounds. Recently, she was chosen as one of 12 Black-owned LGBTQ entrepreneurs in a 2020 *Forbes* article celebrating Pride Month, was named to *Forbes*’ 30 Under 30 in 2021 and has been highlighted in both *Adweek* and *The New York Times*.

“Humbly, I don’t feel surprised by that. I have always felt like God gave me the wisdom and purpose to go out and build a bridge and be a connector,” she says. “My dad always told me, ‘If you do good work and are a good person, you’ll succeed.’ I always try to serve and see how I can add value.”

“There are a lot of things that my community already knew pre-pandemic and pre-George Floyd, but world events created more urgency towards some of the realities that Black people were already living,” she explains. “These issues helped us, I suppose, as we continue to validate a lot of ideas that Black and brown founders have. Black founders can solve problems for 99% of the world. We have always lived with a higher sense of empathy and a consciousness of having to go against the grain. We’re problem solving all the time.”

Davis plans to continue to solve problems and tap into her own creative and entrepreneurial spirit while helping others bring their talents into a

larger spotlight. She intends to move CLLCTVE forward by continuing to grow her team and extend the product beyond Los Angeles and across the country, and there’s little doubt she will succeed.

According to Davis, “We want CLLCTVE to become the No. 1 place where people search for creative talent, and we intend to continue to build a product that will make a real difference in the lives of millions of talented creators, while also creating new spaces for economic inclusion and equity for everyone.”→



JOSE R. QUILES

Pursuing Goals in Graduate Education

Growing up in Puerto Rico, Jose R. Quiles '19 MBA always walked the hallway of his home where his father and mother's diplomas were hung. He distinctly remembers a framed master's degree diploma of his father's that loomed particularly large, and that image represented a goal he wanted to achieve for himself one day.

Fast forward to 2009. Quiles moved to Tampa, Florida, trading the comforts of his home, his language, food and culture for the promise of a better life on the mainland. He traded his car for a bike he bought at the Salvation Army and left behind his family and childhood friends for the chance at greater career opportunities and a better life.

"Until then, I never knew how easy I had it. Now, I had to start over, but I was determined to make it. I needed to venture into something completely new," he explains. "As a Latino in the United States, I had other layers and challenges to overcome, too, but I was determined to succeed. Failure was not an option for me."

In 2011, he joined Citi in Tampa, as a retention specialist for Citi International Personal Bank. As he moved through the ranks at Citi over the next seven years, the image of his father's diploma was never far from his mind, and eventually he began to explore MBA programs. He chose the Syracuse University MBA online program through the Whitman School for the flexibility he needed while working and raising a family, as well as to achieve the skills he required to further his career.

Shortly after enrolling in the program, Quiles joined JPMorgan Chase as a senior associate, regional implementation manager, where he oversaw corporate client implementations in Latin America, serving as one of the lead implementation managers for local, regional and global projects. The combination of experiencing another side of the business in his new role, along with the information he was learning at Whitman, was invaluable, according to Quiles.

"Looking back, the MBA helped me with the skills I needed to succeed in the corporate world and prepared me for more senior-level challenges," he says, noting that he returned to work at Citi in March 2020 in his current position as senior vice president, U.S. service department head and senior global service manager, where he works with corporate treasury departments to achieve excellent client experience. "The online format of the program was also very helpful. We live and operate in a vir-

"As a Latino in the United States, I had other layers and challenges to overcome, too, but I was determined to succeed. Failure was not an option for me."

—Jose R. Quiles '19 MBA

tual world, now more than ever; at Citi, I work, manage and collaborate with people from all over the world. The program really gave me a lot of the tools I needed to be successful in the current business environment."

Quiles is committed to helping others obtain graduate education, too. He has served on the board of Prospanica (formerly known as the National Society of Hispanic MBAs), an association of Hispanic MBAs and business professionals, which gives support and scholarships to "empower and enable Hispanic professionals to achieve their full educational,



Jose R. Quiles and his family



Jose R. Quiles and his youngest daughter

educational and social potential.” He was a member before joining his local board, and the opportunity to network with other Latinos who spoke the same language and had shared experiences made him feel that achieving his MBA was doable. He is also a founding member of Citi Parents Network Tampa Bay and involved with the Citi Hispanic Network. Both organizations are employee-led groups focused on building diverse cultures and communities.

Like his father, Quiles is also passing along the desire for education to his own children. One of his fondest memories of working on his MBA was when his young daughter, now age 9, would come downstairs to “rescue” him as he studied late into the night. “She’s already made it clear that she will be attending Syracuse University one day,” he says. “Sometimes, I see her looking at my diplomas and certificates up on the wall, just like I used to see my father’s, and she’ll say, ‘I’m going to have the same diplomas as Daddy one day!’”

Quiles’s mother, who was a teacher in Puerto Rico, had always been skeptical of an “online” program. “My mom finished her studies shortly after I was born. She valued education and knew firsthand how hard it can be to finish a degree, especially with a family of your own. It’s funny because she wasn’t sure this program was real. She had a hard time understanding the online format,” he says.

In 2019, his mother traveled from Puerto Rico to Syracuse to attend Quiles’ graduation. She loved everything about Syracuse University and was blown away by the architecture of the campus and all the new

friends Quiles had made during his two years at Whitman. He proudly shows off a photo of him in his cap and gown, hugging his mom at graduation. Sadly, it was the last time he and his mom were physically in the same place, as she died recently. “Syracuse was the last place where we shared a meal with my mom. It was the last place where I saw her smile,” he says.

“The connection I have to Syracuse and the Whitman School goes above an MBA or being successful in my career. The skills I gained, together with the memories and the friendships I was able to make during those two short years, will forever be the hallmark of my time at Syracuse,” he says. “And, I’ll never forget my mom, my daughter and my wife screaming and cheering for me at graduation when I received my master’s degree, which, like my dad’s, is now hanging on the wall, and which makes it mean even that much more.” →

“The connection I have to Syracuse and the Whitman School goes above an MBA or being successful in my career.

—Jose R. Quiles ’19 MBA



“The Whitman culture breeds entrepreneurship, and I was deeply inspired and encouraged to pursue a less traditional career path.”

Jamie Vinick '20

JAMIE VINICK

Preparing the Next Generation of Female Leaders

Jamie Vinick '20 was breaking barriers before she graduated from the Whitman School. A double major in finance and marketing with a minor in political science, Vinick attended a networking event where a powerful female banking executive was asked to speak. People threw out plenty of questions, but no one asked about gender in the workplace or the nuances associated with entering and advancing as a woman.

That inspired her to think about ways to authentically connect young women to each other in a noncompetitive environment that also encouraged conversation around topics like developing confidence,

combatting imposter syndrome, negotiating salaries and organically building a network. So, she started a club on the Syracuse University campus: The Women's Network (TWN). She was hoping 20 people might attend, but, to her surprise, 180 turned out at the first meeting.

By Vinick's senior year, she had launched chapters of TWN at five additional universities, including Cornell University and University of California, Berkeley. Since February 2020, The Women's Network has reached 142 campuses and two countries, linking women to one another and to leaders across different industries, while cultivating a community in which members can build authentic connections.

“The Whitman culture breeds entrepreneurship, and I was deeply inspired and encouraged to pursue a less traditional career path,” says Vinick, giving a special nod to Whitman faculty members Ken Walsleben, professor of entrepreneurial practice, and Fatma Sonmez-Leopold, assistant teaching professor of finance, who she says, “changed the trajectory of my career.”

After Syracuse University classes went completely online in March 2020 due to the pandemic, Vinick figured she’d go back to campus eventually, but that didn’t happen. Instead, she used that time to “begin building leadership teams, hosting experiential virtual programming that enabled more collegiate women to connect, and launching more chapters of TWN.” She says that given how isolated lockdowns were, people were more in need than ever before of finding community and building connections.

Now based in New York City, she is committed to growing The Women’s Network and expanding its national and international presence. Part of her work includes hosting a podcast, Redefining Ambition, where powerful women share their obstacles, lessons learned, challenges and accomplishments. Found on Spotify and the Apple Podcast app, it recently wrapped Season 2 with more than 40 episodes.

“The work we’re doing at The Women’s Network is something I’m deeply passionate about, and I know I will continue in some capacity,”

she says. “Preparing for the next generation of leaders is part of our mission, and it’s a big responsibility to show people why and how today’s young women need to ascend and succeed in the workplace. I’m excited for the future.”→

“Preparing for the next generation of leaders is part of our mission, and it’s a big responsibility to show people why and how today’s young women need to ascend and succeed in the workplace. I’m excited for the future.”

—Jamie Vinick ’20





ELMER LUKE III

Differentiating Himself Through Curiosity in Investment Banking

Elmer Luke III '15 has been curious about business and investing since childhood.

While earning a personal management merit badge as a Boy Scout, he was tasked with making a budget, understanding credit and creating and monitoring a simulated stock portfolio. As a teen, eager to learn more, he requested so many financial books from his local library—many of which had to be sent from other libraries around his home state of Ohio—that years later one of the librarians thanked him, saying his tremendous demand for books helped protect her job.

“Those were the things that really gave me the itch,” he says of the early interests that led him to a career in investment banking.

While Boy Scouts provided the spark, it was the collapse of the financial markets from 2007 to 2009 that really made an impact on Luke. It was an economic disaster felt around the world, with many financial institutions caught off guard and left scrambling to put the pieces back together, he says. He was absorbed by the dynamics and missteps of the crisis, and he clearly remembers watching a Whitman finance professor “speak eloquently” about it in a CNBC interview.

That interview first put Syracuse University’s Whitman School on his radar. When it came time for him to research colleges, he also discovered that the Whitman School offered opportunities like the Investment Club and the Orange Value Fund (OVF).

“Those were differentiators for me, on top of the other great factors like the faculty and the variety of classes offered,” he says. “Those organizations further fueled my curiosity in understanding how the financial world works.”

Once he enrolled in Whitman, it was the Orange Value Fund that became one of his main focuses. “Members of OVF learn how to think beyond standard corporate finance,” he says. “As a student, investing anywhere from a \$3 to \$5 million fund really forces you to understand corporate structure, future business prospects and valuation.”

“It’s about understanding a company, not only from management’s perspective but also from an investor’s perspective and finding pockets of value that others might be missing,” he adds. “Many companies are

very good at understanding their own business models but struggle to articulate clearly what differentiates them from competitors and why they are attractive to potential buyers.”

That keen interest in thinking outside of the box has helped Luke succeed in his career. Today he is an investment banking associate at Stifel Financial Corp. in New York City. He had been working in industrials investment banking, but, ever curious to learn more, he switched internally to the financial sponsors group, which works with private equity funds.

“The switch forced me out of my comfort zone and allowed me to apply information gained from industrials to other sectors,” he says. “It’s a very different experience looking at technology companies and how they are valued.”

As an African American, Luke has made strides in a profession where only 5.3% of investment bankers identify as Black or African American, compared to almost 70% white, 11% Hispanic and 11% Asian, according to a survey from career services firm Zippia. In recent years, financial institutions have taken notice and have begun to implement changes to create a more diversified group of employees.

“I think to stay in this field long-term you have to be passionate and dedicated,” he says. “You need to differentiate yourself, and what has differentiated me is a willingness to analyze things from various perspectives to gain a deeper understanding of situations. That has put me in a good position in my career.”

Ultimately, Luke hopes to use his skills to become a trusted advisor to clients and a more sophisticated investor. One way or another, he intends to stay curious, keep learning new skills and make a significant impact in the business world. →

“The switch forced me out of my comfort zone and allowed me to apply information gained from industrials to other sectors.”

—Elmer Luke III '15



“It’s about understanding a company, not only from management’s perspective but also from an investor’s perspective and finding pockets of value that others might be missing.”

—Elmer Luke III '15



SANDHYA IYER

Steering Young Women Into Careers in Tech

Sandhya Iyer '20 (WHIT/NEW) didn't used to think she'd ever be interested in tech.

"Coding wasn't interesting. Tech was not for me," she says of her high school mindset. "But then I realized I needed to stop thinking that way. Tech is everywhere, and there are a lot of career prospects in that sphere that woman can combine with other interests to be successful. The reality is that most people's interests are going to intersect with tech at some point in their careers."

To foster that change in mindset, Iyer is now CEO of Geek Girl Careers, a platform to help young women discover how their professional interests and personalities might align with opportunities in the tech industry. "I'm

very passionate about female empowerment, sustainability and helping those in need, and at Geek Girl I get to combine all three in my current role," she says.

The idea for Geek Girl originated with her father, Sundar Vanchinathan, who had worked for several decades in Silicon Valley and noticed the lack of guidance afforded to young women, as well as the shortage of women pursuing tech careers. Iyer used the tools of Geek Girl herself to help tie together her own interests, which led her to pursue a career in marketing communications. Together, father and daughter laid the groundwork for an initiative that would open more young women's eyes to the career potential within technology.

Iyer took the idea with her to Syracuse University, where she earned her bachelor's degree as a dual major in marketing at Whitman and public relations at the Newhouse School. She continued to work on the idea, using resources from both Whitman and Newhouse, but it wasn't until she graduated that she decided to pursue Geek Girl Careers full time. Today, she runs the company, while her father has stepped back into an advisory role.

Geek Girl Careers is the world's first online career counseling platform that empowers women to discover their dream careers in technology, according to Iyer. Through an online personality assessment, skills development tools and career exploration, users are connected to career options that align with their particular interests and skills, as well as the knowledge they need to pursue those areas professionally. Geek Girl has also created tech-and career-related advice through a blog and weekly newsletter, as well as a regular presence on Instagram, TikTok and YouTube.

In June, Iyer launched a pilot program for Geek Girl with university partners that included Syracuse University, Georgia Tech, American University and Loyola University Chicago. Female high school students spend a month learning virtually about engineering, data science, design and business and what careers might look like in these areas of tech. The



pilot allowed the young women to network with faculty and alumni from the participating universities and explore their interests more closely.

"They were all so excited to brainstorm together," says Iyer of the pilot participants. "Seeing their questions and how eager they were to learn was awesome."

Iyer credits her time at Syracuse University for giving her the courage to create a career around something she is truly passionate about. "Whitman provided me with the confidence to pitch myself and my ideas, and to build relationships that helped Geek Girl Careers to grow," she says.


"I really do believe that everyone, particularly those in my generation and younger, is going to work in tech at some point in their careers. Geek Girl is going to continue to be a part of closing the gender gap."

—Sandhya Iyer '20 (WHIT/NEW)

"It gave me real-world-skills, like how to build a business plan, that I was able to use right away. I wasn't intimidated because of what I had learned there, and it gave me the confidence to reach out to people for partnerships and not be afraid to ask for what I wanted."

She also credits the experience she gained as part of Syracuse University's Blackstone LaunchPad Future Founders 2021 Summer Fellowship for helping her further her startup's goals. There she learned about raising funds and pitching to the media, while also interacting with others figuring out their own ventures.

Iyer has already seen the beginning of what promises to be a successful career; Geek Girl Careers has already helped a number of young girls, opening their minds to opportunities they might otherwise never have considered.

"I really do believe that everyone, particularly those in my generation and younger, is going to work in tech at some point in their careers," she says. "Geek Girl is going to continue to be a part of closing the gender gap, so that women have equal opportunities and greater representation in the tech space." 

AACSB Accreditation

by George S. Bain G'06 (MAX)

Accreditation, the lifeblood of an academic institution, is an ongoing process. Every five years comes the reward, extension of accreditation—in the case of the Whitman School from AACSB International—the Association to Advance Collegiate Schools of Business.

“The goal of accreditation is for business schools to continually get better,” says Alex McKelvie, associate dean for undergraduate and master’s education, and professor of entrepreneurship. McKelvie oversaw the School’s preparation of a report to its Peer Review Team (PRT) and plans for the PRT’s campus visit (held virtually this year in February). “A continuous improvement process is so fundamental to what we do as a business school.”

AACSB recommended extension of Whitman’s accreditation in April; the School has held continuous AACSB accreditation since 1920.

The PRT—consisting of the deans of business schools at Tulane University and the University of California, Davis, and the former dean at Sacred Heart University—compiled a report identifying Whitman’s strengths and setting out issues for the School to address over the next five years, before the next review.

“Insights from experienced peers provide important perspective: they help us understand where we are on the right track and where we can continue to improve on what we’re doing,” McKelvie says.

The PRT called Whitman “a school that is ambitious and focused.” Whitman’s accomplishments in the last five years include “an ambitious faculty recruiting effort”—bringing in 15 faculty in three years and other faculty positions in cluster hiring—and “a highly satisfying research environment for all levels of faculty”—helped by new grant funds for research.

The PRT commended Whitman for “several initiatives that enhance the relevance of the education students receive at Whitman”—among them the Goodman IMPRESS Program, Whitman NYC and the teaching of professors of practice. Importantly, the PRP noted, faculty members said the School is advancing in efforts to grow its research footprint.

“The morale of the students, faculty and staff is impressively high, especially given the impact of COVID-19. All with whom we spoke believe that due to Dean [Gene] Anderson’s efforts and policies, Whitman will be reaching new levels of excellence in terms of teaching/learning and research,” the PRT said. The report also cited the Whitman

Advisory Council’s new, more strategic role, new funding of research and the engagement of students in entrepreneurship.

Each accreditation report reviews issues of concern the previous report raised five years earlier and sets out goals for the next five years.

The 2021 PRT cited advances in Whitman’s Assurance of Learning program. The School appointed a director, Professor of Practice John Petosa L’95, McKelvie notes, and has collaborated with the University’s Office of Institutional Effectiveness and Assessment.

In the next five years, the report noted, Whitman should continue to improve its Assurance of Learning process and address the ramifications of growth in its online programs. All online instruction is currently done on an overload basis. The School must develop other ways to staff online classes.

To prepare for the “site visit,” performed electronically this year, McKelvie developed a status report on Whitman for the PRT, what he calls “a group effort with input from faculty, staff and Dean Anderson.” That report ran over 100 pages, including statistics and appendices.

Then, on Super Bowl Sunday, McKelvie conducted a warm-up drill with those from Whitman and the University whom the PRT would interview, including deans, tenured and tenure-track faculty, professors of practice, the Provost, the Chancellor and groups of graduate and undergraduate students.

“The spirit of accreditation is something that we’ve built into our culture at Whitman,” McKelvie says, citing the assessment work of Petosa, a licensed CPA and attorney who serves as CFO and general counsel of a food distributor in Syracuse.

Over the upcoming years, work will continue in annual data collection on the extent to which Whitman meets its educational learning goals; discussions in curriculum boards and departments; curriculum adjustments as the business world changes; and annual evaluation of faculty research productivity.

Less than 5 percent of the more than 16,000 schools worldwide granting business degrees earn AACSB accreditation. Founded in 1916, AACSB International is the longest-serving global accrediting body for business schools offering undergraduate, master’s and doctoral degrees in business and accounting. Whitman is among 870 business schools in over 100 countries with this accreditation.





EEE Master's Program Adjusts Requirements to Better Fit Student Business Goals

The core of entrepreneurship is creating unique ideas and solutions that provide value for customers. So, it is only fitting that Whitman's master of science in entrepreneurship and emerging enterprises program (EEE) did just that, introducing a new curriculum this fall aimed at allowing students to meet their personalized objectives and career goals.

"Based on feedback from our students and alumni, we made some adjustments to be sure we were staying as current as possible with the type of things student entrepreneurs want to learn to be successful," says Deputy Department Chair, Program Manager and Professor of Entrepreneurial Practice John Torrens. "We believe that reducing required courses and allowing students to determine their own course choices in the areas they want to pursue will be more attractive to candidates considering our program."

According to Todd Moss, chair and associate professor of entrepreneurship, the reduction to nine credits of required courses as of fall 2021

allows time for 11 "experience" classes that can be selected from approximately 21 entrepreneurial electives, including those at other colleges and schools within Syracuse University.

"This is a one-year program targeting students who want to immediately start a business or may already be running one," says Moss. "We didn't want to make every choice for them but, instead, give students the flexibility to take the courses that will be most beneficial to what they're working on right now."

"Being able to help our entrepreneurial students pursue their unique goals based on their prior expertise is key," says Professor of Entrepreneurship Alex McKelvie, associate dean for undergraduate and master's education. "These improvements help us do that."

Master's in Professional Accounting Changes to Meet the Needs of Evolving Field

Accounting is not what it used to be, and Whitman's Joseph I. Lubin School of Accounting has adapted its master's in professional accounting program to prepare students with all the skills the field now demands.

The new curriculum, which was implemented in fall 2021, reflects what most employers expect of today's accounting graduates, including a knowledge of IT, auditing, cybersecurity and business and accounting analytics. The program has now increased its core accounting requirements from 12 to 18 credits, adding two courses in data analytics plus an accounting elective. One additional management course is required, along with two additional elective courses, which may be taken from other Syracuse University schools and programs.

"The accounting profession has changed, and we are changing with it," says Professor of Accounting Joseph Comprix, department chair. "Students

have been asking for skills they know employers are seeking, and we're introducing many of those in this updated curriculum.

Comprix credits the guidance of the members of the Whitman's Accounting Advisory Board, a number of whom work at leading accounting firms, for insight into the current skills needed for graduates to become confident and competent practicing accountants, consultants and managers.

The master's program accommodates students who already have an undergraduate accounting degree, as well as those with degrees in other areas who need to take additional credits. As a designated licensure-qualifying program, graduates of the master's in professional accounting program at the Whitman School satisfy the education requirements necessary for New York State CPA licensure.



Future of the Workplace: Innovation, Flexibility Dominate Post-COVID-19 Environment

by Mallory Carlson '23 (WHIT/NEW)

Though the initial frenzy of COVID-19 in the workplace may be over, the pandemic is having a lasting impact on offices around the world and changing the way many are discussing work-life balance and what the application and hiring process now looks like for recent graduates. As part of a recent webinar sponsored by the *Financial Times* titled “Future of the Workplace Post-Covid,” career center professionals and reporters discussed what they see as the near future in the workplace.

A key point of focus for students looking to enter the workforce is transferrable skills, says Kara Primrose, director of career services at the Whitman School. “Students and employers have had to be innovative and creative with how they’re approaching roles, with how they’re approaching their own skillsets. I think a lot of people reevaluated priorities in the pandemic.”

While recent graduates may struggle a bit more than previously expected, economists predict that in a few years, these classes of students will be back on track when it comes to employment and hiring. “Fast forward five years, and that cohort has largely caught up,” Karin Kimbrough, global chief economist for LinkedIn, says. “For the U.S., the recovery has proceeded faster than many would have expected. We’ve brought back as many jobs in the last year as it took us to get six years’ worth in the last recession.”

Many students may be broadening their horizons to better find the jobs that are out there right now, but COVID-19 has also played a part in focusing the priorities of new graduates, changing what many think of as necessities when considering a job offer. For many job seekers, “must-haves” now include job stability, flexible hours and benefits. “For young people, the difficulty is that a lot of the positions they were offered be-

fore the pandemic were contract positions, freelance positions. It was gig work where there were no health care benefits, no 401(k)s,” says Taylor Nicole Rogers, U.S. labor and equalities correspondent for the *Financial Times*. “If the pandemic taught us anything, it’s that stable employment, full-time employment, being designated as an employee, is really important to your financial stability and how you can weather a crisis like the one we’ve been in.”

Location also continues to be an issue, as both companies and their employees adjust to the idea that a hybrid model of work may be here to stay. Because of this, a well-established component of many new graduates’ salaries may be called into question: compensation for cost of living. Because so many employees are fully remote, some expensive cities like New York and Los Angeles have seen an increase in young workers fleeing for more affordable areas.

“If you’re making six figures in New York [City], and then you end up moving to Iowa, I can’t imagine that the company is not going to adjust your salary,” says Kim Lewis-Collins, director of the career development center at Fordham University’s Gabelli School of Business. However, so far there doesn’t appear to be a need for employees to panic. “I haven’t seen much movement in that direction yet,” says Primrose. “But certainly [there is] conversation.”

Though we’ve come a long way from the initial shock of COVID-19, we’re also far from living and working in a world without it. That being said, new entrants to the workforce have proven to be resilient and resourceful amid an uncertain and unprecedented time. “Stick with it,” Primrose says of the job hunt. “Don’t lose hope, but be flexible and be able to show them what you’ve got.”

Despite Pandemic, Whitman Continues NYC Learning Opportunities

by Kimmy Kimball G'13 (NEW)

The Whitman Career Center team continued to provide students with opportunities to connect with and learn from our alumni network of leaders and changemakers in New York City during the pandemic. Although many of these opportunities remained virtual during the spring semester and summer, students gained experiential learning.

“Whitman intends to be fully in-person with our career exploration trips as soon as employers can host us,” says Kara Primrose, director of career services. “Until that time, we are grateful for the alumni and corporate partners who continue to help us deliver career exploration and programming virtually. There is no substitute for in-person interaction, but virtual programs have proven invaluable in exposing our students to industries and roles.”

Plans are underway to bring the annual Marketing Career Exploration, Whitman on Wall Street and EEE in NYC back to in-person in January 2022. Also, programs will continue to be offered during the spring and summer 2022 such as Semester in NYC, May Marketing Senior Showcase, Whitman Women in Finance, Accounting Career Exploration Experience and the Fetner Real Estate/Architecture Program.

“We are always looking for new companies and partners for career exploration trips that span across all Whitman majors. Our long-term plan is to offer students from all of our programs an opportunity to participate in experiential learning, career exploration and networking trips in their career field,” says Sara Garvey, associate director of corporate relations.

Inaugural Accounting Career Exploration Experience

Whitman continues to expand experiential learning opportunities and career exploration for students in its accounting program. This past summer, a group of students participated in the inaugural Accounting Career Exploration Experience held virtually over three days in June. With the advisement of Whitman’s Accounting Advisory Board Chair, Jennifer Kreisler ’88, Whitman provided a comprehensive set of experiences for students.

Students heard from alumni and corporate partners who work in New York City. Companies included BDO, Deloitte, EisnerAmper, EY, KPMG and PwC. Accounting students also engaged with members of the Whitman Accounting Advisory Board and a panel of alumni who work in accounting roles within their companies.

“The Accounting Career Exploration program was very informative and a great networking event because it was such a small group of people, which made asking relevant and important questions easier and encouraged. You really get down to the fundamental aspects and the culture of each firm directly from the employees,” says accounting major Adam Wertheim ’23.

Experiences such as the Accounting Career Exploration Experience are part of Whitman’s effort to prepare students for the future of business through learning opportunities in New York City and other major business hubs.





A \$1.25 Million Gift Ensures Whitman Students Stand Ready to IMPRESS in the Business World

by Eileen Korey

Kenneth “Kenny” Goodman ’70 knows what it takes to be successful in the business world and he has committed himself to ensuring that Syracuse University graduates are a step ahead and better prepared to compete in a fast-changing world. That’s why the retired director, president and COO of the international pharmaceutical giant Forest Laboratories has committed an additional \$1.25 million to the Forever Orange Campaign and the Whitman School of Management to significantly expand its Goodman IMPRESS program, a professional and personal development program he helped launch in 2014.

“When we launched IMPRESS, we targeted first-year students who had dreams of pursuing careers in business,” says Goodman. “I knew they would acquire important skills in the classroom—but not all the skills they would need for success. I had seen a lot of really smart people come into the business world who were not successful. They had all the academic skills but they didn’t have the right means of connecting to people within an organization that would make them successful.”

Lindsay Quilty, assistant dean for undergraduate programs, says that IMPRESS has achieved notable results—it is a magnet that attracts prospective students to Syracuse University. In addition, it has contributed to better job placement rates in higher paying positions for graduates of the program. “IMPRESS is giving our students an edge,” says Quilty. “It’s a co-curricular program that offers the soft skills necessary for career success—how to work within teams, develop better listening skills, have difficult conversations in the workplace, read someone’s body language, even greet someone during a job interview.”

IMPRESS stands for Initiating Meaningful Partnerships and Responsibilities to Encourage Student Success. “This program is helping our students be prepared for an ever-changing future by enhancing professional and personal skills,” says Alex McKelvie, associate dean for undergraduate and master’s education and professor of entrepreneurship. “The new Goodman gift essentially creates IMPRESS 2.0. Just as we are preparing our students to be adaptable to rapidly changing circumstances in our world, we are adapting and customizing the program to make it more accessible to more students and for a digital work environment.”

Every new student admitted to Whitman becomes part of one of four IMPRESS houses. Each house is led by a faculty “house mentor” who guides students through their first business course and helps them engage in extracurricular activities for which they are rewarded with points. These activities include community engagement, the exploration of career possibilities and certifications. Through their involvement in these activities, students collect points toward a personal point total and a group point total—with the gamification acting as an additional motivator to get involved. Each year, the group with the greatest number of points is awarded the Goodman Cup at a celebratory event. The points accumulated and the experiences pursued are reflected on student co-curricular transcripts.



Goodman ’70 (right) and former Whitman professor and house mentor Will Geoghegan hold the “Goodman Cup” awarded to the IMPRESS house which earned the most points collectively at the end of each year.

The enhanced IMPRESS program will have components that are personalized for upper division students with a focus on leadership development, says Goodman. “We want to create a leadership development plan for those students who demonstrate capabilities. We know we can positively impact their futures.” Goodman says the plan to expand IMPRESS includes increased access to experiential learning opportunities, soft-skills training and certifications, and an emphasis on diversity, inclusion, and equity. “I know that a lot of students figure things out on their own, but it is my sense that we could do a much better job helping develop the next generation of leaders. If we ensure our students are better trained in the non-academic side of things, more of them will be hired into great jobs at better pay, improving the University’s overall ranking and reputation.”

Goodman, who serves on the Whitman Advisory Council, was formerly vice chair of the University Board of Trustees and is now a Life Trustee. Though he started his academic pursuits at Syracuse University in engineering, he switched to accounting. Graduating in 1970, he quickly recognized that a career in public accounting would not satisfy his spirit to innovate, create and drive new products to market. He decided to “take a risk” and join a startup that grew to become an international leader in pharmaceutical manufacturing and marketing.

“When you end up managing many thousands of people, you realize that it takes much more than an education to make a real difference in business,” says Goodman. With his continued generosity and support of IMPRESS, Goodman is ensuring Whitman graduates are well prepared to make that difference.



Goodman IMPRESS Program Builds Future Business Leaders

by Kimmy Kimball G'13 (NEW)

From guest lectures by industry leaders to small group one-on-one networking opportunities, the Whitman School's Goodman IMPRESS Program provides students co-curricular programs to build the next generation of business leaders. The IMPRESS program has made a lasting impact on students as they transition into their careers post-graduation, helping them succeed in the workplace and in life.

"In my first year, I chose to attend nearly every event in order to set myself up for success and meet new people, whether it was the Business Etiquette Dinner, Dress for SUccess workshop or the countless speakers with valuable lessons to share. I developed a large network of both students and professors to build my Whitman community and gained numerous personal and professional skills along the way," says Emily Woodilla '20, '21 M.S.

The IMPRESS program offers Whitman undergraduate students activities centered around five learning objectives: personal and professional leadership development, major and industry exploration, global context, community engagement and certifications.

"The original vision for the IMPRESS program was to establish a co-curricular program to help students gain non-academic skills that would help them succeed in business," says Kenneth Goodman '70, Goodman IMPRESS Program sponsor and retired president and COO of Forest Laboratories. "I believe that we were doing an excellent job in our academic programs, but I thought we could do better in teaching the soft skills that are essential for success in business."

Lessons Learned

Beginning in fall 2014, the Goodman IMPRESS Program created competition between four student houses—Adams, Harrison, Marshall and Waverly. Students, faculty and staff are broken out into these four groups to work together to earn points for their house. Named in honor of Goodman to recognize his generosity in molding future business leaders, the program provides a way for students to gain critical career skills through guest speakers, mock interviews, career fairs and exploration trips, as well as obtaining Microsoft Excel and Bloomberg certifications.

“...getting to know the students on a personal level, rather than just seeing them in the classroom setting, is my favorite part of the IMPRESS program.”

—Ray Wimer
Marshall House Mentor and
Professor of Retail Practice

“The original vision for the IMPRESS program was to establish a co-curricular program to help students gain nonacademic skills that would help them succeed in business.”

—Kenneth Goodman '70
IMPRESS Program Sponsor and Retired
President and COO, Forest Laboratories



Dress for SUccess

For prospective students, it has been a differentiator for why students choose to attend the Whitman School. IMPRESS has also played a role in first- and second-year retention, due to the strong connection students make with their faculty house mentors, peer mentors and peers.

Each semester, students are provided with a schedule of events and other ways to earn points. Some past guests include Seth Weinger '97, who shared his career journey from Wall Street to The Walt Disney Company, and Ryan Novak '11, who went from dishwasher to owner of the Chocolate Pizza Company. Other opportunities to earn points include LinkedIn Learning training, attending Career Center major panels, academic advising sessions and alumni panels.

Students shared that they have learned the most from programs like Dress for SUccess, where outside speakers teach the difference between business casual and business professional attire, and the Business Etiquette Dinner, which teaches students what to expect at a formal dinner. Students learn how to use all implements, the proper way to butter and eat bread, and what is expected in conversations at different times of a meal.

Marshall House Mentor and Professor of Retail Practice Ray Wimer says, “As a house mentor, I’ve enjoyed the high-touch opportunities. Sitting at the Business Etiquette Dinner and getting to know the students on a

personal level, rather than just seeing them in the classroom setting, is my favorite part of the IMPRESS program.”

IMPRESS 2.0 Gift

To provide students with the skills necessary to succeed in the business industry, Whitman has developed the next stage in the evolution of the IMPRESS program—IMPRESS 2.0. Thanks to the generosity of Goodman’s five-year commitment of \$1.25 million, students will have the opportunity for additional certifications, structured leadership training and a digital resource center. This gift has been structured to ramp up with the necessary equipment and technology in the first year.

“This tremendous gift helps to better achieve Whitman’s vision to prepare students for professional success and personal development, as well as engage leadership and lifelong learning, says Alex McKelvie, associate dean for undergraduate and master’s education. “This is the type of gift that helps to move the needle for preparing our students for the future. With this gift, we’re hoping to help promote Whitman as a preeminent and inclusive school, where we’re deliberately exposing students to even more topics related to working with others.”

Future Driven

In the program’s first seven years, data was collected to evaluate the →

“What we look for isn’t necessarily the perfect GPA, but if the person has really shown leadership in one way or another.”

—Elizabeth Gamache ’13 (WHIT/MAX)
Senior Manager in Global Supply Finance,
Xylen Inc

“Building relationships with leadership comes naturally to Whitman students and I believe that level of comfort can be attributed to the Goodman IMPRESS program”

—Casey Kerr ’16
Account Executive, Startups and Small
Business sector, Stripe



Derrell Smith ’10, ’13 M.S. (NEW) engages with a student at an IMPRESS speed networking event.

various offerings. With that information, Whitman has learned many lessons that will help advance the program.

Over the past two years, IMPRESS 2.0 has been in the planning. A task force of faculty and staff solicited feedback from students, alumni and corporate recruiters to make sure the opportunities being offered reflect the next wave of professional and personal development for students.

The global pandemic has accelerated some of the initiatives, allowing the opportunity for virtual learning and a resource database of on-demand digital content. The use of technology for communication has made it imperative to know how to build rapport, read body language and effectively present yourself.

“We have reflected on what we’re seeing as being important for ensuring lifelong learning and professional success for our students,” says Lindsay Quilty, assistant dean for undergraduate programs.

The IMPRESS task force took feedback from corporate recruiters and faculty in the different programs to learn what certifications would set students apart in the workforce.

Employers want to see that students are prepared with appropriate professional certifications. For example, marketing students might want

to learn Google Analytics, or business analytics majors may consider Power BI. Many students will also want training in data presentations and storytelling with Tableau. Whitman has plans to roll out a new initiative, WIRE (Whitman Industry Readiness and Excellence Program), that allows students to earn professional, industry-recognized certifications at no cost.

Another new initiative is the Goodman Leaders Academy, which will provide a subgroup of students the opportunities to come together for a high-touch leadership development experience, connected to experiential learning and small-group networking. Through formalized training, the academy will introduce Whitman students to tools such as role playing and other techniques in smaller group settings, allowing them to become effective leaders.

Overall, the IMPRESS 2.0 program will focus on providing students with greater personalization and customization, and greater emphasis on the leadership and skills necessary for a globalized and digital world.

Beyond Whitman

Employers are looking for graduates who can handle multiple responsibilities and who exhibit self-awareness, confidence, resilience, strong communication and social skills and the ability to synthesize classroom content into the broader global context.

“In learning about the interests and aspirations of the students, I was impressed by their confidence and preparedness. I attribute this level of professionalism and certainty to the supplemental education provided by the IMPRESS program, which not only clarifies potentially suitable career routes for students through continuous mentorship and industry exposure, but also shapes students into well-rounded professionals who are ready to drive their careers.”

—Dylan Weinberger '16 (WHIT/iSchool)
Security and Compliance Manager,
Nespresso USA



Maria Gambino '19 celebrates the Adams House victory

Former head recruiter at GE and currently senior manager in global supply finance at Xylen Inc. Elizabeth Gamache '13 (WHIT/MAX) says, “What we look for isn’t necessarily the perfect GPA, but if the person has really shown leadership in one way or another. They are not just a part of a club, but they are on an executive board. We look for how they were able to balance not just schoolwork but outside activities as well.”


The Goodman IMPRESS Program allows students to build a network of alumni and industry professionals. These interactions have allowed students to build confidence when they are interning or working in their first job after graduation.

“The thing that separates Whitman students the most is their underlying work ethic. The attention to detail that they show on their daily deliverables is consistently above and beyond expectations,” says Casey Kerr '16, account executive, startups and small business sector at Stripe. “In my former role at Synchrony, I saw that the way Whitman students were separating themselves, beyond their work, was the effort they put into networking. Building relationships with leadership comes naturally to Whitman students and I believe that level of comfort can be attributed to the Goodman IMPRESS program.”

The Whitman Career Center also coordinates annual career fairs and informational sessions with recruiters. During this time, Whitman

students show off their communication skills by having meaningful conversations with potential employers.

“During my time as a corporate recruiter at Deloitte, what I enjoyed the most was the opportunity to have meaningful conversations with students motivated to begin their careers and gain experience,” shares Dylan Weinberger '16 (WHIT/iSchool), security and compliance manager at Nespresso USA.

“In learning about the interests and aspirations of the students, I was impressed I was impressed by their confidence and preparedness. I attribute this level of professionalism and certainty to the supplemental education provided by the IMPRESS program, which not only clarifies potentially suitable career routes for students through continuous mentorship and industry exposure, but also shapes students into well-rounded professionals that are ready to drive their careers.” 



Andrew Bleaken was appointed the director of development.

Bleaken, a resident of Cortland, New York, joins Whitman most recently from Cornell University where he has been a leadership giving officer in the University's Annual Fund. In that role, he proactively identified new donors, and generated over \$700,000 in new gifts to the University in FY19. Prior to Cornell, Bleaken raised money for the Fuqua School of Business at Duke University. He has also worked as an account executive for the Oakland A's and the Philadelphia 76ers.

Bleaken has a bachelor's degree in sport management from Drexel University in Philadelphia.



Traci Hodgins has been appointed as advisor for undergraduate programs.

Hodgins has spent the past 7 years developing academic learning strategies through her work as an academic advisor for student-athletes at various institutions including the University of Kentucky, the University of Central Florida and the University of Tennessee Knoxville. In her previous role as the assistant director of the Thornton Academics Student Life Center, Hodgins provided individualized learning support for academically at-risk student athletes.

With the revitalization of the multi-tiered Whitman Academic Recovery Program, Hodgins works one-on-one with Whitman students who have struggled to meet satisfactory academic standards.

She holds a master's degree in education from Virginia Commonwealth University and a bachelor's degree in arts management from Shenandoah University.



Kimberly Dryden was appointed as the WISE Program manager.

Dryden is a Baldwinsville native who's recently moved back to CNY. Before moving back to the area, she worked for many years as a consultant for online learning platforms and entrepreneurs building their own learning experiences. Before that, she worked for several years at Udacity as their head of video, and served as interim COO at Turnout Nation.

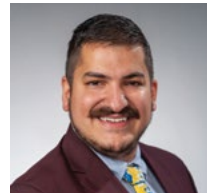
She has a master of fine art in documentary film producing from Wake Forest University, and a bachelor's degree from SUNY Albany in Anthropology and Documentary Studies.



Joshua Keating was appointed computer consultant.

His position is responsible for installing, supporting and troubleshooting a variety of operating systems and applications running on servers, desktop computers, laptops, mobile devices and peripherals. He will be working with faculty, staff and students, individually and in group settings. Prior to coming to Whitman, he was a SUNY Oswego help desk specialist.

Keating has a bachelor's degree in information science and a minor in cognitive science from the State University of New York at Oswego.



Gabriel Garza has been appointed manager of academic technology.

Garza comes to us from the Catholic Diocese of Arlington, where he served most recently as the application administrator and technical trainer responsible for identifying new technologies and applications to meet business needs and providing technical support. His experience also includes network and system administration and disaster recovery planning.

He has a master's degree in educational technology from Loyola University Maryland and a bachelor's degree in computer information systems and security from Our Lady of the Lake University.



Sami Klobucista was appointed academic technical support specialist.

Klobucista's position is responsible for all aspects of information technology services provided to Whitman students.

Prior to coming to Whitman Klobucista was at the William Paterson University in Wayne, New Jersey as a professional services specialist, and before that was an IT technical support specialist at Bergen Community College in Paramus, New Jersey.

Klobucista has a bachelor's degree in criminal justice and legal studies from the William Paterson University in Wayne, New Jersey.



Dawn S. McWilliams was appointed director of marketing and communications.

McWilliams brings over 30 years of higher education experience where she has successfully managed the strategic marketing and communications functions, managed public relations campaigns and integrated brands worldwide. Most recently she served as the director of marketing and communications at Cornell University's College of Engineering. Prior to that, McWilliams was the executive director for marketing and communications at the University of Rochester's William E. Simon School of Business.

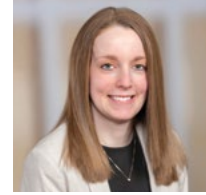
McWilliams has a bachelor's degree in fine arts, as well as an MBA from the Rochester Institute of Technology.



Elizabeth Ryan has been appointed executive assistant to the dean.

Ryan previously worked at the School of Architecture as the assistant to the associate dean. Prior to that she worked for Syracuse University's Maxwell of Citizenship and Public Affairs Executive Education unit as a conference and event manager, and as a graduate coordinator for Maxwell's M.S. in Social Science program. She has been with the University since 2007.

Ryan grew up in Pittsburgh, Pennsylvania, and attended the University of Dayton, earned a bachelor's degree in communications and minored in marketing.



Christine Waby '09 (FALK) has been promoted to assistant director in the Whitman Career Center. She is responsible for the

career education and professional development of undergraduate finance and real estate students while also acting as liaison with industry alumni and corporate partners. Additionally, Waby is the career advisor for the Adams House in Whitman's IMPRESS program.

Waby joined the Whitman team in March 2019 and, most recently, held the role of graduate career advisor for full-time MBA and M.S. program students. Prior to joining the Whitman Career Center, Waby managed the recruiting, hiring, and development of a sales team in the emergency response industry.

Waby holds a bachelor's degree in hospitality and food service management from Syracuse University and an MBA from SUNY Oswego.

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'23 **DANIELLA FRENCH**

Hometown: Miami, Florida

Major: Entrepreneurship and Emerging Enterprises (WHIT) and Public Relations (NEW)

Daniella French '23 (WHIT/NEW) found her second home over 1,500 miles away from her native Miami. "Syracuse University was far from home, but I fell in love with how I felt here during my campus visit. I felt comfortable. I felt at home," she says.

French always knew she wanted to study communications, but her parents suggested also looking into business. When she found out that the Whitman School and the Newhouse School had a dual program, she was sold.

It did not take long for French to find her home on campus, as she started joining clubs and other organizations. She has held leadership roles as a peer mentor for the Whitman Leadership Living Learning Community and is the vice president of professional development for the Newhouse chapter of Public Relations Student Society of America.

Another key learning experience for French was her most recent internship as a public relations intern with Beautology Lab, a small skin care company. French says, "It's been a hands-on experience and has opened my eyes to what it's like running a small business."

As the company's only public relations practitioner, she held a seat at the table with leadership. She says, "Because I worked with a team of five employees, I sat in on meetings with the CEO/founder. I was able to see how she handled situations that arose, maintained relationships, and dealt with many other aspects of the business."

French's internship experience fits perfectly into her professional goal of one day owning her own makeup line. As she continues her dual program in entrepreneurship and emerging enterprises and public relations, she is learning the necessary steps to launch a business.

"After being at Syracuse for two years, I can say that I love how the School has allowed me to grow while still supporting me every step of the way," says French. "The number one thing for me is feeling a sense of belonging. I was not a number. Faculty know me by name, and I feel welcomed into the community."

'22 JT GARWOOD

Hometown: Seattle, Washington

Degree: MBA

Specialization: Entrepreneurship and Emerging Enterprises

JT Garwood '22 MBA believes nothing is more important than finding advisors and mentors you trust. "There are always people who have gone through the same triumphs and failures. Getting advice from those individuals will be so beneficial to your success," he says.

This is something Garwood learned early in his online MBA program with a concentration in entrepreneurship and emerging enterprises through the Whitman School. With experience in the health care field, he credits Adjunct Instructor David Eilers for being one of those he can turn to for advice.

During his MBA classes he is able to talk about the future of technology and discuss B2B and leadership struggles. Garwood says, "The MBA program is the most impactful experience. It brings in the struggles from business, fundraising and many other perspectives."

Garwood started the program when he was a senior account executive at Microsoft, but today he is leading a startup with business partner Jack Miller. Startup bbtn. (pronounced button) is a Seattle-based health care company with a B2B e-commerce platform for medical practitioners to purchase wholesale medical supplies with free, fast shipping. Garwood and Miller started bbtn. in March after seeing health care companies struggle with high prices and supply shortages during the pandemic.

After talking to thousands of customers about the medical supply chain, the duo created the technology platform to decrease delivery time and lower the overall cost of medical supplies. "Our goal at bbtn. is to grow our relationships and continue to build a network of partners to achieve our mission of lowering health care costs for all," says Garwood.

In just a few months, the venture raised \$1.5 million from investors and expanded its operations and users. The second fundraising round raised \$5 million, increasing the company's post-money valuation to \$26.5 million. The long-term goal is to be the go-to supplier for purchasers to help decrease cost for practices of all sizes.

Garwood says he feels a sense of personal duty to positively impact the system. "Health care should be an equitable experience, irrespective of location or size of the practice. We are bringing price discovery to the supply chain in an effort to have a positive financial impact on health care providers that can be passed onto patients," he says. "Our premise is to bring peace of mind to our providers, and that's exactly what we're doing."





'21 NNEKA AKUKWE

Hometown: Silver Spring, Maryland

Degree: MBA

Specializations: Entrepreneurship and Emerging Enterprises and Finance

Nneka Akukwe '20 (MAX), '22 MBA didn't know that she would be attending graduate school so soon, but when COVID-19 descended on the country in the midst of her last semester of college, her plans changed.

"Universities were asking students to leave campus, employers were shuttering their businesses, and the world had turned to online communications. What we thought would be a two-week break turned into months, and I began to question my future," Akukwe explains.

With entering the workforce becoming a less viable option every day, Akukwe moved up her plans of going to graduate school. While her undergraduate degree is in international relations, Akukwe says that her time at the Maxwell School solidified her interests in economic growth, emerging markets and youth and women's empowerment.

After graduation, she began reaching out to her professional network to garner advice on continuing her education. She was connected to Shri Ramakrishnan, assistant director of recruitment for master's programs at Whitman. Akukwe says, "She was a fount of information about my interests and their direct connection to some of the course offerings offered in the Whitman MBA program."

Upon acceptance to the program, Akukwe decided to specialize in entrepreneurship and emerging enterprises and finance. During her time at Whitman, she says that she has been able to strengthen both hard and soft skills. Akukwe says, "Whitman is a great collaborative environment for fostering leadership. Course group projects have been great for embracing teamwork, understanding different communication styles, managing a team and time management."

When looking to the future, Akukwe explains that her culture is of the utmost importance to her. Though she now calls Silver Spring, Maryland, home, her family comes from Ghana and Nigeria, and she emphasizes the importance of that background. "As a Ghanaian and Nigerian American woman, I embrace all of my heritages. It is the cultural capital that informs my communication, values and aspirations," she says.

Akukwe plans to take her experiences at Maxwell and Whitman and combine those skills to focus on international business. "I hope to work with social ventures or development banks like FINCA International, Ashoka, Women's World Banking or the African Development Bank to come up with market-based solutions that address barriers to finance for women and youth in underserved communities," she explains.

'22 DEVIN STEIN

Hometown: Long Island, New York

Degree: Ph.D. in Entrepreneurship and Emerging Enterprises

When Devin Stein moved to Logan, Utah in 2011, he was taken aback by the haze that hung in eerily orange skies during the summer, nearly hiding the sun from view for days on end. The native of Long Island, New York, had ventured west to attend Utah State University, and he soon learned that the wildfires behind the phenomenon were a regular occurrence.

“Every year there are a couple of months where you have smoke everywhere, all the time,” says Stein, now a Ph.D. candidate at the Whitman School and a fellow of the Institute for an Entrepreneurial Society. “That’s how I developed this passion for wildfire management, after seeing it firsthand.”

The topic feels especially salient to Stein, who spends much of his free time hiking, camping or working as a ski instructor.

While an undergraduate major in environmental studies felt like a natural fit for Stein’s long-standing interest in the environment, he says he “kind of stumbled” onto his current research track. A course on environmental policy during his senior year in college made an especially profound impact. “I realized that environmental policy was probably one of the easiest ways to make a big difference in the world,” he says.

Stein completed a master’s degree in economics at his alma mater, supported by Strata Policy, a think tank in Logan, Utah, where he worked on environmental policy for three years.

“One thing that really stood out to me is that policy can be a little far away from what actually happens on the ground; it often focuses on creating major legislation,” he says. But he knew from his environmental studies that many organizations and individuals try to address problems around them directly, without going via the political route. “So I wanted to study that more, and entrepreneurship and the role of entrepreneurs kept coming up in my research.”

Attracted to Whitman for its “phenomenal” entrepreneurship program, Stein has spent the past three years examining the interactions and knowledge flow among for-profit, public and nonprofit organizations in the context of wildfire management. As he finishes his dissertation this year, he plans to go on the academic job market.

“I really hope I can find a good position at a university that lets me continue to do this research that I think is really important, while also teaching undergraduates a broader perspective of entrepreneurship,” he says.



Whitman's Newest Class of Accomplished & Diverse Students

Full-Time Master's Students

33

MBA

17

Accounting

12

Business Analytics

26

Finance

10

Supply Chain Management

8

Entrepreneurship & Emerging Enterprises

25

Marketing

131

Total Incoming Students

Numbers reflect August start for all programs.

Online Master's Students

258

MBA

50

Accounting

54

Business Analytics

26

Supply Chain Management

33

Entrepreneurship

421

Total Incoming Students*

**Online numbers reflect entrants from the January 2021, April 2021, July 2021 and October 2021 cohorts.*

Ph.D. Students

6

Total Incoming Students

4

Countries Represented

4

(67%) Female

2

(33%) Male

Undergraduate Students

487



First-Year Students

107



Internal Transfer Students

10



Transfer Students

604



Total Incoming Students



17

Student-Athletes Representing



Crew



Football



Lacrosse



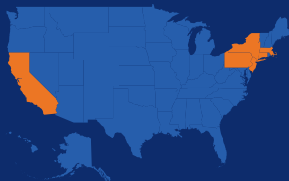
Soccer



Field Hockey



30 Total States



Top 6 States:

NY - 
NJ - 
MA - 

CT - 
PA - 
CA - 



14 Countries



55% Male | 45% Female

FROM THE DIRECTOR OF ALUMNI ENGAGEMENT

The Joy of Being In Person

As I write this message, we have just wrapped up the Coming Back Together (CBT) reunion. Saying it was wonderful to welcome alumni and friends back to campus is an understatement.

As the director of alumni engagement, it is my privilege to work with graduates of the Whitman School. I believe the continued commitment of our alumni to our School and students is unparalleled. I'd like to give you a glimpse into a couple of days in my role so that you can see why.

One Wednesday, September 8, after getting in late the night before and attending a daylong trustee orientation, Whitman Advisory Council (WAC) member Michael Blackshear '91 led an energized IMPRESS talk on branding with more than 50 Whitman students. Michael had a full weekend of obligations ahead, but it was the first time an alum had been in our building to engage with students in nearly 17 months, and Michael delivered.

Gisele Marcus '89, Multicultural Advancement Advisory Council member and new trustee, also came from the daylong orientation to support Michael. She shared a bit of her own career perspective with the students when Michael called on her.

Two days later, Michael was back in the building to introduce Dean Anderson, who would deliver opening remarks for Whitman's CBT program, which included a panel featuring Gisele Marcus in a repeat appearance at Whitman. Jose R. Quiles '19 MBA also served as a panelist to share his perspectives on "Being Black and Latino/a in Academic and Corporate Culture," a topic about which he is passionate.

Rickey Brown '95 followed the panel discussion with an IMPRESS talk for 62 Whitman students about his experience as an entrepreneur, community activist and authority on equity and inclusion strategic initiatives. His response when I invited him to speak was, "It would be my honor."

Later that afternoon, Faraz Siraj '95 and I connected about the schedule for his upcoming trip to campus to engage with students. As he had also requested at his previous visit, Faraz wanted to interact with as many students as possible, so we coordinated an IMPRESS talk, networking luncheon and career discussion with the Pulp Marketing Club and wove in a few faculty meetings.

Before wrapping up the day, we reviewed the description of WAC member Kathy Cody's, '87 IMPRESS talk she had graciously agreed to give during her return to campus for her daughter's Class of 2020 Commencement the following weekend.



Those are just a few examples of the limitless willingness of Whitman alumni to give back.

Since the last issue of the magazine, hundreds of alumni helped virtually to keep our Whitman village running. From an Orange Value Fund networking event via Zoom in May to virtual programs on accounting, women in finance and marketing careers in June, on top of continuous mentorship and placement support, alumni came through for students.

Though remote engagement of our alumni is greatly appreciated and will continue, we are so happy to have alumni back in person in the building again. By the time you read this, we will have hosted alumni and friends for Orange Central 2021 and honored Dan Mezzalingua '60 (A&S), a trustee and former WAC member, and María D. Meléndez '89 with the George Arents Award, SU's highest alumni honor, and Ivan Robles '15 (WHIT/MAX) with the Generation Orange Award for exemplary service to the University.

These awards showcase the amazing success our alumni achieve in the world and the enduring connection they have to their alma mater. It is my good fortune to work with so many members of the alumni family. We appreciate all that you do and give to help ensure that the future of business is Orange.

Warm Regards,

A handwritten signature in black ink that reads "Alison Kessler". The signature is fluid and cursive.

Alison Kessler
Director of Alumni Engagement



Michael Blackshear '91



Gisele Marcus '89



Jose R. Quiles '19 MBA



Rickey Brown '95



Faraz Siraj '95



Kathy Cody '87



Dan Mezzalingua '60 (A&S)



María D. Meléndez '89



Ivan Robles '15 (WHIT/MAX)

Whitman Hosts Coming Back Together Panel

The Whitman School hosted a networking luncheon and real-talk panel discussion, “Being Black and Latino/a in Academic and Corporate Culture,” on Friday, Sept. 10, 2021, as part of Syracuse University’s Coming Back Together 2021 reunion.

Dean Anderson shared updates on the Whitman School’s new diversity, equity and inclusion resources and programs that have been created and led by Diane Crawford, executive director of institutional culture, as well those led by associate professor of management Kira Reed. This lunch was followed by a panel discussion.

The panel was moderated by Tierney Bates, Ed.D., assistant vice chancellor for special projects and interim executive director for University Career Services, at the University of North Carolina at Chapel Hill. Bates is a national speaker, networker, career coach and a leader who shares his voice on diversity and inclusion.

Bates posed a number of questions to the panelists, who included Grismeldys Beato ’22 (WHIT/iSchool); Jared Byrd ’23; Gisele Marcus ’89, vice president of operations and client engagement, One Stone Development Company LLC; and Jose R. Quiles ’19 MBA, senior vice president, senior global service manager, treasury and trade solutions, Citi.

The Whitman alumni and students on the panel shared their experiences—identifying and discussing solutions to overcome the barriers to success and ensure accountability—and explored how organizations can expand efforts to foster an inclusive culture while providing equitable opportunities for persons of color.

“During the panel discussion my spirit was filled with pride seeing and hearing the accomplishments and potential of this exceptional multicultural and multigenerational group, and our common bond with Whitman.”

“Syracuse is in a unique position to have a broad network of diverse professionals, experiences and opportunities. I was approached by recent graduates and current students about their interest to have these types of discussions more frequently throughout the years. It is very important to me that we continue to care and share with each other.”

—Mack F. Rice ’82
Managing Partner, Northstar Risk Solutions Group LLC



Our Five Under Five column features a Q&A with a Whitman School graduate of the last five years. In this issue, meet Saphyr Moody '17, a native and current resident of Brooklyn, New York, who is putting her Whitman accounting degree to work as a compensation analyst for The Children's Place. In this role, she analyzes market data within the retail industry and internally to ensure the company is paying employees fairly. The position allows Moody to blend her knack for data analytics and passion for people. Previously, she worked at Fox Corporation in talent acquisition after her first job post-Whitman at KPMG as a tax associate.

1 Did you have early influences who spurred your interest in business?

I decided to apply to Syracuse University after a college tour that I took in high school to a few universities in Upstate New York. I chose to apply because of the student life programs, sports teams and the beautiful campus, of course. I was accepted to over 20 schools, but after review of SU's generous financial aid package, I made the final decision. Through the Office of Multicultural Advancement and other on-campus interactions, I found mentors in Whitman who advised me during my freshman year. I decided to transfer to Whitman from the College of Visual and Performing Arts. I realized early on that no matter what field you go into, you must understand business, which is why I ultimately decided on Whitman.

2 How do you feel Whitman prepared you to be a professional and/or to meet the requirements of your position?

Whitman's programs are conditioned for you to work in teams, which mimics the fields that we work in as alumni. Most everything in the business world is a team effort and group-oriented, especially when working in global companies. The diverse makeup of corporate America is ever-changing, so having had experiences working in groups of diverse individuals was helpful.

3 Are there classes or experiences from Whitman that you especially draw from in your career?

The courses at Whitman allow you to think outside of the box and transform your thinking into an entrepreneurial mindset. The foundational management and accounting courses definitely set me up for success in the real world. The capstone course for seniors prepares you to establish a business and develop invaluable pitching skills. No matter what line of business you are in, you need to know how to present.

4 Can you describe the sense of pride and connection that comes with being a Syracuse/Whitman alumna?

Orange pride is truly special. We have an extraordinary alumni network in most large cities, and, even if your job interviewer didn't go to SU, he/she probably knows someone who did within the company. Having Syracuse University on my resume has gotten me interviews, opportunities and into rooms with highly accomplished individuals. It's a well-respected alma mater, and I'm happy to be a part of the alumni family.

5 Do you have any advice for current Whitman students?

Network. It's not just what you learn in the classroom or in a textbook; it's also about who you know. People will always remember how you helped them or how you made them feel, so be kind and genuine. Join clubs and mentorship programs and take advantage of any opportunity to develop leadership skills. Remember that your education is an investment, so take full advantage of all that the campus has to offer.



Stephanie Johnson: Building Success One Brick at a Time

by Caroline K. Reff

You might say Stephanie Johnson '05 built her most recent career opportunity brick-by-brick—Lego® bricks, that is. After working for Liz Claiborne, Ralph Lauren and the Simon Property Group, Johnson was recently recruited to lead the opening of the Legoland® New York Resort in Goshen, New York.

“It was one of those opportunities where you say to yourself, ‘I really have to be a part of that,’” she explains of her decision to take on the position of divisional director of the biggest amusement park in the Northeast.

Johnson joined Legoland New York in January 2020, while the theme park owned by Merlin Entertainments was under construction. Just six weeks later, she found herself in the midst of a global pandemic. Construction on the park came to a halt for two months, but, even as work resumed, Johnson had to put all her skills to the test, as many of the manufacturers, creative teams and project managers were from all over the world—often causing significant delays.

“It forced us to look at everything we knew about operating a theme park,” she says of the experience. “I told my team, ‘This is going to be the most challenging thing you do in your career, and we’re all going to get very comfortable with change and work as hard as we possibly can.’”

With the pandemic still looming, opening the park was not the only challenge. Making sure that guests had a safe and outstanding experience was paramount. “Everything we do at Legoland is ‘for the love of fun.’ We were not only building a theme park; we were building a lifetime of memories for families,” Johnson says.

To do so safely, her team looked at every aspect of the guest journey, turning to the digital space to make as many things as possible contactless—digital ticketing, hotel check-in, a Google assistant to respond to guest requests and even an app for ordering food.

Through it all, Johnson took on tasks she never imagined when she first accepted the position with Legoland New York. She became very good at both construction management and project management, and she had no problem picking up litter and making hotel beds, as well.

“As a manager, you have to show your staff that you will do whatever needs to be done, and you expect them to do the same,” she says. “Our staff worked long, hard hours and faced a lot of challenges. Everyone was

doing things outside of their job description to make sure this theme park opened successfully.”


Johnson credits some of the decisions she made during those difficult days to lessons learned at the Whitman School, where she began as a marketing management major. After some encouragement from Professor of Supply Chain Practice Gary La Point '79, '87 MBA, G'17 (SOE), she decided to make herself a more well-rounded job candidate by adding a second major in supply chain management.

“Learning about the operations that get your product to market, the “lean” business environment and the principles of supply chain management that can be applied to any workflow was one of the best things I ever could have done,” Johnson says.

“Business is a series of calculated risks, and a lot of what I learned at Whitman planted the seed for that,” she adds. “The diverse curriculum helped me to build muscle memory to handle things that come about unexpectedly in the work environment every day.”

In the end, Legoland New York Resort didn't have the grand opening originally planned but instead opened in phases, beginning in May 2021. That decision maximized the success of the new theme park, and Legoland guests were soon lining up at the gates. The park became fully open to the public in August 2021, and Lego fans of every age were finally able to walk through 10 cityscapes (built from more than 22 million Lego bricks) in Miniland, fire a water cannon in Lego Pirates, transform into a minifigure on the Lego Factory Adventure Ride and take a class with a Lego master model builder at the Lego Creative Workshop.

Looking back over the past two years, Johnson is glad she took the opportunity at Legoland New York, despite the many hurdles. (She also earned the title of “coolest mom ever” from her Lego-loving sons, age 9 and 4, with husband Jeremy Johnson '04 (A&S). In true Legoland fashion, she encourages others to use their imaginations and take chances to succeed.

“My advice to students looking to get into the workforce is that you don't necessarily have to be the smartest person in the room, but be the most hard-working. Take on the biggest challenges or the additional projects. Get some face time with company leaders, and also voice your point of view,” she says. “Legoland New York Resort is truly the world's biggest toybox, where if you can imagine it, you can build it. That's not unlike the choices you make on your own career path. Imagine it, and make it happen.” 

LEGO LAND NEW YORK

LEGOLAND
NEW YORK



Foundations Built at Whitman Helped Equifax CEO Mark Begor Achieve Success

by Caroline K. Reff

When Mark Begor '80 came to Syracuse University, he had no idea that he would one day be leading 12,000 employees as the CEO of Equifax, a data analytics and technology company operating in 24 countries around the globe. But, looking back, he realizes that working to pay his way through school, while studying both finance and marketing at Whitman, helped him create a solid foundation for his career that he continues to build on today.

“The diversity of knowledge and the flexibility of the curriculum at Whitman were great assets to me,” says Begor of the ability to take many classes outside of his finance major that taught him how businesses operated and how to apply skills that served him throughout his career.

He was recruited by General Electric right out of college. While there, he earned an MBA part-time from Rensselaer Polytechnic Institute. For the next 35 years he worked around the world in various capacities that encompassed industrial, financial services, media and consumer industries in both CEO and CFO roles. In his last position at GE, he was president and CEO of GE's \$8 billion electrical equipment business—GE Energy Management. He later moved on to a private equity firm, Warburg Pincus, before joining Equifax as the CEO and a member of the board of directors in 2018.

At the time, Equifax had recently gone through a “massive cybersecurity event,” he says, but he never shied away from the challenge. Equifax rebounded under his leadership and used the event to transform the company by investing a record \$1.5 billion in security, data and technology to become the only cloud-native data analytics company of its kind.

After one crisis came another: the pandemic. “Leading in crisis either invigorates people or scares them,” he says. “You want to be invigorated by it and energize your team to take it head on. You need to look at a crisis and see how you can make it advantageous, and that's just what we did.”

Equifax has experienced record growth and delivered \$4 billion in revenue for the first time in 2020, an accomplishment that helped the Atlanta-based company strengthen itself for the future and more than double its market capitalization to over \$33 billion. While driving growth, Equifax has invested close to \$3 billion in eight acquisitions in 2021 to broaden and strengthen the company.


“Our success came from the way our teams put customers first and helped them manage during a really challenging time,” he says.

Profitability was not his only concern during the pandemic, however. Begor also felt a great responsibility to take care of those who worked at Equifax. “From the very beginning, our priority was to make sure the health of our families and teams was protected. We needed to support our people and quickly learn ways to stay connected at a time when we were all working from home,” he says. “I've always believed in putting people first. Your team is your most valuable asset. If you don't have great people who are cared for, energized and focused, it's hard to for a company to be a success—especially in times of crisis.”

A member of the Whitman Advisory Council for 25 years, he says his advice to current Whitman students is, “Be a learner. Always be curious and constantly looking for ways you can acquire more knowledge on and off the job. Be aware of not only your own role but the role to the right of you and the role to the left of you. Do the job you're doing really well, and, if you succeed, the next job will take care of itself.”

Begor is eager for his next visit to the Syracuse University campus. He continues to have fond memories of what he learned and the friends he made while studying for his undergraduate degree. Begor keeps in touch with friends and colleagues within the Syracuse University alumni network, as well as several fraternity brothers from Psi Upsilon. He also stays connected with Distinguished Professor of Marketing S.P. Raj, chair of the Department of Marketing and director of the M.S. in marketing program, who “was so energizing and encouraging about business when I was a student that it made a big impact on me.”

Closer to home is another Syracuse alum, his wife, Kristen G'85 (A&S), who earned a master's degree from the College of Arts and Sciences. And while none of their three sons attended the University, he says it's not out of the question that the most recent addition to the family, a grandson, may one day “Go Orange.”

“My days at Whitman were so important to building a foundation for my future,” he says. “You never take something like that for granted. It's a place where you can create your own success and develop the flexibility, agility and organization that will serve you well. That's the power of the Whitman School and Syracuse University: If you have a dream and work hard, you can achieve it.” 



Three Generations of the Zaretsky Family Take Pride in Their Orange Legacy

by Caroline K. Reff



In August 2021, when Lee Zaretsky '89 and his wife, Lauren, dropped off their oldest child Matt Zaretsky '25 to study real estate at the Whitman School, Lee couldn't help but be full of Orange pride that his son had chosen to be the third generation in his family to attend Syracuse University. Matt almost couldn't help himself. He'd grown up visiting the campus, attending games at the Dome and hearing countless stories from his late grandfather, Harvey Zaretsky '53; his uncle, Ronald Zaretsky '79; and his dad about the wonderful experiences they had there.

"It was a proud feeling moving my son onto campus. He even lives in the same dorm I did," Lee says, admitting that he had always hoped his son would choose to "Go Orange." "I'm so blown away by the level of support on campus and how well the new students were greeted and welcomed at Convocation. That day, they told the students that Syracuse was a 'springboard to fulfill all of their dreams—while having a lot of fun along the journey,' and I can attest to that because it was my experience, too."

The Zaretsky family legacy at Syracuse University began in the late 1940s, when Harvey enrolled. A U.S. military veteran, he wanted a school that was within driving distance of his New York City home. "It was love at first sight. He just loved it there," says Harvey's wife, Gloria, who was engaged to him at the time. "He studied business, joined a fraternity and met so many nice people. It was a nice time in our life."

When it came time for Lee to choose a college, he didn't have to give it much thought. "It was really my only choice," he says. "I knew it was a special place for my father, who always talked about all the friendships he had developed there. My brother went there. The campus was beautiful.

It had the Dome. And the snow and cold are how I roll. I applied early decision and was accepted to study accounting."


Lee went on to forge his own path at Syracuse, joining a fraternity and making life-long friends. His first-year roommate, who had been randomly selected, happened to be from a few towns over, and they remain great friends today. "After college, we moved to the City together, then followed each other to the suburbs and raised families together." Lee says. "Our wives are great friends. Our children are friends—and even our dogs are friends."

Today, Lee is president of Ronsco Inc., the family business, located in New York City. Founded in 1960, the company is a full-service union carpentry contracting company working on buildings large and small in the Big Apple with a focus on quality, safety and green building practices. Some of the company's building projects include JPMorgan Chase, the Beth Israel Hospital emergency room and the Michael Kors headquarters. He credits Syracuse University for being a big part of the business' continued success, from the education he and his family members received there to the networking opportunities stemming from the University's alumni.

Lee's sense of gratitude has led him to give back to the Whitman School, serving on the Real Estate Advisory Council and the Whitman Advisory Council. He also participates in a Janmester (a special semester during winter break) course on what it's like to be a subcontractor in New York City and has been a generous donor to the School, as well.

"If sharing my stories, my journey and my successes helps other Whitman students, then I'm all for that. I enjoy it," he says. "I'm pretty passionate about Syracuse and what I got out of my time there."

And now it's Matt Zaretsky's turn to soak up all that the Whitman School and Syracuse University have to offer as he continues his family's legacy. Best of all, his dad isn't too far away—and has been all too happy to visit this fall during Family Weekend and for a recent Whitman Advisory Council meeting.

"We're investing in a great education here. My father, brother and I made great friends and great connections, a lifetime of memories, and, of course, received a great education," Lee says. "There are a lot of good people who come out of Syracuse, and I'm proud to know that my son is going to be the next Zaretsky to have that kind of experience here, too." 





Willie Reddic G'12 (MAX), '13 Ph.D.



Sharon Simmons '12 Ph.D

Whitman's Diverse Academic Pipeline to Top B-Schools

by Olivia Hall

When Willie Reddic G'12 (MAX), '13 Ph.D. decided to join the doctoral program in accounting at the Whitman School, he was attracted not only by the School's academic qualities but also by seeing people like himself—including Whitman's first African American dean, Mel Stith, and at least six students of color across the various Ph.D. disciplines.

"That was very interesting and kind of cool at a non-HBCU [historically black colleges and universities] school," Reddic recalls.

Over a decade later, such diversity remains notable, given that underrepresented minorities (URMs) comprise only 7.5 percent of the faculty at business schools in the United States. This makes Whitman's contribution to the pipeline all the more impressive: In the past 10 years, the School has graduated 10 URM doctoral students, most of whom have moved into academic positions at top business schools.

This success is based in an ongoing commitment to diversity and inclusion at Whitman, which was formally reiterated as a cornerstone of the institution's 2017 strategic plan and includes the hiring of diversity expert Diane Crawford as the executive director of institutional culture.

"To be a great business school, we have to foster a welcoming learning community," says Dean Gene Anderson. "It means really infusing the importance of diversity, equity and inclusion into everything we do—from program design to how we run support services, student admissions, faculty hiring. And what I'm most proud of so far is how broad the engagement and participation have been."

During Reddic's time at Whitman, Dean Mel Stith and his wife, Patricia, most visibly promoted—and embodied—the School's move toward greater diversity.

"He put a lot of energy into providing mentorship and really having difficult conversations around issues that came up," says Sharon Simmons '12 Ph.D, who grew up in the Virgin Islands and is an associate professor of entrepreneurship at Jackson State University, an HBCU.

She fondly remembers regular dinners at the Stiths' house that brought together minority students and faculty from across campus. "It was extremely helpful to be able to talk about what it is like being a doctoral student at a primarily white institution," Reddic agrees.

For minority students, such mentorship is often crucial in navigating their doctoral programs to the end. Simmons, for example, is grateful to several mentors—including Stith; Craig Watters '82 (A&S), G'93 (iSchool), G'05 (MAX), then an assistant professor at Whitman; as well as Professor of Entrepreneurship Johan Wiklund, whom she credits with the awareness and skill to address tough diversity issues—for shepherding her to a Ph.D. while she was raising a young son.

Fabian Diaz '21 Ph.D. an assistant professor at the University of Louisville College of Business, similarly considers his advisor, Bantle Chair in Entrepreneurship and Public Policy Maria Minniti, his "lifeline" throughout the past years. While she does not share his Mexican origin—the native of Ejido Copalita came to the United States as a 12-year-old and regards himself as working class, even with his degrees—he related to and was inspired by her asserting herself in a field traditionally dominated by men.

"I owe a lot to Maria," he says.

Because of the small number of minority business faculty available to provide this level of mentorship, the Ph.D. Project was established in 1994 to formalize support for URM business students through



Fabian Diaz '21 Ph.D.



Frank Mullins '01 MBA, '11 Ph.D.

conferences, workshops, networking and scholarships. The nonprofit organization promotes workplace diversity by helping a diverse group of students earn doctorates in business and become professors who can mentor the next generation of leaders.

“That organization has helped the majority of Black, Hispanic, and Native American students going through the Ph.D. process, and it was instrumental for me,” says Frank Mullins '01 MBA, '11 Ph.D. He recalls that Stith was involved with the Ph.D. Project from the beginning and “carried that commitment and focus with him to his deanship at Syracuse.” Now an associate professor of management at the University of Alabama in Huntsville, Mullins is himself active through the Ph.D. Project to help the next generation obtain degrees.

Those new minority Ph.D. graduates are in high demand. For a school eager to diversify its faculty, “the biggest challenge is on the supply side,” Anderson says. “There’s usually a fairly limited number of candidates, and of course all the top schools are after them.”

This mirrors and extends the challenges that exist with the annual recruitment of URM doctoral students, including at the Ph.D. Project, as Michel Benaroch, associate dean for research and Ph.D. programs, points out. Nevertheless, amid strong competition, Whitman attracted three women and two African Americans in this year’s crop of new faculty members.

Among them is Reddic, who returned to Syracuse after last serving as an associate professor and associate dean at DePaul University. He did so only after assuring himself that he would receive the kind of support he needed to advance, emphasizing that hiring URM faculty is only the beginning, particularly regarding younger colleagues.

“The proof is in the pudding,” he says. “It’s one thing to bring in junior

faculty. But there also needs to be a continuous action plan for people of color—when they’re here, really, really growing them. It can’t stop just because, wow, we have gone from 2% to 5% minority faculty.”

Whitman’s formal measures include a mentorship program that matches new hires with at least two established faculty members within the School to provide guidance and help create an individualized development plan. After working with outside mentors during previous jobs but wishing for more encouragement within his institution, Reddic also plans to offer his informal mentorship to junior colleagues—support that remains as important to minority faculty as to URM students.

From impressing hiring committees to surviving evaluations and the tenure process, “there are a lot of points where there can be barriers to overcome,” says Mullins. “It helps to have another Black faculty member that is more senior to you to be able to offer some words of wisdom and guidance on how to navigate an environment where you’re just not well represented, because everything I’m going through, they’ve been through.”

As Reddic comes full circle at Whitman and the School’s engagement around diversity continues, the visibility of more minority faculty may help to perpetuate a virtuous cycle, drawing in even greater numbers of minority students.

For, as Simmons says, “when there is no diversity on the faculty, there is no connection for students looking at the individuals teaching them, and that affects the pipeline of people coming into Ph.D. programs.” And someday, perhaps, a future generation of minority students and faculty will have to give little thought to their race or whether they belong, because “the more diversity you have among the faculty and the people you are training, the less the diverse aspects of each person become the subject of the conversation,” she says.

Class News & Notes

1959-1979

New Positions and Promotions

Frederick Kane Marek '68 MBA: Vice Chairman, Helmsley Spear

Robert B. Fagenson '70: Member of the Board of Directors and Audit Committee Chair, Quantum Computing Inc.

In the Media

Alan B. Richer '76, retired senior tax counsel-global tax initiatives leader at GE and potato chip historian also known as the Toga Chip Guy, was featured on the History Channel's "The Food That Built America."

In Memoriam

Marshall M. Gelfand '50, a Syracuse University Life Trustee, died April 1, 2021.

Warren F. Kolber '53, '56 MBA died at age 90 in New York City, January 13, 2021.

1980-1989

New Positions and Promotions

Judd Caplain '82: Global Head of Financial Services, KPMG

Dave Marcou '83: Vice President of National Sales, adPlanet by Coinstar

Glenn Aigen '84: Managing Director, Family Office Services, EisnerAmper

Joseph DiBartolo '85: Senior Director, Chief Compliance Officer, Consultant, Foreside Financial Group, LLC

Aaron Domingo '85: Managing Director, Asia, Encina

Sue Mouchantat '86: Marketing Director, Berkshire Hathaway-HomeServices

Daniel A. D'Aniello '68 Honored with Doctor of Humane Letters



D'Aniello, a Syracuse University Life Trustee, found success in the international world of business as a pioneer in the private equity industry, and his philanthropic impact has had a broad reach.

His path is one of hard work, determination and service. Raised by a single mother in Butler, Pennsylvania, he attended Syracuse University to study transportation economics. A member of the Beta Gamma Sigma honor society for business scholars and a varsity gymnast, he earned a bachelor's degree in 1968 from what is now the Martin J. Whitman School of Management.

Drafted into the U.S. Navy in 1968, D'Aniello spent three years serving as a supply officer aboard the USS Wasp (CVS 18). Following his military service, D'Aniello continued his education at Harvard Business School. He received an MBA in 1974 and was also a Teagle Foundation Fellow.

D'Aniello is co-founder and chair emeritus of The Carlyle Group, which has 27 offices across five continents, with \$276 billion in assets under management. Prior to forming The Carlyle Group in 1987, he was vice president for finance and development at Marriott Corporation.

As a business leader, D'Aniello has long championed diversity and equity. He led efforts at The Carlyle Group to advance opportunities for women in private equity, leading to more women in senior-level management positions.



John View '86 MBA has been selected to chair the board of directors at his undergraduate alma mater, Saint Leo University, in central Florida. A member of the Whitman Alumni Club of CNY Board of Directors, View is a retired veteran of higher education administration, most recently serving

as director of financial aid and the equal opportunity program at the State University of New York College of Environmental Science and Forestry.

Ellen Howard '87: Vice President of Programming, California Art Club

Richard Buckanavage '88 MBA: Chief Investment Officer, Assurance Mezzanine Fund

Jayne Demsky '88: Founder, School Avoidance Alliance

Frank Bergman '89: Assistant Vice President, Product Management—Accident and Health, Everest Reinsurance Company

Awards and Accolades

Joseph Eppolito '82 MBA, financial advisor with IBN Financial Services Inc. and Whitman adjunct professor, received the SUNY

Cortland Alumni Association's 2021 Outstanding Volunteer Award.

In the Media

Ron Leibman '83 MBA, partner, McCarter & English, has been recognized by Chambers USA: America's Leading Lawyers for Business for the seventh year in a row. Leibman is a member of Whitman's Supply Chain Advisory Board.



Syracuse University Trustee **Christine Carona '85**, executive director and financial advisor at Morgan Stanley, was included in *Forbes'* 2021 lists of America's Top Women Advisors and Best-In-State Wealth Advisors.

1990-1999

New Positions and Promotions

Frederick Kane Marek '68 MBA: Vice Chairman, Helmsley Spear

Amir Hamzah Azizan '90: Chief Executive Officer, EPF Malaysia

Rakesh Mehta '91: Vice Chairman, J.P. Morgan

In 2016, he received the prestigious Lone Sailor Award from the United States Navy Memorial Foundation. The award honors sea service veterans who have distinguished themselves in their subsequent careers and lives, while exemplifying the core values of honor, courage and commitment.

D'Aniello has given back in meaningful ways in support of many organizations and communities. His philanthropic work is far-reaching, with a focus on education, mental health, the performing arts, veterans, entrepreneurship and faith-based organizations.

At Syracuse University, D'Aniello has supported entrepreneurship in the Whitman School, the Whitman Dean's fund, the Institute for Veterans and Military Families, the National Veterans Resource Center and various Chancellor's priorities. He has provided substantial scholarship support to graduate and undergraduate students and contributed to the Entrepreneurship Bootcamp for Veterans with Disabilities.

In 2018, D'Aniello and his wife Gayle made a transformational \$20 million gift in support of the Syracuse University National Veterans Resource Center (NVRC). The Daniel and Gayle D'Aniello Building,

home to the NVRC, enables class-leading innovative academic research and programming in support of our nation's service members, veterans and their families at Syracuse University and around the world.

D'Aniello chairs the board of the Wolf Trap Foundation for the Performing Arts. He is also chairman of the American Enterprise Institute for Public Policy Research, an advisor to the John Templeton Foundation and a founding trustee of the Lumen Institute. His impact also includes sponsoring and funding many programs for the poor and indigent, and programs to care for aging members of the Catholic community of priests and nuns.

In addition to his service to the University's Board of Trustees, D'Aniello is a member of the Chancellor's Council, the Whitman Advisory Council and serves as co-chairman of the Institute for Veterans and Military Families advisory board. D'Aniello received the George Arents Award in 2017, the University's highest alumni honor.

D'Aniello and his wife reside in Virginia. They have two daughters, Dana F. Ziegler '04 and Bethany D'Aniello.

Stan Dlugozima '92: Talent Acquisition Manager, Control Associates Inc.

Dave Gaetano '92: Senior Client Partner, Reddit Inc.

Michelle Krause Gibb '92: Senior Director, Insights and Analytics, Mondelēz International

Joel E. Ackerman '93: Partner, Richards, Witt & Charles LLP

Gustavo Meneses '93: Director, Global Logistics and Fulfillment Operations, Bazaarvoice

Yvette Hollingsworth Clark '94 MBA: Audit Committee Member, Air Lease Corporation Board of Directors

Marcello Prattico '94, G'98 (iSchool): Senior Frontend Engineer, Quadpay, a Zip company

John P. Huber '96 MBA, L'96: Partner, Dayton Voorhees & Balsam LLP

Praveen Aggarwal '98 Ph.D.: Interim Dean, Labovitz School of Business and Economics, University of Minnesota Duluth

Brooke Davis Kaplan '98: Member of the Board, Snowsports Industries America

Nancy Barbounis '99: Lead, Resource Management Specialist, Deloitte

In the Media

Staci Kaliner '91, managing director at Redgrave LLP, was named to *Diversity Journal's* Women Worth Watching.



Dave Aquino '93, CEO, founder and chairman of the board of Certain Supply and member of the Whitman School Supply Chain Advisory Board, was featured by *Thrive Global*.



Faraz Siraj '95, vice president of channel-sales at Code42, was included on the CRN Channel Chiefs list for 2021. The annual listing recognizes leading IT channel vendor executives who continually demonstrate outstanding leadership, influence, innovation and growth.

2000-2009

New Positions and Promotions

Christine Ho '00: Founder and Owner, Dough In The Oven

Jay Mandel '00: Corporate Trainer, Association of National Advertisers

Three Whitman Alumni Elected to University's Board of Trustees



Syracuse University has elected seven new members to its Board of Trustees, all of whom are recognized leaders in their fields and are either alumni or otherwise deeply connected to the University through family and service. Among them are three Whitman alumni: Michael E. Blackshear '91, Gisele A. Marcus '89 and Kenneth A. Pontarelli '92 (A&S).

Michael Blackshear '91 has nearly three decades of experience in ethics, compliance and risk management. He serves as senior vice president, chief compliance and privacy officer for Ryan Specialty Group.

Blackshear obtained a B.S. in finance from the Whitman School in 1991, an MBA from St. John's University in 1995 and a J.D. from

Fordham Law School in 1999. He also received a certificate in managing ethics in organizations from Bentley College and completed a certificate at Loyola University Chicago at the Diversity, Equity, and Inclusion Leadership Institute.

Blackshear is a member of the Whitman Advisory Council, the Office of Multicultural Advancement Advisory Board and the National Campaign Council. He received Syracuse University's Chancellor's Citation in recognition of his significant career and civic achievements, and received the annual Ruth Whitehead Whaley Award from Fordham University's Black Law Student Association for his prominence in the field of compliance. He has twice been recognized by Insurance Business America as an influential insurance professional.

Gisele A. Marcus '89 has inspired countless individuals to aspire high, beat the odds and bring along others on professional journeys. She serves as chief operating officer of NPWR, an app to help people network effectively. Previously, she held leadership roles in industry and nonprofit organizations, including Thermo Fisher Scientific, the St. Louis Regional Chamber, Cushman & Wakefield, and Johnson Controls. She recently completed a TEDx

Jeffrey Garlow '01 (A&S), '03 MBA: Senior Director of Retail and Consumer Sales, Global Protection Corp.

Kevin Barnett G'02 (ECS), '08 MBA: Senior Center Engineering Manager, Verizon

Aaron Eng '02: Partner, Cycle Factor

Danny Kempney '02 MBA: Senior Vice President/Chief Operating Officer, OraLine Inc.

Joe Lettween '02: Principal, Head of Data and Analytics, OSSO Capital

Chuck Orcutt '02 MBA: Director, Product Management and Marketing, Arrow Electronics

Jay Wolff '02: SVP, KERV Interactive

Lucas Fisher '03, '08 MBA: Senior Manager, Global Category Management—Castings, Xylem Inc.

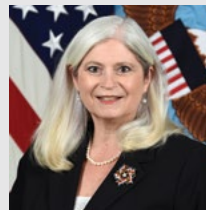
William Maguire '03 MBA: Chief Operating Officer Nuclear Operations, Entergy

Erica Manoff '03: Senior Vice President, Commercial Banking, U.S. Bank

Brian Morris '03: President/Owner, Upstate Granite & Marble

Geoffrey Rispoli '03: Senior Vice President Commercial Banking, City National Bank

Miller Appointed Deputy Undersecretary of Defense



On August 11, **Kathleen S. Miller '94 MBA** was sworn in as deputy under secretary of defense (comptroller) following a nomination by President Joseph R. Biden Jr. L'68, H'09 in May. At the time of her nomination, Miller served as administrative assistant to the secretary of the Army. She began service as the senior career civilian in the Army and principal career civilian adviser to the secretary of the Army for administrative and business matters in 2018. In this role, she oversaw the operation of a field operating agency and a headquarters element comprising of more than 600 civilian and military employees who execute 66 functions for customers in the Army, Department of Defense, and other federal agencies. Miller's career with the Army includes several executive positions, notably assistant deputy chief of staff and principal assistant deputy chief of staff. Previously, she was selected to the role of senior executive service in the Department of Treasury in 2002.

Robert Saracco '04: Head of Real Estate, North America, INFARM

Chad Bender '05: Vice President, Agency Strategy, NBCUniversal Media, LLC

titled "Networking Made Easy" and speaks internationally on networking, leadership and women in the workplace.

Marcus earned a B.S. in management information systems and transportation management from the Whitman School in 1989 and an MBA from Harvard University in 1994. She is a member of Syracuse University's Multicultural Advancement Advisory Council, former vice president of the Syracuse University Alumni Association and inaugural lecturer for the University's Sankofa Lecture Series. In 2014, she received the Chancellor's Citation for Excellence in Global Business Management.

Devoted to scholarship opportunities for female students with financial need, Marcus endowed an Our Time Has Come Scholarship at the Whitman School and serves as co-chair of the Delta Sigma Theta Sorority Inc., Kappa Lambda Chapter \$1 million endowment fund, among other service endeavors.

Kenneth A. Pontarelli '92 (A&S) has had a distinguished career with Goldman Sachs, where he is partner and managing director, leading the firm's private equity impact investing efforts within its Asset Management Division. He first joined Goldman in 1992

and worked his way up from analyst to managing director in 2004 and partner in 2006. He also served a five-year stint as chief investment officer of Goldman's West Street Energy Partners. In 2018, Pontarelli founded Mission Driven Capital Partners, a New York City-based firm focused on sustainability investing. There, he held the role of chief investment officer until returning to Goldman Sachs in 2020.

During his career, Pontarelli made the *Forbes* Top 50 Dealmakers list of private equity executives focused primarily on fund performance, exits and recent success in raising money. He previously served as a director of several New York Stock Exchange publicly traded corporations and is a director of several privately held businesses.

Pontarelli earned a dual B.S. degree in economics from the College of Arts and Sciences and in finance from the Whitman School, where he serves as an Advisory Council member. He earned an MBA with distinction from Harvard Business School in 1997.

Jessica Logan Joanis '05: Director of Development, American Diabetes Association

Alyssa Chimileski '06, '10 MBA: Program Manager, Lockheed Martin

April Coen '06: Senior Director, Audience and Data Strategy, Anheuser-Busch InBev, Epsilon

Jeffrey Neal '06, '15 MBA: Assistant Vice President, Digital Engagement and Annual Giving, Loyola University

Joe Iannace '07: Partner, EY

David Ries '07: Director, Apex Group Ltd.

Chris Royal '07: Enterprise Account Manager, Health Care, Palo Alto Networks

Kimberly Blasiak '08: Outreach Coordinator, NYS PTA

Michael Dye '08: Controller, New Business Transactions, Fanatics Inc.

Sarah Frank '08: Resident Physician, Virtua Health

AJ Malta '08: Manager, Men's Sales, Jack & Jones, Bestseller

Hilary Friedman '09: Senior Brand Manager, Prestige, Pernod Ricard

Cassandra Kresch '09: Account Manager, Sales and Distribution, WarnerMedia

Brandon Lawler '09: Financial Advisor, TrueView Financial

Adria Saracino '09: UX Content Designer, Netflix

Timothy Siverd '09: Vice President, Commercial Banking, Tompkins Bank of Castile

Mergers and Acquisitions



Chad Bender '05 and wife, Liz, welcomed son, Jonah, March 23, 2021.

2010-2021

New Positions and Promotions

Brittany Don '10: Vice President of Operations and Process Improvement, FirstService Residential

Sarah Shakour '10: Senior Online Marketing Manager, Solarisbank AG

Mike Zimmer '10, '11 M.S., '17 MBA: Sales Analytics and Forecasting, Senior Manager, Canopy Growth Corporation

James H. Choi '11, '12 M.S.: Director, Financial Applications Systems, Shutterstock

Danielle Birenberg Gleysteen '11: Divisional Store Merchant, Saks Fifth Avenue

Jacob Haworth '11: Senior Vice President of Operations, Lucid Green

Paul Stanley '11: Vice President, ESG Solutions, Wells Fargo

Reema Amin '12: Senior Director, Marketing and Brand Advocacy (Celebrity and Influencer Relations), WW

Laura Cawley '12: Principal, BC Partners

Dan Folkman '12: Senior Vice President, Business, Gopuff

Chiwei Kong '12: SDM Planner, Apple

Steve Moeller '12 MBA, G'12 (MAX): Senior Financial Analyst, Signature Consultants

Eric Reilly '12: Brand Director, The Many

Jessi Vaccaro '12: Senior Director of Customer Success, WayUp

John DiNardo Jr. '13: Manager, Financial Services, Baringa Partners

Jay Galli '13: Manager, Life Sciences M&A Strategy, KPMG

Alexandra Goldstein '13: Retail Operations Manager, diptyque Paris

Weston Ijames '13 MBA: Chief Financial Officer, College of Charleston Athletic Fund

Elizabeth Layton '13: Senior Manager, Capital Markets Accounting and Advisory Services, PwC

Ryan McKenna '13: Vice President Business Development, Prism Vision Group

Laura Vigiletti Reidel '13 MBA: Director, Sales Operations and Revenue Analytics, *The Washington Post*

Foster Rubin '13: Analyst, Finance, Centerfield

Nausherwan Saleem '13 M.S.: Senior Associate, Strategy&

Shawn Zamani '13: Founder and Chief Executive Officer, En Passant Group

Sterling Boin '14: Senior Financial Analyst, Leadership Development Program, Crocs

Jenna Bordy '14: Performance Marketing Manager—Beauty Brands, Perricone MD, THG

Sean Brech '14: Senior Account Executive, Sunshine Sachs

Anthony D'Alleva '14: Manager, Deloitte Digital

Hillary Dzialowski '14: Program Coordinator, Dismas House

Sierra Eldridge '14: Influencer Account Manager, North Six

Kearney Erhard '14: Creative Supervisor, Mower

Travis Hunt '14: Finance Manager, Thermo Fisher Scientific

Elizabeth Lafontaine '14: Industry Analyst, Juvenile and Toys, NPD Group

Leon Lyazidi '14 MBA: Director of Marketing Analytics, Disney Streaming Services

Larissa Sanz '14: Brand Manager, Five Two at Food52

Jennifer Swirnow '14: Human Resources Business Partner, Kohl's

Maryann Akinboyewa '15: Senior Product Marketing Manager, HubSpot

Brian Becker '15 MBA, L'15: Corporate Counsel, Arcadia

Katherine Caminero '15: Vice President, Middle Market Banking and Specialized Industries, JPMorgan Chase & Co.

Zachariah Clickman '15: Assistant Vice President, Solution Advisor—Treasury Solutions Group, PNC

Eric Fitzgerald '15: Manager of Partnerships and Transactions, RWE Renewables

Mei Han '15 MBA, G'17 (A&S): Vice President, Institutional and Capital Markets Analytics, Bankers Healthcare Group

Jose Luis Hernandez '15: Associate HR Specialist, Ross Stores Inc.

Brett Kaplan '15: Account Executive, North Hills Office Services Inc.

Michael Lembo '15: Manager, Corporate Finance, Chapter Aesthetic Studio

Jeremy Martin '15: Manager, Business Development, PMK-BNC

Tony Rados '15: Client Solutions Sales Leader, SAP-IBM Global Business Services, IBM

Francine Roettger Moreda '15: Global ABM, Digital, Ecom and Innovation, Dove Deodorant

Cory Sanderson '15: Director of Client Solutions, Flexport

Laura Scott '15 MBA: Director Enterprise Applications, Corza Medical

Joe Simek '15: Senior Marketing Manager, Tellie

Anabelle Uy '15: Senior ABM Program Manager, Strategic Accounts, Mindbody

Zi Ye '15 MBA: Business Intelligence and Accountability Director, Initiative

Olivia Arty '16: Associate Account Executive, Addressable Sales, The Walt Disney Company

Sara Binmuamar '16, '17 M.S.: Category Manager, Amazon

Kristina Bugg '16: Equity, Inclusion and Diversity Lead, Tapestry

Rubeisy Collado '16: College Coach, Beyond 12

Dale Dykes '16: Manager, Content Distribution FP&A, NBCUniversal Media, LLC

Preston Harris '16: Director of Strategy, SouthWood Corporation

Jake Katz '16: Senior Consultant, IT Advisory, Avanade

Casey Kerr '16: Existing Business Sales, Startups and SMBs, Stripe

Ratna Khanduja '16: Senior Consultant, Deloitte

Brian LaBatte '16: Investor Reporting Analyst, U.S. Bank

Sandy Liang '16: Associate, Fortress Investment Group

Andrew Mackowski '16, '21 M.S.: Supply Chain, Inventory Strategy, Bowery Farming

Dylan Weinberger '16 (WHIT/NEW): Security and Compliance Manager, Nestlé Nespresso SA

Kelsey Weston '16: Vice President, Engagement Strategy, DDB Health

Simon Winokoor '16: Senior Analyst, Michael Kors

Nick Alaga '17 MBA: Director of Business Development, Western Region, Cybernines

David Baker '17: Senior Strategy Analyst, Global Business, PepsiCo

Ryan Ball '17, '18 M.S.: Senior Assurance Associate, PwC

Zachary Barger '17: Principal Consultant and Director of Operations, Promatis

David Campos '17 MBA: Vice President, Strategy and Business Development, GGB Bearing Technology

Melissa Canales '17: Manager, Trade and Managed Markets Operations, Alkermes

Nikhil Chopra '17: Senior Human Capital Consultant, Deloitte Consulting

Patrick Condy '17: Senior Associate, Evercore

Joe Egidio '17: Enterprise Account Executive, Dataminr

Malik Evans '17: Client Solutions Manager, Digital Disruptors

Emily Thomas '17: Procurement Manager, Stord

Nick DeFrancisco '17: Sales Coordinator, Lawn Buddy

Anthony DeMichele '17: Associate, Business Development, Dorilton Capital, Dorilton

Gavin Dowd '17: Senior Business Development Specialist, SSA Marine

Keelan Erhard '17: Family Services Manager, Habitat for Humanity Buffalo

Max Gerstman '17 (NEW), '18 M.S.: Manager, Business Intelligence and Accountability, Initiative

Brian Gladstone '17: Vice President, Meridian Capital Group

Michael Gloade '17: Financial Associate, Bank Leumi USA

Isabel Hodgson '17: Account Executive, Frame

Matthew Hender '17: Brand Manager, Vintage, PSA Set Registry, Collectors Universe

Viraj Khanna '17: Investment Banking Associate, Deloitte Corporate Finance

Daniel Knapp '17 MBA: Strategic Client Executive—Global, UnitedHealth Group

Nicole Lerner '17: Senior Buyer and Planner, Mavie Solutions Inc.

Olivia Lupoli '17: Associate Attorney, Law Offices of Sanford Resenblum, PC/Gelbman Legal Group PC

Alexandra Marcuccio '17: Associate Buyer, Ross Stores Inc.

Emily Murphy '17: Merchandise Analyst, Nordstrom

Carlos Semidey '17 MBA: Operations Manager, Amazon

Eve Shapiro '17: Director of Business Development, Persistent Systems LLC

Max Solomon '17: Client Solutions Engineer, Impact

Beth Wilner '17: Associate E-Commerce Manager, The Inside

Zheng (Jack) Zhao '17 M.S.: Senior Acquisitions Analyst, Priderock Capital Partners LLC

Matthew Alnwick '18: Private Equity Analyst, The Blackstone Group

Jason Burns '18: Site Acquisition Consultant, Centerline Communications LLC

David Campos '18 MBA: Director of Sales and Customer Support, Garlock Family of Companies

Karen Cheung '18: Ecommerce Associate, Data and Personalization, Brooklinen

Catherine Cummings '18: Associate, Assortment Planning, Trend Cosmetics, Macy's

Kaitlyn Decker '18: Media Supervisor, MediaHub Worldwide

Corey Dender '18: Media Operations Manager, MediaCom

Ria Dhuper '18: Associate Sales Strategist, AccuWeather

La Nae Durden '18 MBA: Inclusive Leadership and Development Manager, Apple

Mollie Falk '18: Junior Account Executive—Marc NY Performance, G-III Apparel Group

Greg Fligor '18: Investment Banking Analyst, Cantor Fitzgerald

Brian Friedman '18: Partnership Specialist, Avo

Douglas Hascoe '18: Manager, Decision Sciences, UM Worldwide

Roger Hoff '18: Senior Media Planner, Mediahub Worldwide

Eliza Hsu Chen '18: Senior Graphic Design Specialist, Royal Caribbean Group

Christopher Johnson '18 MBA: Senior Director of Marketing, Waypoint Residential

Christopher Joodi '18 MBA: Sales Development, Mettler-Toledo International Inc.

Brigid Kennedy '18: Staff Writer, *The Week*

Michael Lerner '18: Enterprise Sales Development, East, GitLab

Yanjun "Sophia" Li '18: Research Executive, Ipsos China

Abhishek Nichat '18 MBA: Associate Performance Marketing Manager, Yieldstreet

Aliya Benazeer Nisar '18 M.S.: Accounting Manager, Cisco

Benedict Obaze Jr. '18: Associate, AllianceBernstein

Daniel O'Connell '18: Analyst, Brookfield Properties

Anna Pearson '18: Campaign Specialist, Wayfair

Matthew Przybysz '18: Senior Specialist, Jennison Associates LLC

Jack Reardon '18: Associate Director, Analytics, Havas Media Group

Zack Schoem '18: Sales Representative, WeAdmit Technologies Inc.

Noah Scott '18: Senior Associate, Deal Advisory, KPMG

Carla Spera '18: Consultant, The Hackett Group Inc.

Bradley Stiles '18: Senior Audit Associate, KPMG

Juan Thompson '18, G'19 (NEW): Senior Communications Manager, Procter & Gamble

Julia Trifilio '18: Senior Associate Brand Manager, Personal Care, The Hain Celestial Group

Kora Weidenheimer '18: Real Estate Agent, Compass

Daniel Wolff '18: AVP, Rate Sales, HSBC

Anna Bupp '19: Senior Associate, Digital Investment, Mindshare

Jade Daniels '19 MBA: Member, Board of Advisors, Madison Square Boys & Girls Club

Samuel Hirsch '19: Advisory Senior Consultant, Deloitte

Faiz Khan '19: Trading Associate, Highbridge Capital Management

Haley Kim '19: Content Producer, Redis Labs

Samuel Monn '19 MBA: Plant Manager—Films, Sealed Air

Nick Morelli '19 MBA: Expert Strategic Analyst, Decarbonization Strategies, Pacific Gas and Electric Company

Sachin Patel '19: Sales, Tanium

Tamara Seredneva '19 MBA: Data Scientist Manager, Wavemaker

Olivia J. Smith '19: Account Executive, Brooksource

Tina Souza '19 MBA: Vice President, Agile Enablement, Fidelity Investments

Kimberly Downey '20 MBA: Vice President, Senior Fiduciary Officer, Salisbury Bank and Trust

Haina '20 M.S.: Digital Marketing Analyst, Definition 6

Sarah Hood '20 MBA: Senior Director of Operations, The Tech Garden

Eliza Linn '20: Sales Development Representative, Talkdesk

Eashani Malhotra '20: Client Servicing Analyst, Ardian

Tyler Newman '20: BLP Rotation 2: Emerging Markets Client Development at CareCredit, Synchrony

Jason Robbins '20: Analyst, FP&A, Link Logistics Real Estate

Kassady Sever '20 MBA: Buyer, Fy!

Scott Mueller '21: Analyst, Deloitte Consulting

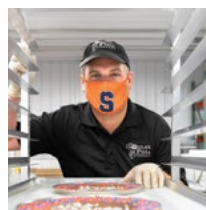
Amanda Walter '21: Assistant to the Village Clerk, Village of Union Springs

Rui Wang '21 M.S.: Media Reporting Specialist, Pinckney Hugo Group

In the Media



“Mad Good Food’ hosted by **Derrell Smith '10, G'13 (NEW)** on Tastemade.com was featured in an article on Foodsided.com. Smith, owner and founder of Amazeballs and 99EATS, is a member of the Young Whitman Advisory Council.



Ryan Novak '11, owner of the Chocolate Pizza Company and member of the Young Whitman Advisory Council, was interviewed on the CEOs Speak podcast.

William Landsberg '16, commercial real estate advisor at Kaufman Organization, was featured as one of Real Estate Weekly's 2020 Rising Stars.



Hariharan Padmanabhan '16 MBA, lead S&OP analyst-digital at Target, reflects on leaving India for Syracuse University to pursue a graduate degree in supply chain management and landing the career of his dreams in a feature on mbagradschools.com.

Submit Your Class News & Notes!

We would love to know about your new position, promotion, family addition, award or recognition for the Class News & Notes section of our magazine and newsletter. To submit your good news, please visit whitman.syr.edu/alumnifedback.

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[2020-21 WHITMAN ANNUAL REPORT ON PHILANTHROPY]





FROM THE ASSISTANT DEAN FOR ADVANCEMENT

Each summer, after classes have ended, exams have been graded and degrees conferred, the University's fiscal year ends on June 30. Over the next few weeks in July, we review the year from a fundraising perspective. Here in the Whitman School, we look at the year from many different perspectives, comparing the size, type, timing and designation of all of the gifts we received in the previous 12 months. By thoroughly understanding our fundraising performance, we can build our strategy for the new year.

Once the plan is outlined...then comes the fun part: the far more personal process of assembling the names of all the individuals, foundations and organizations that made each of those gifts. (As an aside, I would be remiss if I did not point out here that our terrific administrative assistant in development, Lisa Svegl, manages this process and we are very grateful for her attention to detail.) By listing our honor roll of donors each year in the annual report section here in the *Whitman Magazine*, it is our hope that we demonstrate the importance of the support of each alumnus and alumna, parent, student and friend who makes a gift to the Whitman School.

One can't help but dig a little deeper into the names listed here. In addition to many familiar names of longtime donors to the School, there are several sets of siblings, multi-generational donor families and dozens of Generation Orange donors—our most recent alumni. Faculty members. Staff members. Current students. Family foundations. Alumni of different colleges at Syracuse University. And on and on. So many stories!

The School's financial success is a collective effort—the collective effort of each of the 1,000-plus names on our honor roll. Beyond another way to try to say thank you to our donors, our honor roll is an attempt to personify our foundation of support and remind all of us of the generous people behind the dollars.

By the time you read this, the end of the calendar year will be upon us. I hope that as you think about your philanthropic decisions in the next few weeks, you will consider joining this essential group of the Whitman community. We would love to be able to add your name to our 2021-22 honor roll!

With warm regards,

Christopher Crooker
Assistant Dean for Advancement

Giving by the Numbers 2020-21

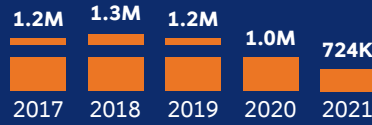


1,335

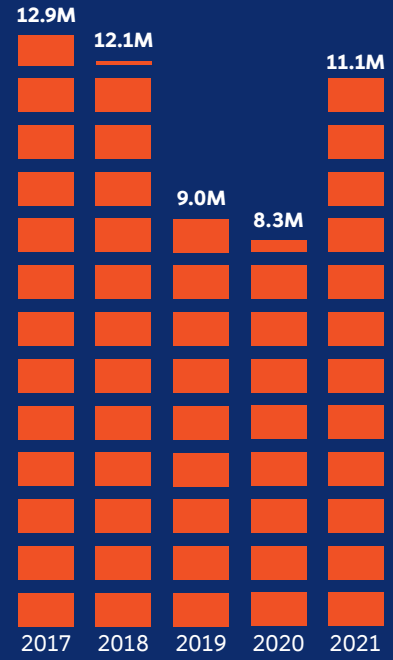
Total number of donors to Whitman

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Total of All Gifts and Pledges to Whitman (New Business)



Gifts to the Dean's Fund \$



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Whitman is grateful for the gifts made by the following individuals, corporations and foundations that support scholarships, program enhancements, experiential learning opportunities, technology upgrades, faculty research and other enhancements that enrich the Whitman experience for our 3,000-plus students.

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These gifts enable our leadership to directly support student learning, faculty initiatives and unforeseen opportunities and challenges as they arise, which greatly enriches the Whitman experience for our 3,000-plus students.

Italics = Class Act Donors

We extend our appreciation to our most recent group of alumni who made a donation to their Class Act 2021 gift campaign.

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William Cass '08 (WHIT/NEW)
Managing Director
Needham & Company

Devin Dadigan '10
Director
Mastercard

Andrew Dreisiger '06
Vice President - Investment Officer
Wells Fargo Advisors

Jake Duneier '10
Co-President
Clyde Duneier Inc.

Molly Fisher '08, '12 M.S.
Vice President, Finance and Operations
DIG

Dan Folkman '12
Senior Vice President, Business
Gopuff

Oriana Fuentes '12
Co-Founder and COO
Emptor

Chris Grant '12, '13 M.S.
Acquisitions and Development
Associate
Fetner Properties

Jeffrey A. Grasso '09
Managing Partner
Vesta Realty Partners

Gabriel Grossman '10
Vice President
Morgan Stanley

Michael Gursha '10 (WHIT/NEW)
Chairman and CEO
Rookie Road Inc.

Ashley Keyes '14
Lab Manager
Columbia University

Dan Kinney '09, '10 M.S.
Assistant Controller
Wheels Up

Andrew Klajbor '12
Strategy Manager
Monitor Deloitte

Margo Konugres '12
Senior Managing Consultant, SAP
S/4HANA
IBM

Amrita Mainthia '12 (WHIT/NEW)
Director, Investor Relations
General Catalyst

Megan McDermott '09
Associate District Manager
ADP

LaQuana McNeil '09
Licensed Real Estate Broker
The McNeil Group

Ryan Novak '11
Owner
Chocolate Pizza Company Inc.

Corey Passarella '11
Co-Founder
The Streaming Guide

Chelsea Ransom-Cooper '15
Managing Partner and Financial
Planner
Zenith Wealth Partners

**Derrell Smith '10 (iSchool), '13 M.S.
(NEW)**
Creator, Owner and CEO
99EATS and AMAZEBALLS

Alec Speckhart '12
Senior Client Partner
Twitter

Nicole Walters '07
Lifestyle Store Manager
Michael Kors

Ex Officio

Alison Kessler
Director of Alumni Engagement
Whitman School

Burak Kazaz Elected President-Elect of MSOM and Continues Sharing his Research on COVID-19 Vaccines and Wine Analytics

by Olivia Hall



Burak Kazaz has been an exceptional member of the Whitman School faculty since 2007. Much of his research includes mitigating risk in global supply chain operations, supply chain financing and designing socially-responsible supply chain operations. He is currently the Steven R. Becker Professor of SCM and the Laura J. and L. Douglas Meredith Professor of Teaching Excellence.

He also serves as the director for the Robert H. Brethen Operations Management Institute. Most recently he was elected as the MSOM Executive Vice President (EVP) and President-Elect by The Manufacturing and Service Operations Management Society (MSOM). In the next two years, Burak will serve for one year as the EVP and Deputy President and then assume the MSOM President role. Being elected to this position is the ultimate recognition and honor the MSOM Society bestows on trusted leading academics. Of course, with this position come great responsibilities, which Burak will undoubtedly meet with great success. MSOM is one of the largest societies within the Institute for Operations Research and Management Sciences (INFORMS). He is the first from the Whitman School to hold a leadership position at either MSOM or INFORMS.

“The INFORMS memberships consists of scholars from around the world, as well as business school faculty, engineers, mathematicians, information scientists and analytics experts. Some of the members are even Nobel laureates,” says Kazaz. “I am very honored to represent the Whitman School as I take on this role.”

In addition, Kazaz has used his research to cast a bright spotlight on the Whitman School over the past year-and-a-half, as he shares his knowledge on a variety of topics—from the COVID-19 vaccine supply chain to wine analytics—with students, the University community and the national media.

Explaining the Vaccine Supply Chain

In February 2021, Kazaz showcased his supply chain knowledge on what may be the topic of the century: the COVID-19 vaccine. At a time when only 8% of Americans had received two doses of the vaccine, he and two guest panelists, Syra Madad, a nationally recognized public health leader and epidemiologist; and Prashant Yadav, senior fellow at the Center for Global Development, affiliate professor at INSEAD and lecturer at Harvard Medical School; presented *Where Are Our Vaccines?* Part of the Syracuse University Talks Business Webinar Series, the presentation explained the many complex steps involved in producing and distributing the Pfizer and Moderna vaccines.

Kazaz stressed that even though the production cycle was reduced from 110 days to approximately 60 days, vaccine manufacturing is still time-consuming. He also delved into the complexities of shipping the vaccines, particularly Pfizer’s, which required strict temperature control. As an interested audience listened in virtually, all three panelists stressed



that schools like the Whitman School have a responsibility to contribute to future preparedness for similar crises by building a long-term talent pool of undergraduate and graduate students with the appropriate skills.

A Taste of Wine Futures

Having established the field of wine analytics, Kazaz’s work on the pricing of wine futures has been highly influential in that industry, benefitting winemakers and distributors. In 2020, Kazaz and M. Hakan Hekimoğlu G’14, ’16 Ph.D., (Lally School of Management, Rensselaer Polytechnic Institute) released a report, “Analytics for Wine Futures: Realistic Prices” in *Production and Operations Management*. The report identified “best buys” for 2019 vintage Bordeaux wine futures known as “en primeur.” Using a price algorithm they developed, Kazaz and Hekimoğlu identified 15 chateaus’ wine futures as a “strong buy,” or excellent deals, while seven others received a “buy” recommendation.

“The 2019 vintage is an excellent vintage to invest in,” says Kazaz, citing several that were released more than 30% below their realistic values.

“Together, these 2019 ‘en primeur’ prices are, undoubtedly, the best release prices in a long time.”

The report cited three main reasons for the chateau’s decisions to reduce prices: COVID-19, which caused chateaus’ to have to ship bottle samples to tasting experts several months late; Brexit, which caused uncertainty in London’s fine wine trade; and potential tariffs. All of these factors impacted chateaus and negociants’ release prices for the 2019 vintage.

Kazaz has represented his work and the Whitman School on numerous occasions on these and other topics in the local and national media, including the *Wall Street Journal*, and *Forbes*. In addition, his publications have received numerous best paper awards reflecting the impact and quality of his scholarly projects. [W](#)



Faculty Research on Economic Risks and Uncertainty

Are Banks Managing Risk Better as They Grow or Is Risk Growing, Too?

Associate Professor of Finance Anna Chernobai, Ali Ozdagli (Federal Reserve Bank of Boston) and Jianlin Wang (University of California at Berkeley) examine whether banking institutions are managing their risks better as they grow larger and more complex or whether their risks are growing, as well.

The authors look into how the level of risk changed for banks and insurance firms that were impacted by the financial deregulation in the late 1990s, as well as whether the elevated operational risk post-deregulation is a result of strategic risk taking or managerial failure.

After the financial deregulations in the late 1990s that culminated in the Gramm-Leach-Bliley Act of 1999, U.S. bank holding companies began expanding aggressively into non-banking activities. Two big areas were securities underwriting and dealing, and insurance underwriting. This increased business diversification made bank holding companies more complex as they began operating outside of the traditional business of banking. Regulators are concerned that the potential benefits of this diversification are offset by potential risk-management weaknesses.

This study uses pre- and post-deregulation periods to examine the effects of bank

complexity on their operational risk and finds that the frequency and severity of operational risk events increased significantly with bank complexity. The authors use a new methodology to study the effects of business complexity on risk management that is robust to confounding effects. They use the 1990s deregulation period as a so-called natural experiment that serves as an external shock to banks' complexity. This experiment allowed them to identify the causal effect of increased complexity on the quality of risk management.

The implications for practice show that negative externalities of operational risk events affecting other financial firms documented in recent studies imply that the higher levels of operational risk post deregulation are not socially optimal. In terms of policy implications, at the heart of current regulatory debates lies the tradeoff between potential diversification benefits and potential risk management weaknesses arising from increased complexity that can result in losses for both the financial sector and taxpayers. This study highlights that any apparent benefit of diversification may come at the expense of increased risk that is not immediately evident. The authors' results also suggest that operational risk externalities are more likely to originate from more complex bank holding companies. Accordingly, they may warrant more stringent regulatory requirements for operational risk.

How FOMC Announcement Days Impact Higher Average Equity Market Returns

Lai Xu, assistant professor of finance, Hengjie Ai (University of Minnesota), Leyla Jianyu Han (University of Hong Kong) and Xuhui Pan (University of Oklahoma) set out to reconcile how the Federal Open Market Committee (FOMC) announcement days are associated with realizations of significantly higher average equity market returns compared to days without major macroeconomic announcements, how the capital asset pricing model (CAPM) holds on macroeconomic announcement days, why none of the known risk factors are powerful enough to overturn the CAPM on announcement days, and how firms with different levels of sensitivity to monetary policy announcements also have different expected returns on announcement days. In doing so, they developed a parsimonious equilibrium model in which FOMC announcements reveal the Federal Reserve's interest rate target, which affects the expected growth rate of the economy. Their model accounted for the dynamic of implied variances and the cross section of the monetary policy announcement premium realized around FOMC announcement days. This research has novel findings. From an investor's point of view, a long-short portfolio formed on the researchers' monetary policy sensitivity measure produced an average announcement day return of 31.40 bps. In addition, the returns of expected implied variance reduction



(EVR)-sorted portfolios remained significant after controlling for market beta and other standard risk factors. To look at why, the authors further demonstrated that the spread on the EVR-sorted portfolios reflects risk compensation for monetary policy announcements. They used measures of monetary policy announcement surprises constructed by Nakamura and Steinsson (2018) to show that the average monetary policy announcement surprises are indifferent from zero, and, therefore, rational expectations hold well in the sample period, as well as that the returns of the EVR-sorted portfolios are monotonic in their sensitivity to monetary policy surprises.

The authors' findings showed that the FOMC announcements resolve uncertainty about the macroeconomy and monetary policy and are associated with reductions in the option-implied variance. Firms that are more sensitive to monetary policy announcements should experience a greater implied variance reduction after announcements. Expectations for the implied variance reduction can therefore measure sensitivity to monetary policy announcements. The authors found that portfolios sorted on the EVR yielded a significant spread in average returns on FOMC announcement days but not on non-FOMC trading days.



Loss Reduction During Wildfires and Other Disasters: Implications of Individuals and Organizations

This year's wildfires in the western United States have been raging so severely that even East Coast residents felt the effects on air quality—compelling evidence for the timeliness of Devin Stein's '22 Ph.D. research. Ever since Stein, a doctoral candidate at the Whitman School and fellow of the Institute for an Entrepreneurial Society (IES) witnessed his first fires in the canyon behind Utah State University, where he completed his undergraduate and master's degrees, see page 31, the problem has only intensified.

"Fires have grown significantly in the past 20 years," Stein says. "Especially in the past decade, you see record-breaking fires almost every year."

Applying his background in environmental studies, economics and environmental policy, Stein is studying the nexus of the various types of organizations engaged in battling the blazes. He has linked data supplied by the California Department of Forestry and Fire Protection on the number and location of homes destroyed by wildfires from 2013 through 2019 to the fire suppression work of more than 2,000 surrounding entities, both public—such as fire departments, resource conservation districts or town councils—and private—such as logging companies or insurance firms.

"I was looking at whether communities with such organizations tend to do better in fire events, whether you see any reductions in property loss," Stein says.

His results show that all types of organizations play important roles in preventing property destruction. While public organizations often have the most direct impact, private companies and nonprofits could increase their efficacy, for example, by providing specialized equipment or education.

These solutions, Stein says, are rarely clear-cut. Involvement from as many different people as possible, however, is key. "I think that ultimately all my research comes down to: We need to get more people into the room and start talking about problems," he says. "One of the bigger challenges is just trying to convince people that they can actually make a difference."

Through his work, Stein hopes to challenge not just individuals but also organizations to think beyond silos of "public versus private" or "that's not my job."

For example, major insurance corporation AIG has invested in wildfire prevention—providing a public service.

Whether applied to wildfires or similarly complicated issues such as flooding, homelessness or public education, "we need a broader perspective of who is involved in trying to address such complex problems."

Whitman Welcomes New Faculty



RACHAEL D. GOODWIN
Assistant Professor of
Management

Goodwin joins the Management Department at the Whitman School as a tenure-track assistant professor and is a research fellow at the Harvard Kennedy School's Women and Public Policy Program. After receiving a bachelor's degree in sociology and a master's degree in public administration from Brigham Young University, she completed a Ph.D. in business management at the University of Utah, Eccles School of Business. She will concentrate on research in fall 2021 with particular interests in obstacles women may encounter when pursuing leadership positions and ways to help women successfully navigate that path. Goodwin is also exploring workplace discrimination, sexual harassment and attitudes toward unethical behaviors in the workplace, particularly toward women. In spring 2022, she will bring her knowledge into the classroom teaching Organizational Behavior to undergraduate students.



ARIELLE NEWMAN
Assistant Professor of
Entrepreneurship

Newman joins the Department of Entrepreneurship and Emerging Enterprises as a tenure-track assistant professor of entrepreneurship. Before joining the Whitman School, she was an assistant professor of entrepreneurship in the College of Business and Economic Development at the University of Southern Mississippi. She received a Ph.D. from the University of Utah in political economy and was a post-doctoral fellow at the Marriott School of Business at Brigham Young University, where she developed research that bridged the gap between political science and entrepreneurship. Before that, Newman earned a master's degree in international affairs and global enterprise from the University of Utah and a bachelor's degree in international relations from Brigham Young University. Her focus is on the role of trauma in entrepreneurship, particularly related to the female experience. In addition, Newman will teach Minority and Woman's Entrepreneurship starting in spring 2022.



JAMIE PERRY
Assistant Professor of
Management

Perry joins the Whitman School as a tenure-track assistant professor of management, where she will teach classes in managing and leading people in organizations. Before joining Whitman, Perry was an assistant professor at Cornell University, teaching human resources management, as well as managing and leading teams. She earned a bachelor's degree in psychology and sociology from the University of Houston, followed by a master's degree in psychology and a Ph.D. in organization management from Rutgers University. Her work spans the field of diversity with a focus on understanding how diversity characteristics and distributional properties affect team and organizational effectiveness.



WILLIE REDDIC
Associate Professor of
Accounting

Reddic G'12 (MAX), '13 Ph.D. returns to the Whitman School, where he earned a Ph.D. in accounting, as an associate professor of accounting. He received a master's degree in finance from the University of Illinois at Urbana-Champaign, a master's degree in economics from the Maxwell School of Citizenship and Public Affairs at Syracuse University and a bachelor's degree in management information services from California State University, Chico. Before his return to Whitman, Reddic was an associate professor at the Driehaus College of Business and Kallstadt Graduate School of Business at DePaul University, as well as an associate dean of academic programs and curricula. Reddic will teach and continue his research, which most recently focuses on looking at underrepresented industries around disclosures and how firms allocate their earnings. He also hopes to bring more underrepresented students into the School, specifically into the field of accounting, and looks forward to working with current Ph.D. students with the same level of support he received as a student at the Whitman School.



TIANYUE ZHAO
Assistant Teaching Professor

Returning to the Whitman School, where she earned a master's degree in finance, Zhao G'12 joins the faculty as an assistant teaching professor of finance. Previously, she taught at Our Lady of the Lakes University in Texas. Zhao worked in mutual funds in Shanghai before completing a Ph.D. in finance at the University of Pittsburgh in 2020. Her research will continue to focus on mutual funds and other investment funds, as well as environmental-social and governance investing—an area that is of special interest to her. This fall, she is teaching Principles of Finance, sharing her experience working with institutional investments. As a Whitman alumna, Zhao actively networks with more than 300 Syracuse alumni both in China and the U.S. through a WeChat group founded in 2011 for those in the Chinese community.



University's Cluster Hire Initiative Draws Top Researchers to Whitman

The Whitman School continues to make strides as part of Syracuse University's research cluster-hire initiative, which aims to strengthen research activity, enhance faculty diversity and develop new opportunities for student research and learning by recruiting and retaining recognized innovators and educators with interdisciplinary research interests.

In 2018, 10 areas—or clusters—that represent existing research strengths, niche areas and groundbreaking topics were identified for their potential to have a transformative impact on the competitiveness and reputation of Syracuse University as a whole. Faculty research hires that fall within these clusters are intended not only to foster collaboration between colleges and schools but also to leverage support for extramural grants and contracts, generate significant scholarship and create the potential for scientific, economic, environmental and social impact as part of the University's overall Strategic Plan.

The Whitman School has committed to pursuing top talent in four of the University's research clusters and has been working diligently for the past few years to attract top talent, according to Michel Benaroch, associate dean for research and Ph.D. programs.

“Our cluster hires will enhance what is already an outstanding faculty at the Whitman School. These experts will bring specific strengths that will allow us to become more highly regarded in certain areas of research, while also creating unprecedented opportunity to collaborate with other schools at the University,” says Benaroch.

Whitman recently welcomed two new faculty members under the cluster hire initiative. Hyoruyng (Hannah) Nam joined the marketing department in 2020 as part of the Innovation and Entrepreneurship cluster, and Rachel Goodwin joined the management department under the Social Differences, Social Justice cluster this fall. Another individual is slated to join the management department in fall 2022 as part of the Artificial Intelligence, Autonomous Systems, Human-Technology Frontier cluster. Two more searches are ongoing in the finance department under the Big Data and Data Analytics cluster—one for business analytics and the other in the area of financial technology.

Honors, Awards and Recognition



Natarajan Balasubramanian

professor of management, received the Whitman Research Fellow Award.



Joel Carnevale

assistant professor of management, received the Guttag Junior Faculty Research Award.



Ravi Dharwadkar

professor and department chair of management, has been named the Whitman Advisory Council Professor.



Todd Moss

chair and associate professor of entrepreneurship, received the Edward Pettinella Associate Professorship in Business Award.



Kira Reed

associate professor of management, received the Chancellor's Citation for Excellence.



Lai Xu

assistant professor of finance, received the Dean's Citation for Research Award.



Meheli Basu, assistant professor of marketing, is a principal investigator on a \$20,000 Innovative & Interdisciplinary Research CuseGrant awarded for her project “Impact of User Reviews of Service Attributes on Revenues in the Sharing Economy: Examining the Case of Airbnb.”

Michel Benaroch, associate dean for research and Ph.D. programs and professor of management information systems, won a best paper award at the ILAIS 2020 Conference for his paper titled “Third-Party Induced Cybersecurity Incidents: Who Pays the Price?”

Joel Carnevale, assistant professor of management, and **Johan Wiklund**, the Al Berg Chair and professor of entrepreneurship, are guest editors for a special issue: “A Better Tomorrow? Work and Well-being in the Entrepreneurial Society,” for the *Journal of Business Research* (in conjunction with Parker, S., Jack, S., Hatak, I. and Frese, M.).

Suho Han, assistant professor of entrepreneurship, has joined the editorial review board of the *Strategic Entrepreneurship Journal*.

Rong Li, associate professor of supply chain management, received The Manufacturing and Service Operations Management (M&SOM)

Meritorious Service Award in May 2020, recognizing the outstanding service she has provided over the past year for the M&SOM journal.

Catherine Maritan, associate professor of management, has joined the editorial board of *Strategy Science*. She also received a 2020 Academy of Management Review Developmental Reviewer Award and was re-appointed co-chair of the Strategy Research Foundation, the research funding arm of the Strategic Management Society, for a three-year term (2020-2022).

Johan Wiklund, the Al Berg Chair and professor of entrepreneurship and editor-in-chief of *Entrepreneurship Theory and Practice (ETP)*, saw the 2019 Impact Factor of ETP jump from 6.2 to 10.7, which according to the publisher, SAGE, places ETP second among 151 business journals. Wiklund was also awarded a 10-Year Impact Award by SAGE Publishing, recognizing that a 2009 paper he published in ETP has received the most citations over the span of a decade, titled “Entrepreneurial Orientation and Business Performance: An Assessment of Past Research and Suggestions for the Future” (with Rauch, A., Lumpkin, G.T. and Frese, M.).

Webinars and Virtual Conversations:

May 11, 2021: “ADHD and Entrepreneurship”

The panelists discussed why we find that highly successful entrepreneurs, an astounding 62%, identify as having traits consistent with attention deficit and hyperactivity disorder (ADHD). Why is that? They discussed the notion that far from being a disadvantage in business, having ADHD may be an asset to entrepreneurial ventures. They also discussed what traits/behaviors need to be augmented, by hiring business partners who excel at those specific traits around them.

Moderator:

Laura Marien, student at Harvard University Extension School

Panelists:

Johan Wiklund, Al Berg Chair and professor of entrepreneurship, Whitman School

John Torrens, professor of entrepreneurial practice, deputy department chair of the Department of Entrepreneurship and Emerging Enterprises, Whitman School

April 23, 2021: “Brexit: Its Impact and Implications Post Pandemic”

This webinar featured three panelists who answered questions about the impact of Brexit in the U.K., in Europe and the U.S., the impact the pandemic has had on the new system and implications for the end of the deal.

Moderator:

Tom Barkley, professor of finance practice, Whitman School

Panelists:

Mike Harris, founder and CEO, Cribstone Strategic Macro

Glyn Morgan, associate professor of political science, Maxwell School of Citizenship and Public Affairs

Fatma Sonmez-Leopold, assistant teaching professor of finance, Whitman School

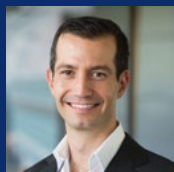
March 24, 2021: “A Fireside Chat with John C. Williams, president and CEO of the Federal Reserve Bank of New York”

Syracuse University, Onondaga Community College and the Federal Reserve Bank of New York faculty sponsored this event for faculty, staff, students and City of Syracuse business leaders, anchor institutions and community-based organizations on the current state of the economy of Central New York.

Moderator:

Tom Barkley, professor of finance practice, Whitman School

Faculty in the Media



Cristiano Bellavitis, assistant professor of entrepreneurship, was interviewed by NBC News for the story “Understanding Bitcoin” (April 6, 2021).



Michel Benaroch, associate dean for research and Ph.D. programs and professor of MIS, was interviewed for *The Washington Post* story “Stalled payments, conflicting answers: D.C. unemployment woes trigger investigation” (May 12, 2021).



Erasmo Giambona, professor of finance and Falcone Chair in Real Estate, was quoted in two Syracuse.com stories: “Destiny USA, Syracuse’s mammoth mall, faces a crisis of debt and uncertainty (Part 1)” and “How it could end for Destiny USA: Some unpleasant ways out for the struggling mall (Part 2)” (June 2, 2021).



Roger Koppl, professor of finance, was mentioned in *The Sunday Telegraph* story “Narrow and unbalanced Sage leaves the Government in a lockdown bind” (July 27, 2021).



Alexander McKelvie, professor of entrepreneurship and associate dean for undergraduate and master’s education, was interviewed by *The Wall Street Journal* for the article “New College Degrees Give Liberal-Arts Students More Business Courses” (Sept. 13, 2021).



Patrick Penfield, professor of supply chain practice, was interviewed for and quoted in multiple media outlets, including: the ABC News story “Show Me the Money: Grocery Prices” (April 22, 2021), the BBC story “What will self-driving trucks mean for truck drivers?” (April 13, 2021), and “Consumer prices rise amid growing inflation” (May 24, 2021), the *Popular Science* article “Understanding the global chip shortage, a big crisis involving tiny components” and *The Denver Post* story “Experts warn Colorado families not to wait for the last bell to buy school supplies”

(Aug. 17, 2021), Vox story “You can buy stuff online, but getting it is another story” (Sept. 1, 2021), Australian podcast “Equity Mates” for the episode “Expert: Are Semiconductors the Picks & Shovels Play for the Tech Industry” (Sept. 13, 2021), WKRN-TV’s (Nashville, Tennessee) segment “Supply chain industry deals with challenge of labor shortages” and by Chain Store Age in the story “Sounding the Alert on U.S. Supply Chain Congestion” (Sept. 22, 2021), Supply Chain Brain story “No Relief This Year for the Global Supply Crisis,” the *Long Beach Business Journal* story “Do your Christmas shopping early’: Cargo delays likely persist amid busy holiday season” (Sept. 29, 2021), CNN story “Snowcone the Happy Unicorn is the latest victim of manufacturing chaos” (Oct. 4, 2021). Penfield was also quoted in the *Forbes* story “How New White House Plan To Address Supply Chain Crisis Will Impact Companies” (June 8, 2021), *The Denver Post* article “Summer shortages: Fireworks, cars, boats hard to come by as COVID-caused kinks remain in supply chain” (June 28, 2021) and the CNY Central story “Supply shortage means you’ll get top dollar for a used car, but new cars are hard to find” (July 6, 2021), and by multiple news outlets in stories about the global supply chain crisis, including Vox, *The San Diego Union-Tribune*, Sinclair Broadcast Group, WRVO-FM (Oswego), NewsChannel 9 and WSKG-FM (Binghamton) (Oct. 13, 2021).



Lynne Vincent, assistant professor of management, was quoted in the *Associated Press* story “Amazon warehouse workers reject union bid in Alabama” (April 13, 2021). She was also quoted in several outlets that ran stories about the Amazon union effort, including Business Insider, *The Washington Post*, GO Banking Rates and Law 360.



Ray Wimer, professor of retail practice, was quoted in the Syracuse.com story “8 ways Destiny USA might bounce back: Can laser mazes, musicals and doctors save a struggling mall?” (July 6, 2021).

Other Selected Publications

Susan Albring, professor of accounting has her paper, “Disclosure and Liquidity Management: Evidence from Regulation Fair Disclosure” (with Huang, S., Pereira, R. and Xu, X. ’13 Ph.D.), published in *Journal of Contemporary Accounting and Economics*, 16(3), 1-17, 2020. She also has the paper “Managing Academic Programs” (with Elder, R.), published in *Issues in Accounting Education*, 35(4), 2020.

Pamela Brandes, professor of management and **Ravi Dharwadkar**, Laura J. and L. Douglas Meredith Professor of Teaching Excellence and chair and professor of management, have their paper “Time Is of the Essence: Retired Independent Directors’ Contributions to Board Effectiveness” (with Shi, L. ’11 Ph.D. and Ross, J.), forthcoming in *Journal of Business Ethics*.

Scott Fay, professor of marketing has his paper, “Store Closings and Retailer Profitability: A Contingency Perspective” (with Feng, C. ’16 Ph.D.), published in the *Journal of Retailing*, 96(3), 411-433, 2020.

David Harris, professor of accounting, has his paper, “The Initiation of Audit Committee Interlocks and the Contagion of Accounting Policy Choices: Evidence from Special Items” (with **Dharwadkar, R.**, Shi, L., Zhou, N.), published in *Review of Accounting Studies*, 39, 2020

Burak Kazaz, Steven R. Becker Professor of Supply Chain Management and the Laura J. and L. Douglas Meredith Professor of Teaching Excellence, had his paper, “Analytics for Wine Futures: Realistic Prices” (with Hekimoglu, H. ’16 Ph.D.), published in *Production and Operations Management*, 29(2), 2096-2120, 2020.

Roger Koppl, professor of finance, has his paper, “On the Emergence of Ecological and Economic Niches” (with Gatti, R., Fath, B., Kauffman, S., Hordijk, W., and Ulanowicz, R.E.), published in *Journal of Bioeconomics*, 22(2), 99-127, 2020.

Lihong Liang, associate professor of accounting, has her paper, “Market Perceptions of Fair Value Reporting for Tangible Assets” (with Riedl, E. and Conaway, J.), forthcoming in *Journal of Accounting, Auditing and Finance*.

Alexander McKelvie, associate dean for undergraduate and master’s education and professor of entrepreneurship, has his paper, “Path Dependence in New Ventures’ Capital Structures” (with Söderblom, A. and Samuelsson, M.), forthcoming in *Entrepreneurship Theory & Practice*,

and “What Do They Think and Feel About Growth? Examining Small Business Managers’ Attitudes Towards Growth in the United States” (Brattström, A. and Dennis, W.J.), forthcoming in *Journal of Business Venturing Insights*.

Cameron Miller, assistant professor of management and Edward Pettinella Professor of Business has his paper, “Complementary Components, Returns from Disclosure During Standard Setting and Coordination within Ecosystems” (with Toh, P.K.), published in *Strategic Management Journal*, 41(1), 3-26, 2020.

Milena Petrova, associate professor of finance has her paper, “The Predictability of Real Estate Excess Returns: An Out-of-Sample Economic Value Analysis” (with Guidolin, M. and Pedio, M.), published in *The Journal of Real Estate Finance and Economics*, 2020.

Padmal Vitharana, professor of management information systems has his paper, “Examining End Users’ Ability to Select Business Services: A Conceptual Framework and an Empirical Study” (with Basu, A.), published in *Information & Management*, 57(6), 2020.

Johan Wiklund, Al Berg Chair and professor of entrepreneurship, has his paper “The Polygenic Risk Score of Subjective Well-being, Self-employment, and Earnings Among Older Individuals” (with Patel, P., Rietveld, C. and Wolfe, M.), forthcoming in *Entrepreneurship Theory and Practice*, special issue on biology and entrepreneurship and “Fear Not, Want Not: Untangling the Effects of Social Cost of Failure on High-growth Entrepreneurship” (with Lee, C.K. ’17 Ph.D., Simmons, S. ’12 Ph.D. and Cottle, G.), forthcoming in *Small Business Economics*.

Books



Tridib Mazumdar, professor emeritus of marketing, recently published *Pricing Products & Services*, a pricing textbook targeted for MBA and upper-level undergraduate students as well as interested practitioners.



“In the News and Trending” includes the perspectives of accomplished Whitman professors on timely issues impacting business. Stated wording and opinions are those of the author.

The Global Supply Chain is in Crisis When Will it Return to Normal?

Today’s global supply chain is in crisis.

The COVID-19 pandemic with its variants is impacting different parts of the world at different times. Extreme weather events, which have unleashed environmental catastrophes leading to loss of human lives, have prevented areas around the world from producing and moving materials. We are seeing labor shortages caused by people unable to work due to being infected by COVID or because they were potentially exposed to someone who was infected.

There are unparalleled material shortages ranging from chemicals to semi-conductors due to a lack of capacity or base materials/ingredients, which have impacted our abilities to use and produce more goods. Lastly, our inability to move mass amounts of materials via ship, train or truck due to closures, lack of labor and space has hampered our ability to move products in a timely and efficient manner.

When will this global supply chain chaos end?

The COVID-19 pandemic, in addition to extreme weather events, has shown us how interconnected the world’s supply chain is and how any impact on any one part of the global supply chain will eventually ripple throughout the entire global supply chain.

Many companies have developed global supply chains that have reduced costs and improved quality within their organizations. These global supply chains, working with single suppliers in select regions of the world, have kept inventories at their lowest possible levels to free up cash flow. Today’s factories and distribution centers have enough capacity to meet past demand levels, and these facilities are focused on producing or moving items as efficiently and effectively as possible. We now have delivery

processes where we can ship anything in the world and have it delivered within 24 hours.

Unfortunately, the pandemic and climate change are starting to make us question these long-established supply chain methodologies. Due to all of the issues and problems companies are facing within their global supply chain, many organizations are contemplating whether they should have suppliers in different geographic regions of the world versus just one region (a geographic supply base) to lessen their exposure to pandemics and weather events.

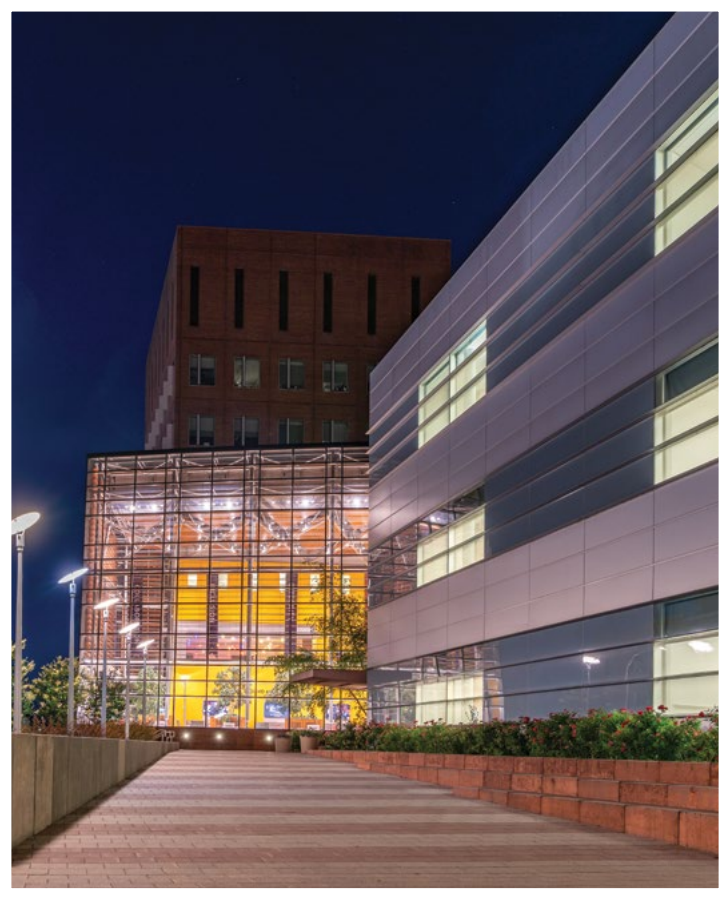
Does it make sense to have just one supplier, or should we have several? Should we carry more inventory or capacity to react to sudden demand surges? Is our organization flexible and agile enough to make anything at any time regardless of the demand pattern? Does it make sense to have local suppliers to insure timely deliveries of product? Is automation needed to deal with labor shortages?

These are some of the global supply chain issues companies will need to address to deal with the harsh realities of today’s global supply chain.

The fourth quarter of 2021 will be a difficult time for many organizations and consumers. Expect to see less inventory, less variation of products, late deliveries and higher costs. Unfortunately, there will be even more issues within the global supply chain for the foreseeable future.

2022 is already developing to be an arduous year for supply chain professionals. It may be time to re-engineer current global supply chain practices due to the unprecedented problems and issues we are facing today. Sadly, we know that we will see more extreme weather events and pandemics in the future, so the time to change our global supply chain is upon us.

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