

Whitman

**RESIDENCY PROGRAMS
DIFFERENTIATE WHITMAN
FROM COMPETITORS**



S Syracuse University
Whitman School
of Management



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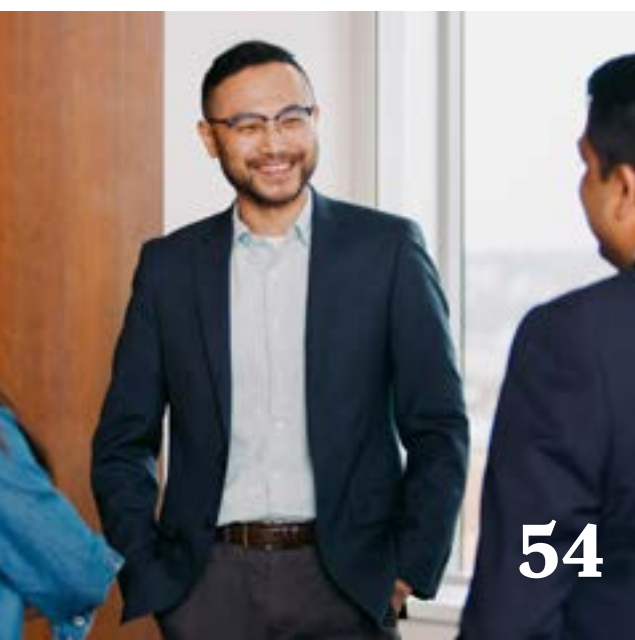
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LETTER FROM THE DEAN

At the heart of what the Martin J. Whitman School of Management does is set the stage for the future. It involves preparing students for the challenges and opportunities that await them as they pursue their studies, once they graduate and start their careers, and as they navigate the labyrinth of life. It involves helping faculty pursue relevant and useful research questions that help to understand important issues even better. It involves supporting our alumni and corporate partners in achieving their goals. Whitman is truly about making the future a better place for our stakeholders by creating new knowledge and sharing that knowledge through education.

In this edition of the *Whitman* magazine, we describe how Whitman continues to set the stage in preparation for a better future. We highlight how we're adjusting the curriculum to be at the forefront of what is happening in businesses — and where we believe the skills and abilities of our students will need to be. We describe some of the innovative educational initiatives we're offering, such as the weekend-long residency programs for MBA students on market-sensitive topics and intense soft skills training. We mention some of the experiential learning our students have engaged in, as part of travel to Silicon Valley and New York City, that are truly helping to provide exceptional learning experiences. We emphasize the new partnerships with other schools on campus that help to provide special learning opportunities for our students. We highlight some of the scholarly work of our faculty — with key lessons about how we think about timely and important issues. We discuss some of the impactful philanthropy supporting the development of new programs and innovations in others. We share how our alumni gifts fuel curricular innovation and student support beyond traditional approaches. And, of course, we shine the spotlight on some outstanding students and alumni who represent Whitman and its future.

The common theme of Whitman being future looking is pervasive throughout this edition. And the progress and forward momentum that we have been describing over the past few years is what is also driving our future. We are seeing the future happen in front of our eyes, whether it's the continued increase of student applications to join Whitman, the record-setting placement rates or the upward trajectory in our rankings.



It is becoming increasingly apparent that Whitman's future is bright and shining even brighter. It's extraordinary to see how much Whitman has already done — and continues to do — to help prepare students for the future. We wouldn't be in the position we are today without the continued and unwavering support of our families, alumni, donors, corporate partners and friends through their gifts of time, talent and treasure. We are collectively setting the stage for a successful future, and you all have my deepest appreciation for the many ways you help Whitman chart toward a great future ahead.

Best wishes,

A handwritten signature in black ink that reads "AMcKelvie". The signature is written in a cursive, slightly stylized font.

Alex McKelvie
Interim Dean

Residency Programs Bring Online MBA Students Together for Unique Business Topics That Differentiate Whitman From Competitors

By Caroline K. Reff



What business student wouldn't want to spend a weekend in New Orleans learning negotiation skills directly from Syracuse University's Chancellor? How about a trip to New York City to take a deep dive into how the pandemic has brought technology to the forefront of health care? Or what about a trip to Denver to better understand the ins-and-outs of the emerging cannabis industry? These are just some of the opportunities that take students in the Syracuse University online MBA program at the Whitman School out from behind their computers and in front of business experts, alumni, faculty and, of course, their fellow students.

Since 2015, the online MBA program has offered approximately 130 residency tracks covering everything from supply chain and sports to alternative investments and consulting with nonprofit organizations. Students are required to participate in three residency programs (worth one credit each) in order to earn their degrees. These residencies are differentiators for the Whitman program, as few other business schools offer such an extensive array of experiences in a variety of locations. Students value this element of the online program as a reason to travel, immerse themselves in new information and tangible skills, and, most of all, get to know the classmates and professors they've only met online.

According to Whitman's Interim Dean Alex McKelvie, many other online MBA programs are moving to predominantly prerecorded content, and students seldom interact with faculty or other students face-to-face. "Each theme we choose for a residency track shares immediate insight into important and emerging industries or 'hot skills' that our students can get up to speed on over a long weekend and bring back to use in their workplaces days later. We're bringing in thought leaders and innovators — many of whom are our own alumni who present a working knowledge of topics that are happening in the here and now," he says. "Our students truly look forward to these experiences, and these in-person opportunities have proven to draw a more diverse student body to our program, while also allowing the Whitman School to become increasingly competitive in a business school space that is full of some very big players."

“Our students truly look forward to these experiences, and these in-person opportunities have proven to draw a more diverse student body to our program, while also allowing the Whitman School to become increasingly competitive in a business school space that is full of some very big players.”

— Interim Dean Alex McKelvie

Residencies are held at Syracuse University, as well as cities around the country. This summer, the School will once again open up international residency tracks, something that has been on hold since the pandemic began. According to Assistant Dean for Master's Programs Amy McHale, there are four main types of residencies with multiple topics to choose from: **The Business of...**, which concentrates on a specific industry; **Emerging Trends**, which delves into areas that may only be touched on briefly in traditional coursework, like alternative investments or resilient supply chains; **Skill Building**, which includes popular proficiencies like Negotiation, Digital Storytelling with Tableau and Power-Up with Power BI; and **The Whitman Challenge**, which allows the online MBA students to use their skills as consultants to nonprofit agencies or companies in need of business expertise.

"One of the main factors of my decision to choose the Syracuse University online MBA program was the residencies offered," says Brad Pokorny '22, a U.S. Army veteran and entrepreneur. "While earning my degree online was the right decision for my circumstances, there was something about sitting down and conversing with professors and classmates on occasion that was very appealing to me. Whitman really rolls out the red carpet, and everyone is so welcoming and enthusiastic about the various topics offered."

Many students in the online MBA program choose the optional orientation residency held at Syracuse University as their first residency. Held over a long weekend, the orientation is geared primarily for students new to the program and gives them a chance to meet their advising

team and faculty members, get a better understanding of the resources available to them through the University and, best of all, network with classmates in a social setting. Students also have the chance to stroll the campus, take in a game at the JMA Wireless Dome or stop into the bookstore to stock up on some Syracuse merchandise. The most recent orientation residency was held in April, while at the same time, the Whitman School also welcomed other online MBA students taking part in a skill building track on Excel modeling for financial planning or Power BI, or another residency on The Business of Sport.

Residencies are announced months in advance to give students a chance to plan ahead. Each takes up to a year to plan and all are coordinated by Jenny Henderson, associate director for student services. Students are encouraged to choose a residency soon after starting the program in order to have plenty of time to complete their three-track requirement by graduation. When academic calendars align and space allows, the residency programs are also open to other full-time master's degree students from the Whitman School.

THE BUSINESS OF...

The online MBA students are always eager to immerse themselves into topics that are novel or focus on a specific area of business, so the Whitman School offers a revolving selection. Two of the most recent revolved around healthcare and sport, while an upcoming residency looks into cannabis from a business perspective.

Doug Present '86 Shares Insight on State of U.S. Healthcare Post-Pandemic



During The Business of Healthcare residency, Doug Present '86 presented "The Pandemic — What Happened and Where Are the Opportunities?" Present is a member of the Whitman Advisory Council and is on the University's Board of Trustees. He received an MBA from the Wharton School, where he has been an adjunct instructor since 2007 and has had an extensive career in healthcare, including work at Deloitte & Touche Health Care Consulting, Medsite Inc., Managed Health Care Associates Inc. and Douglas Present Associates, his own investment firm.

Present noted important statistics about U.S. healthcare, emphasizing how 14% of all adults are employed in the industry and projecting the impact that the "Silver Tsunami" will have on healthcare as the senior adult population in the U.S. is expected to peak in 2040. He also gave an overview of what happened to the healthcare system during the pandemic — from hospital bed shortages and supply chain disruption to how U.S. stockpiles of critical supplies proved inadequate — and discussed how healthcare inequities among certain populations, particularly minority groups, became more strikingly visible. In addition, Present noted that "health care workers never signed up to be heroes" and, in turn, have "been leaving the system in droves."

The keynote was not all doom and gloom, however, as Present highlighted the lessons learned and the opportunities that came out of that. "Supply chain issues have made their way to the C-suite, stockpiles have been recreated, and the U.S. government has realized that nobody else can be expected to do this for us," Present says. "Despite it all, real opportunities came out of the pandemic — telemedicine, healthcare at home, deputizing healthcare provider systems like pharmacies, a greater focus on behavioral health and more. So much of the bad has actually created opportunities everywhere in the healthcare landscape."



Healthcare

In response to the many changes in business practices due to the pandemic, the Whitman School offered The Business of Healthcare in the fall of 2022 in New York City. Forty-four students gathered in person for a long weekend session that focused on the healthcare innovation, coordinated by Adjunct Instructor David Eilers '80 (NEW), who has had an impressive career in the healthcare space, and Anissa Davenport '19 MBA, a recent graduate who has extensive experience in healthcare leadership and is currently an innovation consultant and founding partner of Possibility Partners LLC, in North Carolina.

With healthcare spending growing to over \$4 trillion in 2021 or 19.5% of GDP during the pandemic, this residency track examined whether the U.S. has created a more resilient healthcare system as a result and took a hard look at the lessons learned during unprecedented times. Discussions surrounded which institutions did the best in responding in innovative ways to improve care, as well as what disruptive influences impacted the healthcare marketplace. A panel discussion by healthcare experts included Zac Brien, national account manager at Butterfly Network; Michelle Cunningham, vice president, global platform leader, BD Health; Shari Jardine, deputy director, Center for Global Health, Northwell Center for Global Health; and Doug Present '86, investor and former CEO of Managed Health Care Associates, Inc., was well received, as was a keynote address by Present (see sidebar). Another aspect of the track included two design thinking challenges: one pertaining to barriers of getting access to quality healthcare in the U.S. and another involving identifying disruptive trends in the U.S. healthcare system and proposing experiments to improve customer value by “turning pain into gain.” On the final day, groups of students responded by pitching solutions and emphasizing what made their ideas “desirable, feasible and sustainable” in the future, according to Eilers.

“A lot of companies are really solving complex problems from the technology standpoint, and there is a lot of venture capital going into healthcare. So many businesses and products related to healthcare have

“I was interested in this residency because there are huge opportunities for digital transformation in healthcare, particularly in underdeveloped countries. This covered some interesting concepts and helped me look for new business ventures as I completed my MBA.”

— Ryan Raymond '03 (NEW), '22 MBA

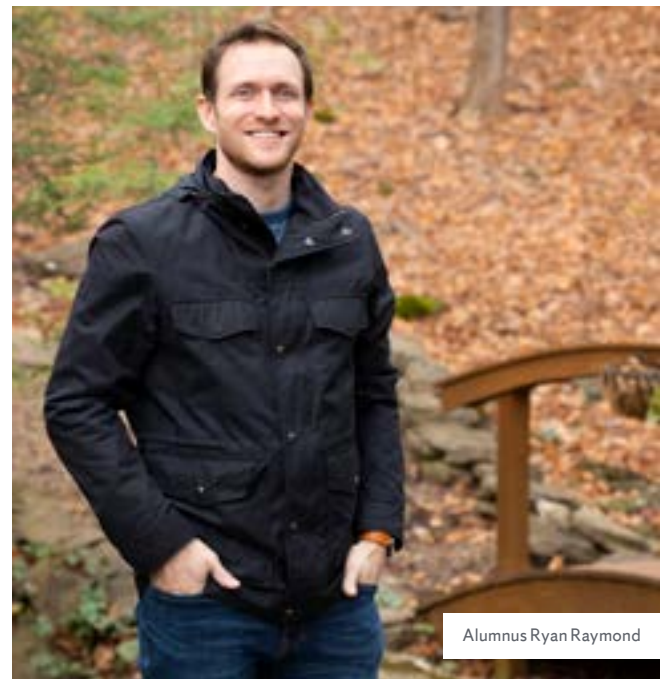
launched over the past five years, and there are certainly many more to come,” says Ryan Raymond '03 (NEW), '22 MBA, who has more than 15 years of career experience in healthcare. “I was interested in this residency because there are huge opportunities for digital transformation in healthcare, particularly in underdeveloped countries. This covered some interesting concepts and helped me look for new business ventures as I completed my MBA.”

“The Business of Healthcare track was a great success, and I think students came away with an innovator’s mindset, a new tool set for ensuring successful adoption of emerging technologies and the creative confidence to apply those tools to a variety of market opportunities,” says Eilers.

Sport

In early April, the Whitman School held The Business of Sport on campus, the first time for this particular topic, in conjunction with Rick Burton '80 (NEW), the David B. Falk Distinguished Professor of Sport Management at the Falk College of Sport and Human Dynamics at Syracuse University. Burton recently co-authored a book, *Business the NHL Way*, with Norm O'Reilly, dean of the Graduate School of Business and professor of marketing and sports management at the University of Maine, who also participated in the residency.

The Business of Sport came out of a conversation Burton had with McKelvie, a huge hockey fan himself, about the book and the parallels between sports and business practices. The residency track proved to be very popular, with approximately 80 online MBA students attending over a three-day weekend that was packed with well-known faces from the world of professional sports. Friday’s session kicked off with NHL Commissioner Gary Bettman, who spoke via Zoom on initiatives that



Alumnus Ryan Raymond



Alumnus Latavius Murray

ranged from competitive balance, driving fan engagement and sponsor participation, as well as efforts to diversify the sport, give the NHL a more global appeal and the creation of the first Department of Player Safety in pro sports history.

Other highlights include an in-person appearance by Don McPherson '87 (A&S), CEO of Don McPherson Enterprises and former All-American quarterback at Syracuse University, as well as a veteran of the NFL, who spoke on DEIA in sports and business and shared his work connecting the appeal of sports to addressing complex social issues on gender-based violence prevention. Additional participants included Alysee Soll, CEO of underdog venture team, and chair of Women in Sports Tech, who is an expert in sourcing, investing, advising and fundraising for startups across sports business, particular for females and underrepresented minority business founders; Dr. Gary Burton, a former school superintendent who presented on leadership; and a panel discussion that included alumni working in sports: Jade Daniels '19 MBA, senior products manager for the NBA; Kris Knief '19 MBA, vice president, strategy and innovation, for the Foley Entertainment Group; and Kyle Georger '23 MBA, director of corporate sales, Pegula Sports and Entertainment.

Attendees also participated in group work, enjoyed time networking with classmates, faculty and guests and attended a lacrosse double-header at the JMA Wireless Dome.

The residency wrapped up with online MBA program alumnus and Syracuse native Latavius Murray '20 MBA, G'24 (MAX), who is in his 11th year in the NFL and Zoomed into the residency to speak not only about his football career but also his role as the president of the Jon Diaz Community Center Foundation and as chief brand officer for Enduraphin,

an innovative sports nutrition company located in Central New York. During his appearance, he credited his decision to earn an online MBA while playing football for helping him “think outside the box” and not wanting to be labeled as “just an athlete.”

“Syracuse University, as a whole, has a great connection to the world of sports, whether it be our own teams, those who come out of places like the Newhouse School to work in broadcasting, the exercise science major that is now housed at Falk College or the business and innovation practices learned at Whitman that are clearly transferrable to the business of sport,” says Burton. “We are very grateful to have had the opportunity to bring in such a great variety of guests and so many valuable discussions on the intersection of sports and business.”

Cannabis

In September, the Whitman School will again offer a residency track on The Business of Cannabis. This time, however, it will partner with the S.I. Newhouse School of Public Communications, as students from both schools travel to Denver for a long weekend. The first time Whitman offered this topic in 2017, cannabis was still widely illegal in most states, including New York, according to John Torrens, professor of entrepreneurial practice and deputy department chair of entrepreneurship and emerging enterprises, who is coordinating the track for Whitman and was an early investor in the cannabis industry in California. Two other residencies on the topic were held, one in Denver in 2019

Virtual Residencies During the Pandemic



The Whitman School's decision to continue offering residency programs virtually during the pandemic was important, according to Assistant Dean for Master's Programs Amy McHale. While students were surely disappointed to be unable

to travel to various locations for these experiences, moving forward with virtual residencies kept students on track for graduation. Residencies were held via Zoom and provided the same level of content as the in-person variety — experts, speakers, group work and more — with the exception of face-to-face networking. Some students considered it a plus, as they could attend residencies that they might not have had the time to travel to. In addition, a number of speakers were more accessible on Zoom. Most online MBA students only attended one or two online residencies, however, and were able to make it to at least one in-person session once COVID-19 restrictions eased.



and another virtually in January 2022 with a focus on social justice issues related to the cannabis industry.

The September track will examine how far cannabis has come as a legitimate business practice in just the past few years. “When we first started this, cannabis was a taboo topic that you couldn’t talk about seriously,” says Torrens, “but it’s legal in many states now and probably will be legal on the federal level within the next five years, which brings many opportunities to the table.”

According to Torrens, companies that have entered the cannabis industry are growing, scaling and in need of talent in sales, marketing, accounting and more. “When I look at the top jobs on Indeed, chief financial officer is at the top in the cannabis arena,” Torrens explains. “There is not enough financial talent for these CFO jobs, partially because there still remains a stigma attached to the industry. But who better to prepare future leaders for this emerging industry than a respected business school and University?”

Torrens expects the Whitman School to combine its business expertise with Newhouse’s ability to add aspects of creativity and messaging to examine how cannabis can be perceived among more traditional consumer audiences. “The business side of cannabis is gaining steam, and there is a lot of money pouring in,” he says. “That’s going to lead to a burgeoning industry with well-paying jobs for those who have the know-how, and some of those just might be our own students.”

EMERGING TRENDS

The Whitman School has always worked to ensure its students are at the forefront of what’s new and innovative in business practices and job-ready skills. To that end, it offers residencies that address topics attracting attention and making headlines.

The Resiliency of Supply Chain

One recent residency track, The Resiliency of Supply Chain, took a look at something that got everyone’s attention during the pandemic, as people emptied the shelves of toilet paper, struggled to find common food items and learned to expect long wait times for delivery of everything from construction equipment to kitchen appliances. This residency was held virtually during the summer of 2021 due to the constraints of the pandemic, under the direction of Associate Professor of Supply Chain Management Julie Niederhoff.

“At the time, we were virtual, and supply chain seemed to be a very appropriate topic,” says Niederhoff. “COVID-19 brought so many disruptions to a lot of companies, so it was a timely conversation. Resiliency in supply chain has long been a topic and will continue to be, whether it’s due to COVID-19, environmental disasters, weather events, wars, etc. We’ve learned more than ever before that there have to be contingency plans.”



Syracuse University Chancellor Kent Syverud teaching the Negotiation residency track in New Orleans.

“I’ve taught negotiation for many years, and every time is a unique and rewarding experience.”

— Syracuse University Chancellor Kent Syverud

The residency track began with representatives from various grocery and food supply chains, who shared the challenges and unique solutions that came out of the pandemic, as well as weak points that were discovered “a little too late,” according to Niederhoff. A panel discussion on food supply included Eric Rose ’15, a consultant formerly with Sysco; Michelle McGillivray from Tampa Maid; Alyson Weber ’20 and Sarah Jonckheere from General Mills; Arul Jayapal ’15 MBA from Resilinc; and Johnny Anderson ’19 MBA from Accenture.

On the second day, Patrick Hackett ’84, former director of international supply chain at Bed Bath & Beyond, and Mansi Raythatha, associate director, value chain management, Keytruda product manager, at Merck, joined the group to talk more about strategies to eliminate future supply chain disruptions. Students enjoyed the cross-disciplinary insights and the opportunity to connect with University alumni.

On the last day of the virtual residency, students applied what they had learned about supply chain to two case studies — one about the need for MRI machines and the difficulty in procuring them and another called “What the Heck Happened to Toilet Paper?,” a closer examination of the cause of the nationwide shortage in the early days of the pandemic.

“One of the great things about our online MBA program is that our students are working professionals,” says Niederhoff. “After the presentation on food, for example, students were able to see that problems in that industry also applied to other industries, including their own. That opened up a conversation about common themes and unique misses, as well as discussion on best practices that everyone could implement in their own workplace. The residency offered new insights, vocabulary and tools learned during the COVID-19 experience.”

SKILL BUILDING

Everyone in the business world benefits from specific skills that can bring their level of experience to a new level. The online MBA program offers residencies that offer an intensive lesson in a specific business skill that students can take back to their workplace in days rather than after a full semester. Examples of such residencies include Digital Storytelling with Tableau, Power-Up with Power BI and Financial Modeling.

Negotiation

Another opportunity offered in January as part of a multi-track residency in New Orleans was Negotiation. It was presented by someone who knows quite a bit on the subject — Syracuse University Chancellor Kent Syverud, who has presented on the topic several times. In addition to leading the University for the past nine years, Syverud holds a law degree and has a prestigious list of leadership experiences in academia, on the boards of various organizations and as a clerk for former Supreme Court Justice Sandra Day O'Connor.

In this engaging and hands-on track, Syverud shared from his own experience with negotiations of all kinds and outlined effective strategies and tactics. Students broke into small groups to practice these skills and built on what they learned throughout the weekend with increasingly complex negotiation scenarios that could be implemented in their various workplaces right away.

“There’s nothing like teaching a group of engaged students,” says Syverud. “As an educator, being in the classroom teaching and interacting with our students is motivating and inspiring. I’ve taught negotiation for many years, and every time is a unique and rewarding experience. The intensive format of the Whitman negotiation course allowed me to get to know the students, their diverse backgrounds and the distinct professional and personal experiences they bring to the classroom. This experience reminded me how fortunate I am to teach here.”

“I’ve wanted to take part in this topic because, in my 30-year career, I’ve always had to negotiate, but I’ve never really been taught the secrets.”

— Delanie West '23 MBA

Delanie West '23 MBA, principal creative director, Be Super Creative, attended the Negotiation residency track and was impressed with what she took away from the experience.

“I’ve wanted to take part in this topic because, in my 30-year career, I’ve always had to negotiate, but I’ve never really been taught the secrets,” she says, “so I was really excited when this opportunity became available through the online MBA program. The more I learned at the residency, the more I saw all the tactics that have been used on me over the years. Wow! I was finally able to connect the dots.”

West was impressed that Syverud took the time to share his expertise with the online MBA students. “When you think of who is best equipped to deliver to content to the customers, who better? He is the administrator of the students at Syracuse University. He is the star



Alumna Delanie West

player,” she adds. “I made sure I sat right in front. I thought he was an insightful teacher, and he’s pretty skilled at winning. I’m really thankful that I had the opportunity to learn from the Chancellor.”

THE WHITMAN CHALLENGE

While 140 students traveled to New Orleans this January, some attended the Negotiation residency track while others took part in The Whitman Challenge. This track is based on the concept that businesses are continually faced with a variety of both challenges and opportunities but often aren’t quite sure how to solve or maximize either, according to Henderson.

The Whitman Challenge is designed to give online MBA students the opportunity to work as consultants with local nonprofits or companies — not Fortune 500 companies, but organizations that will truly benefit from the experience the students bring. Students are tasked with using creative problem solving skills to deliver solutions to complex challenges that make a difference to the participating organizations.

During the New Orleans trip, students had the choice to work with one of two nonprofit organizations: Louisiana (LA) Green Corps, which offers job skill training in construction, green infrastructure and conservation job training programs for those age 18 and up who are not in school or



working and are committed to improving their lives and community; or Excite All Stars, which empowers children to become leaders through leadership experiences and support with academics, the arts and athletics.

The first day of the residency started with an overview from the organization’s leadership, outlining the details of its mission and helping the MBA students get a better understanding of how they can assist using their own skill sets. With the help of subject matter experts and company representatives, the Whitman students worked in teams throughout the weekend experience to develop recommendations, which they presented to the organization on the final day, receiving feedback in return.

Louisiana Green Corps

At LA Green Corps, students worked on a strategic marketing plan to maximize the available budget and address target markets for key business activities, which in this instance was the challenge of recruiting two groups: 18 to 24 year olds and those age 25 or older, as well as strategies for fundraising for the nonprofit. Students worked on leveraging the appropriate marketing channels for each of the objectives utilizing social media and alumni ambassadors from LA Green Corps to build community awareness, identify key sustainability metrics and create a measurable plan to evaluate whether their objectives were being met.

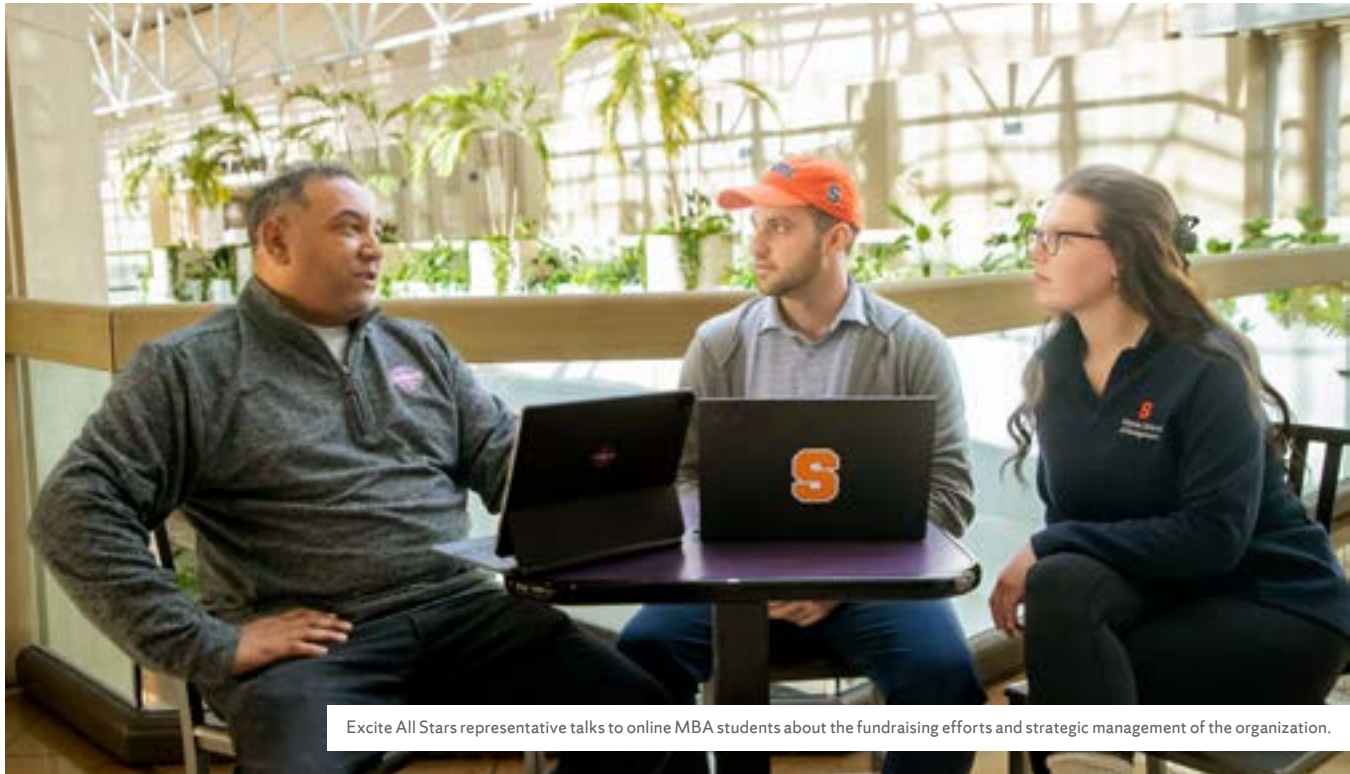
The LA Green Corps Whitman Challenge was overseen by Gokce Sezgin, an adjunct instructor at the Whitman School and owner of

“It was good exposure to the nonprofit culture and what the reality looks like for so many people.”

— Anna Aminov ’23 MBA

Insight 2 Flight, a consulting service focusing on front-end strategy and innovation to execution; as well as two alumni from LA Green Corps, George Dorsey and Daniel Hill. Both Dorsey and Hill came to speak to the Whitman students on the first day of the challenge to share how valuable LA Green Corps had been to create a successful future.

“It was a privilege to take part in the marketing strategy development for an organization like LA Green Corps that has such a great mission,” says Anna Aminov ’23 MBA, who works in order management for Inficon. “It was good exposure to the nonprofit culture and what the reality looks like for so many people. The realization that somehow my knowledge from my MBA was going to be used to help others and be able to apply real world experience was so different from other things we are learning in the classroom. It was definitely one of the highlights of my MBA.”



Excite All Stars representative talks to online MBA students about the fundraising efforts and strategic management of the organization.

Aminov lives in Syracuse, New York, but participates in the online MBA program because it allows her to work and pursue a degree at the same time. She cites the reputation of Whitman, the flexibility of the program and the location as reasons for choosing to attend a school in her hometown.

“When I started, I didn’t really realize the residencies would offer opportunities to travel, but they were a big plus,” she explains. “Of the three required residencies, one was remote due to the pandemic, the others were in-person. I really enjoyed the experiences and the opportunity to use our skills and to help others while also gaining experience from the task at hand.”

Excite All Stars

A second option for The Whitman Challenge in New Orleans was with Excite All Stars under the supervision of Whitman’s Luz Lee, an adjunct instructor who is a certified Lean Six Sigma Master Black Belt trainer, mentor and leadership coach. On day one, the Whitman students heard from CEO and Co-founder Gerald Williams, who, with his wife, Penny Marquez-Williams, started the nonprofit after they saw the major effect that the devastation of Hurricane Katrina had on so many children.

The students spent the weekend consulting on fundraising, human resources and an overall look at the strategic management of the organization.

Alexa Redick ’23 MBA is the vice president of marketing and communications for ODC Network, a nonprofit organization advancing outdoor education and conversation in the state of Michigan. She chose to pursue an online MBA through the Whitman School because “I’m already pretty advanced in my career, and I didn’t think I could drop everything and go back to school in person, but I wanted to gain more robust skills in the business of nonprofits,” she says. “And I also wanted to see the world differently and pursue business in the way in which I want the world to look.”

So, when she had the opportunity to work with Excite All Stars, she was eager to put her experience to work and collaborate with others to expand her own skill set.

“I love the city of New Orleans; it is so rich with history. But, I’m not sure people realize how much devastation still exists in this area from Hurricane Katrina,” she explains. “It was gratifying to travel there as part of the residency and use our collaborative skills to help another nonprofit organization.”

Redick says she especially enjoyed working with the young people that Excite All Stars helps. “My recommendations during this project came from years of experience in the nonprofit space,” she says. “After we left, the CEO emailed me to ask for my help implementing some of the ideas our group recommended. One of my first tasks as a volunteer will be helping to train the organization’s new development director, and I’m really excited to take that on.”



MBA students traveled to Panama and Costa Rica for a residency prior to the pandemic in 2020.

“You can read about these hubs of global business in a book, or you can go see them in person and talk to people who are actually working on some exciting high growth ventures.”

— Interim Dean Alex McKelvie

While the experience was fulfilling, Redick still most enjoyed networking with the people she knew from her core classes but had never met in person. “It was fun being able to walk up to someone and say, ‘You’re the guy who has the cat who comes across the screen!’ or getting to meet my favorite data analytics professor in person,” she says. “This type of experience helps you feel a part of the culture of Syracuse University.”

INTERNATIONAL RESIDENCIES RESTART

The Whitman School is especially excited that it will again offer international residency programs to its online MBA students starting this summer. These came to a halt when COVID-19 hit and travel was restricted, but

that will change in August when students have the chance to travel to Stockholm for Entrepreneurial Business in Sweden, led by McKelvie, who lived and worked in the country for eight years and returns yearly.

“The Stockholm residency will be the first time we’ll take our online MBA students international since January 2020 and marks the return of our international short format electives, as well,” says McKelvie. Students who wish to participate in international opportunities can opt for a week-long elective or a two-day residency that includes additional site visits to companies and universities, as well as social and cultural experiences. To date, 35 students are registered for the Stockholm elective and 25 will join them for the residency.

Those who participate in the elective, High Growth Businesses in Sweden: The Making and Taming of Unicorns, will examine what it takes to start, grow and sustain a high growth business from multiple perspectives, such as team building, finance, innovation, organizational culture and public policy. The experience will include visits to high growth businesses in different industries that are in various stages of development, as a reminder that high growth business takes places in more than just the technology sector and startups.

Those who stay for the entire residency experience will also learn about Swedish business culture with a particular focus on what makes the country a hotbed of entrepreneurial business. While plans for the residency are still being finalized, it is expected to include multiple



MBA alumnae pose in Hong Kong during a residency in 2019.

presentations, case studies and cultural visits. Students will come away with a better understanding of the political, cultural, competitive and environmental factors that make Sweden a unique powerhouse for entrepreneurship and a model for business around the world.


“You can read about these hubs of global business in a book, or you can go see them in person and talk to people who are actually working on some exciting high growth ventures,” says McKelvie.

Prior to the pandemic, the Whitman School held residencies worldwide, including supply chain in Panama and Munich, global innovation management in Hong Kong and innovation in Dublin. In addition to Stockholm, a residency in Nairobi, Kenya, in January 2024 was recently announced. It is the intention of the online MBA program to increase international offerings in the near future, to give students a greater picture of the globalization of business and to offer the opportunity to travel the world and experience various cultures. International residencies not only fit in well with the objectives of the Whitman School but also are a part of the University’s overall strategic plan emphasizing student experience, internationalization and innovation.

“Whatever the topic or destination, students in the online MBA program are eager to sign on for these unique opportunities to focus on the latest business topics, be exposed to an array of experts that often include Whitman alumni and also have a reason to see the country,

“Whatever the topic or destination, students in the online MBA program are eager to sign on for these unique opportunities to focus on the latest business topics, be exposed to an array of experts that often include Whitman alumni and also have a reason to see the country, and even the world.”

— Assistant Dean for Master’s Programs
Amy McHale

and even the world. And, the students are thrilled to take advantage of a long weekend to connect with faculty and classmates one-on-one in both formal and informal settings throughout each residency,” says McHale. “Our residencies are a true value-add to our online MBA program, and we are always on the lookout for new topics and locations that can bring our students unique perspectives on business that can put to work almost immediately. We’re excited to see what’s next.” 



The inaugural Goodman Leaders Academy students attended a leadership retreat in March 2023.

Innovative Programs Create New Opportunities in Business Leadership

By Kimmy Kimball G'13 (NEW)

The Whitman School continues to provide innovative programming to prepare undergraduate and graduate students to become more competitive and versatile leaders in the business world. Two recent efforts that expand this mission at Whitman are a joint MD/MBA program with SUNY Upstate Medical University, which allows students to become physicians with a solid understanding of the complexities of the business of healthcare, and the Goodman Leaders Academy, which offers second-year students the opportunity to finely hone their leadership skills in a way that helps them stand out from their peers.

“Whitman is extremely excited about the new MD/MBA program. We are part of the shared movement in our region of Central New York investing in joint healthcare and business industry in areas like medical devices. There is substantial opportunity to support our students and local partners



The first cohort of MD/MBA students.

by offering this advanced business degree to medical students. We believe we are helping to prepare the next generation of leadership in the healthcare space,” says Interim Dean Alex McKelvie.

McKelvie also adds, “The Goodman Leaders Academy is an important high touch cog in Whitman’s Goodman IMPRESS programming. It offers a leadership experience throughout the academic year to a select group of students. The emphasis on smaller group size and personal interactions that allow students to better display their leadership, ethical approaches, conflict resolution skills and engage in more effective networking is an important part of that. This type of programming offers greater personal

space to ask more intimate questions, build bonds and practice their own leadership skills.”

JOINT MD/MBA PROGRAM WITH SUNY UPSTATE MEDICAL UNIVERSITY

Himani Akula

Himani Akula '27 MD/MBA wanted to take a year before matriculating into SUNY Upstate Medical University, but her year was not one of rest and relaxation. Instead, Akula decided to do something to prepare herself to be a more well-rounded physician — by working toward an MBA. So, Akula joined the first cohort of MD/MBA students at Upstate Medical University and the Whitman School in the fall of 2022, where her first year focused solely on business.

“While an MBA program emphasizes business and management skills, an MD program focuses on medical knowledge and clinical skills. The two degrees are quite different in terms of their goals, content and intended scope,” says Akula, who has an undergraduate degree in human biology from SUNY University at Albany. “However, delivering quality healthcare relies on a diverse array of skills, including having a strong business acumen for medicine, leadership, a drive for knowledge and innovation, empathetic communication, team management, critical thinking and more.”

A native of Dublin, Ohio, Akula has made Syracuse her second home and enjoyed being welcomed into the Whitman community by peers



“However, delivering quality healthcare relies on a diverse array of skills, including having a strong business acumen for medicine, leadership, a drive for knowledge and innovation, empathetic communication, team management, critical thinking and more.”

— Himani Akula '27 MD/MBA

and faculty. Akula joined the Whitman Graduate Student Association and Whitman Women in Business, which allowed her to make memories and build stronger relationships with others at the School.

She says, “In the MBA program, there is a strong sense of camaraderie, not only among my cohort but with other students and professors as well. It’s been a great experience.”

Many small encounters and experiences throughout her life have repeatedly shown Akula that not only is medicine the perfect fit for her, but that being well versed in healthcare and healthcare administration from a business perspective would be a true differentiator for her. That is what drew her to the joint program at Whitman and Upstate Medical.

Students accepted into the MD/MBA program spend their first year — the fall, spring and summer sessions — completing MBA courses. Akula is moving into her summer courses, ready to take on her medical training in the fall of her second year. Next summer between her first and second year of medical school, she will complete an MBA practicum designed to provide additional work experience at the intersection of business and healthcare. In five years’ time, she will graduate from the joint program ready to be placed in a residency.

“After completing my program and residency, I hope to pursue leadership roles or potentially start a practice of my own,” she says. “Whitman is equipping me with a diverse skill set focused on business and management, as well as a network of peers and mentors that will help guide me through my future career. With every element added to my toolkit, I am more prepared to meet the demands of my future.”

Swathi Jacob

Swathi Jacob '27 MD/MBA was initially drawn to the new joint program because of her interest in nonprofit healthcare. After a summer volunteering with the free mobile Migrant Farm Workers Clinic in Connecticut, she became interested in learning more about the business side of healthcare.

Jacob was introduced to the clinic as a teenager growing up close by in Southington, Connecticut, where she looked up to founder Dr. Bruce Gould. She dreamed of following the same path to open her own clinic, even creating a business plan for it when she was 16.

Jacob has prepared herself for medical school with a background in biomedical sciences from Rochester Institute of Technology. By enrolling in this joint program, she had a year to explore other interests within the field of business.

Coming to the Whitman School in the fall of 2022 for the MBA program was something she was nervous about. Jacob says, "I never took a business course, so the first semester was overwhelming. With the help of many faculty, staff and my cohort, I made it through. It has already proven to be an amazing opportunity that will open doors in the future."

One of the key experiences for Jacob this academic year was Whitman's NYC residency, where she participated in The Business of Healthcare track, along with others in her program and many students in Whitman's online MBA program who are already working professionals. The diversity



of her peers has helped her learn about new concepts from different viewpoints, which she believes will help her with patients in the future.

She says, "We learned about the growth and changes in the healthcare field during the pandemic from a variety of guest speakers in the industry, many of whom were alumni. Taking a look at this topic from a business perspective, rather than a scientific one, was especially eye-opening."

As she readies to begin the first year of the medical school, Jacob is grateful she has been exposed to many elements of business at Whitman. "The MD/MBA program opens doors when it comes to combining business and healthcare," she explains.

Eric Kim

Woosuk "Eric" Kim '27 MD/MBA has always been interested in the medical field. While he was a student in high school, he found a mentor, Dr. Brian R. Smith, at the VA Long Beach Healthcare System and UCI Medical Center.

"I'm going to be the first-generation healthcare provider in my family, so when I was doing research in high school, Dr. Smith was kind enough to let me shadow him," says Kim. "He advised me to apply for the MD/MBA program and believed the extra year would make me a better candidate for the residency program, as I'd have an added layer in business. He's always inspired me to do more."

Kim's career goals include specializing in pediatric or cardiothoracic surgery and possibly opening a family medical practice with his family, some of whom are following in similar footsteps.

Growing up in Irvine, California, with entrepreneurial parents who both own businesses, Kim was instilled with a business mindset at a young age. "I was always interested in gaining leadership and management skills to help me in my career," he explains.

After completing his undergraduate degree in chemistry from SUNY Purchase College, Kim was excited for the opportunity to start his first semester of the MBA program last fall. After the core management courses, he knew he could dive deeper into electives related to health-care policy, economy and management.

"It's a unique experience from others going into MD programs because, at Whitman, we focus on the MBA program before starting on medicine," says Kim.

Kim also appreciates how Whitman professors have personalized the education for each student by adding examples and materials that highlight individuals' backgrounds in the medical, technology, engineering and law fields.

He is looking forward to the MBA practicum he is required to complete after his first year of medical school. "Whitman and Upstate have so many resources to help us find practicums in the healthcare field; the possibilities are endless. I'm excited to complete an internship in hospital administration to further my knowledge and interest," he says.

THE GOODMAN LEADERS ACADEMY

Kendall Blincoe

A native of Central New York, Kendall Blincoe '24 was always drawn to Syracuse University, and one of the biggest enticements was the Goodman IMPRESS Program, which provides all Whitman undergraduate students with programming to gain soft skills that can be just as critical to business success as traditional coursework.

"During my tour of Whitman, an ambassador told me all about how you can get involved in the IMPRESS program even as a first-year student. That's what sealed the deal. I wanted to develop my professional skills early on," says Blincoe.

That intense interest was why Blincoe applied to be a part of the first cohort of the newly established Goodman Leaders Academy in the fall. This leadership development program allows second-year students to take their leadership skills to the next level, as well as drill deeper into their professional development. Even though she is a sophomore, Blincoe is working on graduating in three years.

Blincoe uses her leadership skills on campus as a University orientation leader for first-year students. She says, "First-year students are nervous and need some reassurance and guidance during their early days on campus. I've learned through the Goodman Leaders Academy that building their confidence and becoming a resource for them is important."

One element of the Goodman Leadership Academy that Blincoe was impressed with this year was a workshop by Assistant Professor of Management Jamie Perry, which provided information about de-escalating conflict.

Through another leadership workshop, Blincoe met Associate Professor of Management Lynne Vincent, who shared her research on creativity

and leadership. Vincent used the example of Walt Disney and how he successfully adapted his leadership style to each employee. This taught Blincoe how to adapt to others around her and use her best judgment in various situations.

As a business analytics major, Blincoe is looking to explore a career in technology and analytics. She believes that one day the leadership skills



“I recommend the Goodman Leaders Academy to all Whitman students interested in learning more about leadership. It’s an opportunity to gain confidence, learn different leadership styles and really step out of your comfort zone.”

— Kendall Blincoe ’24

she learned as part of this new program will help her and her peers stand out in the business world.

“I recommend the Goodman Leaders Academy to all Whitman students interested in learning more about leadership. It’s an opportunity to gain confidence, learn different leadership styles and really step out of your comfort zone,” says Blincoe.

Kanye Shelton

Kayne Shelton ’25 was also drawn to Syracuse University and the Whitman School because of the exciting opportunities available for students. The Orange alumni network, exploration trips to New York City and Silicon Valley and the IMPRESS program were just a few of the initiatives he wanted to learn more about.

“I’ve attended two career exploration trips in New York City and many of the IMPRESS programs,” says Shelton, a native of Rochester, New York. “When I saw the application for the Goodman Leaders Academy, I just knew it was a great opportunity to further build my leadership skills.”

The Goodman Leaders Academy provides interactive workshops and events to help students confidence, learn about their leadership style, improve their communication skills and gain practice in creative and strategic thinking. Shelton was looking for just that, to strengthen his leadership and soft skills in an in-depth, hands-on way.


He says Professor of Practice John Petosa provided valuable insight in an entrepreneur leadership workshop where he gave students a real-world business scenario and asked groups how they would handle the situations as company leaders.

“Professor Petosa didn’t tell us at first that he went through these scenarios, but he did share his thought process after we all had time to discuss in teams and share our thoughts,” says Shelton.



Another key part of the leadership academy was the mentorship provided to first-year students. Shelton shares that he has spent time with his mentee to encourage the student to get involved in clubs and organizations, as well as provide tips and tricks on working well on team projects.

As a supply chain management major, Shelton wants to enter the sports field. He says the skills he’s learned through the Goodman Leaders Academy will help him have a leg up after graduation.

“I want to become an adaptable leader. I work with students who need guidance, as well as those who need someone to listen,” says Shelton. “But I know the Goodman Leaders Academy is preparing me to become the best leader possible.” 

Future-Proofed and Relevant Educational Programs at Whitman

By Dawn S. McWilliams



Undergraduate students participate in class discussion and small group projects.



Student during a finance class in the Ballentine Investment Institute.

The Whitman School remains at the forefront of business education. But in a world of accelerating change, it must ensure it is not only preparing students for the present but also for the future, to fully deliver on its promise of a first-rate education that is highly relevant and reflective of where the world is headed. Future-proofing a Whitman education is the substantial task that the School took on two years ago, led by Interim Dean Alex McKelvie in his former role as associate dean for undergraduate and master's education.

Two-Year Process Begins

Last academic year, the Undergraduate and Master's boards — comprised of faculty members from each department, the Career Center, the respective undergraduate and master's program offices, the Dean's Office and students — began examining trends and studying where business was heading. After looking at a variety of topics, trends and issues, the boards identified recent changes, as well as important topics expected to emerge over the next five to 10 years.

"One way the boards looked to future-proof was to review industry standard best practices and infuse relevant technology and trends into every aspect of our program, from coursework to co-curricular opportunities," says Lindsay Quilty, assistant dean for undergraduate programs.

Ultimately, these two groups identified adjustments to the curriculum needed to align the overarching learning goals and objectives with preparing students for the future of business.

Both boards independently identified five areas that needed to be more fully infused into the curriculum to help to future-proof the undergraduate and graduate programs: technical and technological skills; sustainability; diversity, equity, inclusion and accessibility; soft skills; and global readiness.

The learning goals and objectives for both the undergraduate and graduate programs were then revised to include what was needed to keep business practices in line with current and future business trends. These were shared to solicit feedback and voted on by the boards and all faculty before moving forward.

Operationalization

During the Fall 2022 semester, these curriculum boards worked to assess how well the programs were already delivering on the revised goals and objectives and where there were gaps by mapping out each of the infused topics aligned with corresponding courses. Understanding where topics are taught in the curriculum, how students are learning them, and how the School can measure that students have the proper knowledge and skills is an essential part of not only this process but also Whitman's accreditation process.

In spring 2023, the boards will finalize their work by ensuring that new content is being introduced in courses and adjusting co-curricular options to bridge the discovered gaps. This ensures that Whitman's learning goals and objectives will be delivered.

Moving Forward

“Traditionally, change at this level in an educational setting is difficult. Curriculum, especially for required courses, tends to change very slowly. That we have moved this far forward across five important areas is a big win,” says McKelvie, noting the final stages will be reviewed and voted on by faculty.

“One additional component of this work is that it’s another reflection of the strong culture of assessment we’re building at Whitman. To keep moving this process forward, we measure our successes every year, and, more fundamentally, we need to deliver the education that we are promising students and their families,” adds McKelvie.

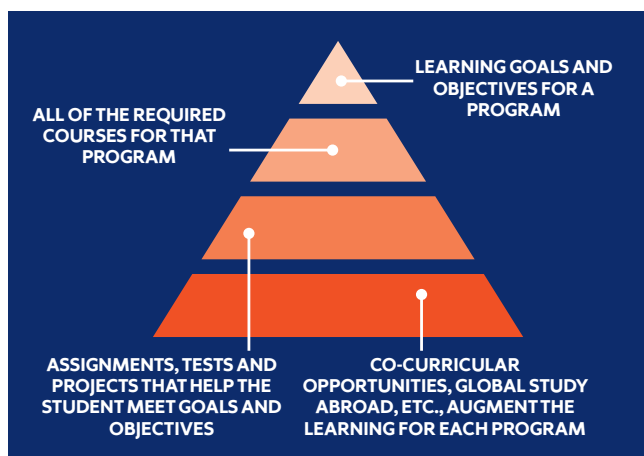
As part of the assessment process, Whitman retains data annually to show that students have the right level of preparation and knowledge.

Recent graduates also provide feedback as part of the *Poets&Quants* and *Bloomberg Businessweek* rankings. For the undergraduate rankings, alumni provided positive feedback on “significant experiences,” such as meaningful global immersion and the wide variety of experiential learning opportunities Whitman offers.

“The highest ever placement rates show that Whitman students are in great demand, and the more that we can help ensure that our students

are industry-ready now and for the future, the more likely they are to be hired,” says McKelvie.

A commitment to future-proofing learning goals is a commitment to constant reevaluation and a willingness to improve whenever necessary. By going through this process and using intentional foresight, Whitman no longer needs to overhaul its curriculum entirely but, instead, expects to see incremental changes that will adjust to the needs of the global business environment for the foreseeable future.



New Innovative Cross-Disciplinary Programs at Whitman

By Dawn S. McWilliams

The Whitman School continues to partner with other schools and colleges at Syracuse University. These dual and partner programs help leverage the strength of the individual programs and offer important cross-disciplinary training to prepare Whitman students for an ever-changing future.

“Whitman has developed a robust portfolio of programs that reflect our emphasis on technology, healthcare, politics, global issues, sports and analytics. These are highly relevant topics for all business students



to also understand. Offering dual degrees also allows students to study in a streamlined format in a shorter time than if they were completed separately,” says Interim Dean Alex McKelvie.

This spring, the Whitman School announced the addition of four interdisciplinary programs scheduled to begin in fall 2023.

Undergraduate Dual Programs

- Bachelor’s degree in public health (with David B. Falk College of Sport and Human Dynamics)
- Bachelor’s degree in sport management (with Falk)

For more information on Whitman’s undergraduate dual programs, visit: whitman.syracuse.edu/ugduals

Dual/Joint Graduate Programs

- Master of public health/MBA (with Falk)
- Master’s degree in biotechnology/MBA (with the College of Arts and Sciences)

For more information on Whitman’s graduate dual programs, visit: whitman.syracuse.edu/grad

Whitman Student Advances Learning and Leadership Through Business Analytics Program

By Charlie Wenig '24 (NEW)

'24 HAIG CHAKAMIAN

Before attending Syracuse University, Haig Chakamian '24 was always interested in working with numbers. However, once he took an introductory statistics class his first year with Professor of Finance Practice Penelope Pooler, he realized he enjoyed working with statistical analysis and data. The Whitman School allowed him to advance his passion for statistics through the recently introduced undergraduate business analytics major, while also double majoring in finance.

Chakamian has taken advantage of his business analytics major through leadership opportunities in extracurricular organizations, including serving as the current president of Whitman's Investment Club and being a member of professional fraternity Delta Sigma Pi. Through these experiences, Chakamian has worked on professional development skills, become a confident leader for a large group of students and discovered his passion for creating his own business before he graduates.

He describes this idea as a professional clothing service to help provide students with business attire to help them succeed in interviews and internships. Utilizing business and data analytics, Chakamian hopes to implement this program at the University through his involvement at the Syracuse University Student Association and leave a "final stamp" before he pursues his career goals after graduation.

"Short-term, one of my goals is to get a return offer from my internship at Credit Suisse," he says of the future. "A long-term goal would be to succeed. My definition of success is maintaining happiness. I get a lot of happiness from my family and friends, so I will continue to build upon those relationships, while still having an excellent professional network and career growth."

Chakamian appreciates the variety of experiences from his time at Whitman and hopes to pass along his knowledge to those just beginning their undergraduate journeys.

"One great way to become involved as a first-year student is by joining different clubs, as well as attending the Goodman IMPRESS events," he says. "For example, I remember attending the etiquette dinner. It was an extraordinary experience just seeing how to butter bread. I know people who've had interviews over a meal, so it was cool to see how to prepare for a real-world situation."

Chakamian gives this advice to other students as he continues to practice it himself. He says that through various clubs and courses, he was able to find the program best suited for him and his interests. Business analytics has provided him with new career goals that he hopes will inspire other Whitman students to join the major, too.



Fulbright Scholar Hopes to Use MBA to Help Women in Panama Succeed in Business

By Kimmy Kimball G'13 (NEW)

'24 KATHERINE RODRIGUEZ ACOSTA

Katherine Rodriguez Acosta '24 MBA is a Fulbright Scholar at Syracuse University pursuing an MBA with specializations in entrepreneurship and supply chain management. As a native of Panama, Acosta describes the scholarship as “one of the greatest honors of my life” and every decision she makes is focused on the opportunity to contribute to her country’s development by applying what she is learning in the United States.

The Fulbright scholarship is one of the most competitive and prestigious scholarships in academia, providing opportunities for professionals from around the globe to pursue a graduate degree, research and teach. The program is led by the U.S. government in collaboration with 160 other countries that promote cross-cultural exchange. Its far-reaching network of global scholars, alumni and partners helps to foster a mutual understanding, while sharing knowledge across communities and improving lives for people worldwide.

“Everyone in my family is an entrepreneur or small business owner, and I’ve learned from both their successes and failures,” says Acosta. “It is risky to own a business in my country outside of Panama City, so I want to use my time at Whitman to learn more about how to help others be successful.”

“My main goal is to be someone who can inspire women in business. I want to teach women how to earn their seat at the table, as well as be heard and acknowledged,” she says. “Living and studying in a foreign country can be challenging, but it is also an opportunity for personal growth, new perspectives and a deeper appreciation for diversity and cultural differences.

Acosta brings nine years of work experience — six of which were with WW Grainger, a Fortune 500 company based in Lake Forest, Illinois — to her studies. Her passion for business motivated her to pursue an MBA, as the degree offers a challenging curriculum that aligns with her career goals. Her favorite class thus far at the Whitman School has been macroeconomics, as it provided a global perspective on economics and the forces that drive it. She also enjoys the dynamic and diverse atmosphere and experiences, including group projects and collaboration with peers in areas like law, music, engineering and science.

“The experience I’m gaining from the MBA program has already provided me with ideas and knowledge to make it possible to make changes in my home country,” says Acosta. “I am so fortunate to be a recipient of a Fulbright and study at the Whitman School. I am confident it will help me make a difference.”



Exploring Trending Topics Through Record Setting Six In-Person Residencies in Online Program

By Caroline K. Reff

'24 HASSAN SHAIKH

Hassan Shaikh '24 MBA is on track to earn an online MBA with concentrations in business analytics and finance from the Whitman School in March 2024. In the meantime, he's determined to make the most of his education by attending as many of the program's in-person residency offerings as possible. With four completed, Shaikh has his eye on two more intensive weekend-long programs, giving him an MBA program record of six.

A supervising principal consultant at Sia Partners, a management consulting firm focusing on AI and next-generation design capabilities, Shaikh chose Whitman because of its online format that meets the demands of his busy work schedule. With a finance and data science background, he wanted an MBA to identify the gaps in his professional knowledge, particularly in business analytics, to further his career in management.

"Every skill I've learned at Whitman so far I've taken with me into work, my community and my personal life," he explains. "The program has given me greater confidence and helped me see what kind of leader I want to be."

Whitman's residency program requirement for online MBA students was also a draw. The program requires three in-person sessions that take a deep dive into business topics that students can take back to the workplace and often implement immediately. Shaikh saw this not only as an opportunity to explore trending issues and network with students, faculty and alumni face-to-face but also a chance to travel to various locations he'd never visited before.

To date, he has attended four residencies — at Syracuse University in spring 2022 to focus on Digital Data during his first visit to campus; in New York City in fall 2022 for Alternative Investments, featuring a number of Syracuse alumni working in finance; to New Orleans in January of this year for the Whitman Challenge, consisting of marketing strategy development for nonprofit Louisiana Green Corps; and back to campus this April for The Business of Sport and a chance "to see campus one last time" before graduation. He isn't stopping there, though, and plans to attend two more before completing his degree — Stockholm for the Entrepreneurial Business of Sweden in August and Denver in the fall to explore the Emerging Cannabis Industry. If he succeeds in participating in the last two, he will be the first student in the MBA program to complete six residencies.

"Attending Whitman for my online MBA has been one of the best decisions I've made in my life. Both my online courses and the residency programs have helped me grow professionally," Shaikh says. "I will forever be proud to be a Syracuse University graduate."



Ph.D. Student Tackles Analytical Issues Surrounding Risk Management in Supply Chain

By Kimmy Kimball G'13 (NEW)

'24 HAORAN YU

Haoran Yu '24 Ph.D. is a driven and analytical individual with a strong passion for risk management in the supply chain field. His desire to tackle complex business problems through quantitative methods and models has led him to pursue a Ph.D. in business administration with a concentration in supply chain management at the Whitman School.

Describing himself as someone who is risk-averse, Yu always considers how to make the most informed decisions when facing uncertain situations. He says, "I enjoy the process of creating models and finding solutions to problems. I want to explore analytical and empirical models further and learn how to tackle various problems."

Yu's interest in business analytics and modeling was sparked during his undergraduate program in retail management at Shanghai Business School in China, when he took a management science course. Since then, he has pursued further studies in this field, earning a master's in business analytics from Drexel University in Pennsylvania, before starting his doctorate degree at Syracuse University.

Yu's research interests lie in supply chain risk management, with a focus on navigating supply and demand uncertainty in the food and agriculture industry. He is working on his dissertation topic exploring retailing strategies to sell imperfect produce and reduce food waste, as well as examining warehouse receipt financing to help small farmers and produce traders with the assistance of Whitman's Burak Kazaz — the Steven Becker Professor of Supply Chain Management, the Laura J. and L. Douglas Meredith Professor for Teaching Excellence and the director of the Robert H. Brethen Institute at Syracuse University — as well as Fasheng Xu, assistant professor of supply chain management.

Last summer, Yu presented his paper "Fighting imperfect produce: Grocery retailing strategies and the battle against food waste," co-authored with Kazaz and Xu, at the 2022 Manufacturing and Service Operations Management Society Conference in Munich, Germany.

Yu has greatly enjoyed his time at Whitman, particularly the seminars coordinated for Ph.D. students to engage in insightful discussions about various papers with colleagues and learn from speakers visiting from other universities.

He credits his advisors, Kazaz and Xu, for providing him with strong support during his studies and research, preparing him to meet the demands of the business world and his future career.

Yu's advice for others interested in the Ph.D. program at Whitman is to "stay enthusiastic and curious about innovative business practices and to pay attention to news every day."



[CLASS OF 2023]



CLASS OF 2023

A Year of Experience

Congratulations on reaching this significant milestone. As you embark on your next journey, we want to wish you the best of luck. You have the knowledge, skills and experience to succeed in your chosen career, and we have every confidence that you will make a positive impact on the world. Remember, you will always be a part of our Orange community, and we look forward to hearing about your future successes.



Congratulations to the Whitman Class of 2023! Go Orange!



2023 Whitman Scholars

Whitman Scholars are chosen from the senior class each year through a competitive selection process. To be considered, students must have a minimum GPA of 3.65 and a demonstrated history of engagement and leadership at the Whitman School and Syracuse University. On the following pages, the 2023 Whitman Scholars share their thoughts on their experiences and the skills they gained at Syracuse University.



MIRA BERENBAUM

Hometown: Los Angeles, California

Majors: Accounting and Public Relations (NEW)

Future Plans: International Tax at Deloitte

“Whitman is unique because we learn hard skills in the classroom and soft skills outside the classroom. Whether it’s attending a Dress for SSuccess event to learn how to dress for the professional environment or an etiquette dinner to learn how to navigate a business lunch, these skills, combined with the accounting I learned in the classroom, have helped me to stand out among other candidates. I feel prepared to enter the workforce, thanks to everything I’ve learned and all the professors who have taught me along the way.”

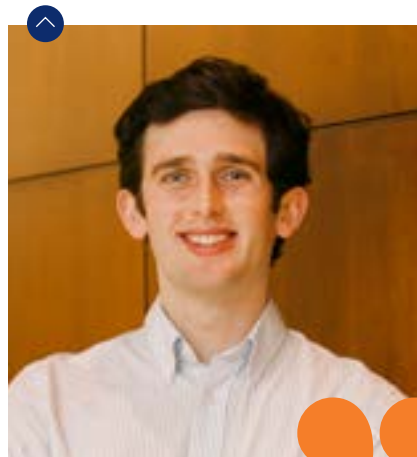
NATHAN BLACK

Hometown: Rochester, New York

Majors: Finance and Supply Chain Management

Future Plans: Trader Development Program for BP

“I have bled Orange my whole life, so much so that Syracuse was the only school I applied to. Whitman has been everything I wanted and more from an education. I have had the opportunity to become involved in student organizations and other extracurriculars. One that stands out to me is the Orange Value Fund (OVF). OVF has given me invaluable exposure to many hands-on experiences that have supplemented my coursework. I have been able to collaboratively manage millions of dollars, helping me bridge the gap between the classroom and the trading floor.”



ISABELLA CASTELLI

Hometown: Smithtown, New York

Majors: Entrepreneurship and Emerging Enterprises; and Finance

Future Plans: Incoming Risk Management Analyst at Citi

“As my time at Syracuse University and Whitman comes to an end, I have a lot to be grateful for. Whitman has instilled in me the importance of building and maintaining relationships. Whether it be professors, colleagues or alumni, everyone is willing to help you thrive. Through these relationships, I have found immense opportunities and passions that will prepare me for my postgraduate life. For that, I am forever grateful to be a Syracuse alumna. Go Orange!”



2023 Whitman Scholars

CHRISTINA COCO

Hometown: Scarsdale, New York

Major: Accounting

Future Plans: Strategic, Defense and Shareholder Advisory Analyst at Evercore

“Whitman has been an incredible journey. From the moment I stepped onto campus, I was embraced by a supportive community, friends and devoted professors who, along with my family, helped me navigate challenges and set me on the path toward success. A highlight has been the opportunity to take courses that expanded my critical thinking skills and broadened my perspective on the world. This has helped me become more confident, independent, well-rounded and poised to take on challenges of the business world with a sense of purpose and a commitment to making an impact.”



WILLIAM DUCOTT

Hometown: Scarborough, Maine

Majors: Business Analytics, Finance; Economics and Psychology (A&S)

Future Plans: Workforce Advisory Consultant, People Advisory Services at EY

“My time at Syracuse University has been full of realizations. I thought I would follow a path right into investment banking but soon found that I had no passion for that. My passions really revolved around people and the behavioral side of things. I started focusing my studies on aspects related to that, something my time here has allowed me to pursue. Whitman has helped me grow from having a 2D perspective to a broad, interconnected worldview. I will graduate with four majors and valuable connections I would have never considered possible.”

LUKE ECKEL

Hometown: Cape Cod, Massachusetts

Majors: Finance; and Television, Radio and Film (NEW)

Future Plans: Pursuing opportunities to integrate finance and media

“While Syracuse University provided me with the opportunity to combine my passions and interests in business and communications through the Whitman/Newhouse dual degree program, Whitman and all the amazing people there gave me the support system to dive in and never look back. Whitman has taught me the value of saying yes to all the incredible opportunities that come my way and the importance of creating new opportunities for myself. The phenomenal Syracuse University community I am surrounded with has guided and supported me throughout my college journey; for that, I am forever fortunate.”



“



MARY-KATHERYN EGGER

Hometown: Seattle, Washington

Majors: Accounting and Retail Management

Future Plans: Audit Associate at EY

“My high school did not offer business-related courses, but my natural interest and outstanding experience at the Whitman Leadership Scholar dinner showed I was on the right path. The most important thing I’ve learned at Whitman is to put myself out there, accept risks and take on challenges. So many experiences have proved that the risk is worth the reward. As I venture forward, I will never be scared to try something new. I look forward to being part of the Orange alumni family and giving future students the same opportunities I’ve been presented with.”

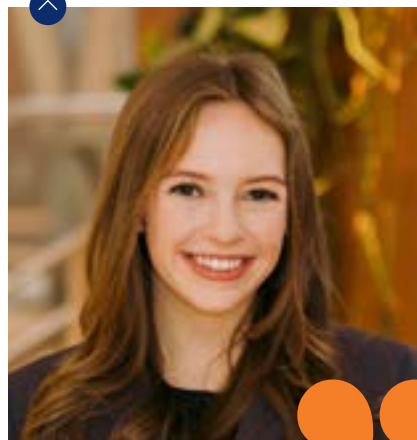
LEAH FORD

Hometown: Oakmont, Pennsylvania

Majors: Accounting and Finance

Future Plans: Client Service Analyst at BNY Mellon Wealth Management

“On top of the academic excellence the Whitman School has imparted upon me, I have become a resourceful student full of curiosity and self-confidence. Four years ago, I knew nothing about business as a nervous first-year student. I realized the only way to grow was to push myself outside my comfort zone fearlessly. Since then, I have immersed myself in the countless opportunities Whitman offers, from being a peer mentor to attending the Whitman on Wall Street experiential learning trip to studying abroad in Madrid, Spain. I cannot thank the Whitman community enough for their guidance.”



“



MARIN GRILLO

Hometown: San Diego, California

Major: Entrepreneurship and Emerging Enterprises

Future Plans: Business Development Representative at Figma

“If I could summarize my college experience in one word, it would be growth. Since I arrived on campus, the students and faculty at Syracuse University have consistently encouraged me to step out of my comfort zone and challenge myself as a leader. These opportunities have shown me my strength and, more importantly, the strength of the Syracuse community. Four years later, I can confidently say that I feel prepared, excited and supported as I embark on my career journey.”

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UNIVERSITY AND WHITMAN SCHOLAR:

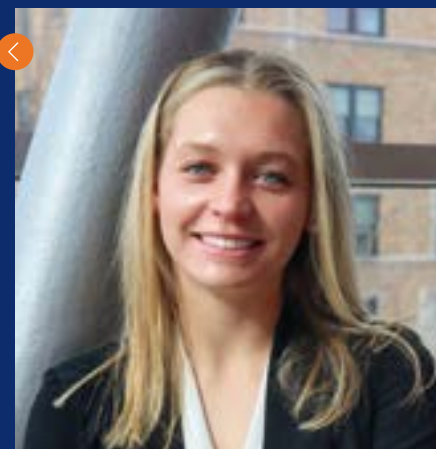
MICHAELA WALSH

Hometown: Florham Park, New Jersey

Majors: Finance; and Public Relations (NEW)

Future Plans: Finance Management Program at GE Gas Power

“Syracuse University has offered me endless opportunities to develop my personal and professional interests further. Whitman has supplied me with the connections and knowledge I need to enter the professional world confidently, and for this, I could not be more grateful. As a four-year Syracuse University women’s soccer team member, I have learned the valuable lessons of accountability, self-discipline, teamwork and time management. I actively practiced these skills through Whitman’s challenging academic environment, and I now feel confident applying them to my future endeavors.”



SAMANTHA OATES

Hometown: Pearl River, New York

Majors: Supply Chain Management; and Information Management and Technology (IST)

Future Plans: Technology Consulting at PwC

“Though I may not recall all of the topics I learned in my classes at Syracuse University, I will never forget the lessons I gained. From the hours spent in team rooms to the joys of celebrating successful presentations with my groupmates-turned-friends, I was cultivating confidence in myself, trust in my support system and the ability to adapt to any challenge. I am grateful to Whitman for providing me with a welcoming environment to learn about myself and my passions, as well as make meaningful connections that will last a lifetime.”



MAYA PADULA

Hometown: New Hartford, New York

Majors: Finance, Supply Chain Management; and Policy Studies (MAX)

Future Plans: Finance Product Sales and Analytics at Bloomberg

“From my first day at Whitman, I was shown the importance of connecting with peers, professors, mentors and alumni — people who will push you to pursue opportunities and be the best version of yourself. We can all live to our fullest potential when we feel a sense of belonging and raise each other up. I credit much of my success in my career exploration and internship search to the Whitman alumni network, and I am excited to stay involved in the Orange community as I move to the next phase of my life.”



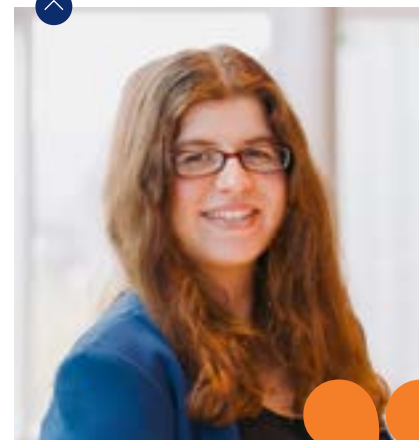
EMILY STEINBERGER

Hometown: Burlingame, California

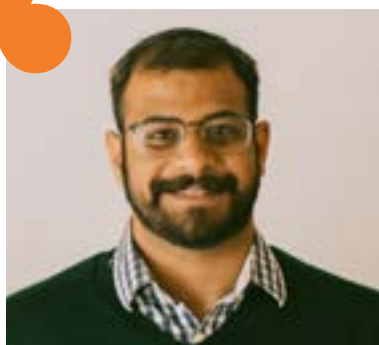
Majors: Management; and Photography (NEW)

Future Plans: Pursuing opportunities in photojournalism and visual storytelling

“Though my true passion is photojournalism, I would not be where I am today without the support of the Whitman School, including my professors and classmates. Because of my dual management and photography major, I have gained a deeper understanding of how to be a leader and best support the organizations I am a part of, especially as editor-in-chief of *The Daily Orange*. I am grateful for Whitman’s support and investment in me, and I am confident my Whitman education has set me up to become a respected leader in the future.”



Graduate Student Spotlights



SHUBHAM KRISHNA '23 M.S.

Hometown: Patna, Bihar, India

Degree: Full-time Master's in Supply Chain Management

"I chose Syracuse University because of the blend of operational, analytical and managerial courses that were offered. A bonus was that Whitman had the oldest supply chain program in the United States. While at Whitman, I pursued courses like operations management, data analysis, project management and Lean Six Sigma that helped prepare me to deal with challenges in my career. The highlight of my entire master's program is being an international student. I managed to work with five different companies in their supply chain team during two years of my master's program."

SHITAL MARS '23 MBA

Hometown: Saint Augustine, Florida

Degree: Online MBA

"I have spent most of my career in executive leadership with intense demands on my time. I knew the decision to take on an MBA would be a 'village' endeavor and am fortunate to have the support of family, friends, colleagues and classmates, who have made sacrifices to make my MBA dream a reality. The best part of this journey has been going to the residencies on-campus and making connections with people who have become lifelong friends. It's never an easy committing to a graduate degree, but getting my MBA from Whitman has been one of the most rewarding decisions of my life."



DEVIN STEIN '23 PH.D.

Hometown: Mount Sinai, New York

Degree: Ph.D. in Business Administration, concentration in Entrepreneurship and Emerging Enterprises

"I joined Whitman's entrepreneurship and emerging enterprises department because of its outstanding reputation for research. I hope to continue in an academic position that will allow me to further research how individuals and entire communities can act entrepreneurially to solve complex social problems. I received exceptional mentorship and support, as well as learned to be a more rigorous researcher who is broadly supportive of students and the management community. Whitman has helped me gain a stronger understanding of entrepreneurship as a method of problem solving and a universal feature of human behavior that can be unleashed on society's most profound problems."

EVI SUSILOWATI '23 MBA

Hometown: Madiun, East Java, Indonesia

Degree: Full-time MBA, concentrations in Supply Chain Management and Business Analytics

"At Syracuse University, the MBA program offers a variety of elective courses and experiential learning opportunities — including internships and consulting projects — that have helped me gain practical, real-world experience and build the skills needed to achieve my career goals. The Whitman MBA program has also helped me build a network and connections with classmates, alumni and industry professionals. Overall, the skills developed in an MBA program — such as critical thinking, leadership and financial acumen — will be invaluable for pursuing careers in a variety of industries and functions and can help me succeed in today's competitive business environment."



FROM THE DIRECTOR OF ALUMNI ENGAGEMENT

For the First or 15th Time: We Ask, Alumni Answer

The Whitman School news cycle is full of “firsts,” and alumni are often the reason a “first” becomes an “annual,” due to the impact an event or program has on students. I’ll share a few of the many “firsts” this academic year.

The Fall 2022 semester brought a significant first when staff and 20 students traveled cross-country for a Silicon Valley exploration trip [1 & 2]. Syracuse University alumni welcomed them to leading tech companies and startups and shared career perspectives on panels and at networking events. We are grateful to Jim Keene ’79 for his vision and generous support in making the trip a reality. And we extend thanks to the alumni and friends who made the trip an incredible experience, most notably Bill Halpin ’88 (A&S/ECS), G’95 (ECS), G’05 (ECS) of Google; Nick Massa ’13, ’18 MBA of LinkedIn; and Peter Hebert ’99 (NEW) of Lux Capital.

Whitman in NYC January Career Week has long been a time when Orange abounds in the Big Apple. This year, career exploration trips and short-term intensive courses brought more than 200 students to Manhattan before the start of the spring semester. The program was a tremendous success, with 250-plus alumni engaging with students over the five days and the addition of two first-time career exploration trips for real estate and supply chain management. Career exploration trips for finance, retail management and marketing management also took place that week.

On the inaugural real estate trip [3], students learned about leasing, brokerage, management, finance and development from accomplished alumni during visits to commercial and residential properties. One stop with David Schwartz ’99, Real Estate Advisory Board member and principal at Slate Property Group, required hard hats and gave students an up-close view of ground-up development. The trip included several boardroom career conversations and culminated with a networking reception hosted by Hal Fetner ’83 [4]. Whitman Advisory Council member and Syracuse University Trustee, at his firm’s residential property, The Epic. There, students interacted with 30 alumni who work in real estate. Special thanks to Justin Sutter ’06, principal of Essex Real Estate Partners, for his help in making the real estate trip a success.

Supply chain management site visits included retailers and consulting firms in Manhattan and a day trip to New Jersey to explore operations at Mainfreight and Davinci Micro Fulfillment [5], where CEO Corey Apirian ’04 led the students’ tour. They also heard from alumni panelists [6] and made career connections during a networking night.



Though most students’ visits to NYC in January ended with career week, 12 stayed to spend spring semester living, learning, interning and participating in enrichment opportunities through Whitman’s Semester in NYC program. This was the first semester-long in-person experience provided since the program’s launch was cut short in 2020 and held virtually since due to COVID-19. From hiring students for internships, mentoring, attending networking nights and progressive dinners, sitting on panels and more, alumni engagement was key to providing an extraordinary experience that will undoubtedly lead to the program’s continued growth [7].

Spring break brought two more firsts for Whitman in NYC with a business analytics career exploration trip and a sampler experience for students to explore various majors and industries. Dozens of alumni answered our call to host students for company visits and shadowing, to sit on panels and attend networking dinners.

A highlight of the business analytics trip was a panel discussion on “Analytics in the Food and Beverage Industry” with representatives from Diageo, Dig, Misfits Market and Oaza Beverages. Among the many insightful stops on the sampler trip was Unilever’s U.S. headquarters [8], coordinated by Josh Fishman ’12, senior brand manager and chair of the Young Whitman Advisory Council.

All of these invaluable experiences could only happen with Orange alumni giving back in support of students. Your continued commitment is critical to Whitman’s efforts to prepare and place students for career success. Thank you for saying “yes,” whether it’s for a program we are running for the first or 15th time!

Warm Regards,

Alison Kessler

Director of Alumni Engagement



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Be Orange. Be Whitman.

Class Act is a giving campaign held each year for graduating students. The campaign is a way for students to adopt an early understanding of the importance of giving back and, through philanthropy, to help enhance the experience of those who follow them. Through their gift, students can express gratitude for their own education and experience at Syracuse University by contributing to a fund that supports a place, program or opportunity at Syracuse that is meaningful to them.

Students are asked to give at least the amount of their graduation year, e.g., \$20.23 for this year's class, and, in recognition of their generosity, donors are given a special Orange, white and silver Class Act cord to wear at Commencement.

The campaign promotes friendly competition across the schools and colleges on campus to see which will finish with the highest number of donors. Whitman has earned the top spot several times in the past few years, and this year's Whitman Class Act Student Committee is working to do the same for 2023.

Gifts made by students can be matched by faculty, staff, friends, family and alumni for greater impact. Tuition and fees cover only 80% of the real cost of a Syracuse University education. Class Act donations help bridge that gap, and matching gifts help bolster the collective giving of the students to make a real difference in providing cutting-edge programs, modern facilities and scholarships. Class Act gifts to the Whitman Dean's Fund help create opportunities for experiential learning and career exploration, program innovations and amenities that help us prepare students for a world of accelerating change.

If you would like to support this year's Class Act campaign by honoring a graduating student you know with a \$20.23 matching gift, please visit cusecommunity.syr.edu/classact and add his/her name in the My Gift is a Tribute box. If you don't have a connection to a graduating student, we can help you find one — perhaps someone from your hometown, with the same major or in a club or organization you hold dear. Contact Alison Kessler, director of alumni engagement, at ahkessle@syr.edu, and express your desire to match a student.

On behalf of the Class of 2023, thank you for your support!

Whitman Class Act 2023 Student Committee

Nathan Black '23
Isabella Castelli '23
Christina Coco '23
Noah Cordes '23
Adama Diallo '23
Chris Douglass '23 MBA
William Ducott '23 (WSM/MAX/A&S)
Luke Eckel '23 (WSM/NEW)
Mary-Katheryn Egger '23
Haley Francois '22, '23 M.S.
Daniella French '23 (WSM/NEW)
Hannah Gordon '23
Sophie Green '23
Marin Grillo '23
Carlin Hanley '23 (WSM/NEW)
Anushree Jagdish '23 MBA
Killian Laschalt '23
Samantha Oates '23 (WSM/IST)
Maya Padula '23 (WSM/MAX)
Jared Regenstein '23
Bryan Reynoso '23
Lacey Robinson '23 (WSM/NEW)

CLASS ACT 2023

Our Five Under Five column features a Q&A with a Whitman School graduate of the last five years. In this issue, meet Aaliyah Smith '18, who came to Syracuse University from her hometown of Macomb, Michigan, to major in retail management and marketing management. She now lives in Austin, Texas, and holds the role of senior associate, site merchandising at DashMart at DoorDash. As the sole site merchandiser for DashMart, Smith works to strategize and plan out the customer's store-page experience so they can quickly and easily purchase items. She previously held positions in site merchandising at Macy's and Bombas. Though the product may be different, Smith says her job is to curate a relevant, online experience so the customer will want to shop again.

1 How did you choose your majors at Whitman?

Someone suggested I take Retail 101 for my sophomore marketing elective. I loved the class instantly. The course helped me discover my passion for retail. It is not just understanding how a store works but also how supply chain, finance and analytics all play a part in getting a product to the customer. Going on the marketing exploration trip to New York City made me confident in also choosing marketing. Majoring in both retail and marketing taught me the importance of knowing your customer and creatively communicating a product offering. This concept has been the center of decision making in every role I've had and has contributed to my career success.

2 Are there experiences from Whitman that you especially draw from in your career?

I constantly think back to my capstone experience; how my group was a mix of people that I did not really know and the professor put together. However, we had to make it work and, funny enough, we placed first in our room. I realize now that experience was such a true depiction of what it means to work cross-functionally on a day-to-day basis. Every task is a group project where you must learn to work with others to succeed in your output.

3 Would you like to give a message to any of your Whitman professors?

I had MAR 357 Consumer Behavior with former Assistant Professor of Marketing Breagin Riley during my senior year. It was one of the most challenging, but fascinating, classes I took at Whitman. I really appreciated professor Riley's creative approach to weaving in how social and environmental factors affect a consumer's decision-making process. All of the concepts ring true to how consumers are multifaceted and communicating with them is not as simple as it seems.



4 Do you have any advice for incoming first-year students, or seniors?

I advise incoming first-year students to be a double or dual major and squeeze in a minor or take a few classes in the iSchool. I wish I had some additional experience in programs or tooling. In every job, there is a tool or system that needs to be learned. For seniors, I'd say to finish out strong and make the most of your relationships with the faculty and staff at Whitman. You never know how those relationships can help you in the future.

5 What do you do to de-stress or keep balance in your life?

Recently, I've gotten back into reading paperback books to decrease my daily screen time. I'm at the point in my career where I have realized that I can't control everything and I'm not perfect. Work will continue to be on the table, so the balance comes when you know your worth and keep your boundaries. It took time to learn, but it's true.

Sister's Legacy, Kindness of Whitman Led Her to Choose Syracuse's Online MBA

By Kimmy Kimball G'13 (NEW)

Amy (Halpin) Hellen '09 MBA had been working in retail banking for several years and was looking for a career change, so she began looking for an MBA program that would allow her the flexibility to work full time and attend school. She came across several MBA programs; however, she did not have a connection to any of them. What really sealed the deal for her was remembering the kindness and support that the Syracuse University's Whitman School had shown her family during a difficult time.

In 2006, her sister Tracy Halpin died unexpectedly while a student at Whitman. The University provided transportation to students to get to Tracy's funeral. Former Chancellor Nancy Cantor came to meet Hellen and her family at her sister's residence hall. Hellen recalls, "Nancy Cantor held my mother's hand and said, 'The memory of your daughter will not be forgotten.'" She also remembers sitting next to former Whitman Dean Mel Stith '73 MBA, '78 Ph.D. at the memorial service, who held her arm and told her that her sister was special to the University community and that her memory would live on.

These gestures of kindness, humanity and respect touched her deeply and reinforced her decision to attend Syracuse University to pursue an MBA.

Graduate School Furthered Her Career

The decision to study at Syracuse proved to be the catalyst for Hellen's career.

Upon completing her MBA, Hellen was selected to participate in the Toronto-Dominion (TD) Bank inaugural program for MBA graduates.



This program allowed her to work in a variety of functions and collaborate with senior management on projects. Through hard work and determination, Hellen distinguished herself as the most successful participant in the program who achieved several roles with increasing responsibility.

After 15 years at TD, Hellen moved to Discover Financial Services, where she serves as chief compliance officer. In this role, she oversees three functions, including compliance, anti-money laundering and regulatory affairs.

Hellen credits her experience at Whitman for helping her achieve success in her career. It taught her valuable skills in financial statement analysis, business management and collaboration.

One of the key learning experiences that stood out to Hellen was the residencies, which

provide opportunities to meet with other students, faculty and alumni in-person for a long weekend. Her fellow students had backgrounds in pharmaceuticals, telecommunications and engineering. "We all faced demands from our work, and we were all professionals who looked out for one another to make the learning experience greater than just assignments and projects," says Hellen. "I learned a great deal from the students beyond the course materials."

Hellen's connection with Syracuse University not only holds bittersweet memories of her sister and the kindness shown to her family but also marks a significant achievement in her own career from the many lessons she learned while earning her MBA.

"Syracuse will always be a special place, and, for many reasons, I am proud to be a part of the Orange community," she says.



The Tracy A. Halpin Memorial Fund

In honor of her sister, Hellen and her family created a scholarship at the Whitman School. The Beta Alpha Psi Tracy A. Halpin Memorial Fund has generated more than \$25,000 to support outstanding undergraduate or graduate students in Whitman's accounting program, who are members of the Beta Alpha Psi Accounting Honor Society. The scholarship is given each year to a student who demonstrates a commitment to community service, leadership and the Whitman School.

In 2007, Hellen was introduced to Amy (Marcello) Bacon '08 to start fundraising for the scholarship. Bacon says, "Amy and I got to know each other on a level we probably didn't expect, especially because we were in two totally different phases of life, me as a college student and her as a working professional. We worked together to find creative ways to fundraise, while Amy was my window into the life of Tracy. Most of all, I am forever grateful for that year when I met one of my best friends and 'big sis.'"

Bacon says she was honored to receive the Tracy Halpin scholarship in 2008. She is even more grateful for the friendship she gained. Bacon

asked Hellen be her maid of honor at her wedding and she became a "pseudo younger sister."

In the early years of the scholarship, the Whitman School would hold an annual 5K fundraiser race. The first year there was a competition between members of Beta Alpha Psi (BAP) and the University ROTC program. Hellen recalls how a BAP student beat the ROTC during the first year. After many years of a 5K run and the Syracuse rainy weather in April, Hellen decided to change the fundraiser to get more people involved. She purchased customized Syracuse University cornhole boards and established a cornhole tournament to host as part of the BAP banquet. The idea was a success, as student teams — and even teams from the Big Four accounting firms — competed for the trophy to raise money to continue the scholarship.

Through the scholarship, Hellen hopes that others will hold the same passion for Whitman and the accounting field as her sister. She shares, "Tracy always wanted to help others. She always thought about others first." 🍷

WHITMAN AT WORK:

From Syracuse to Success, a Journey Through Business and Technology

By Kimmy Kimball G'13 (NEW)

Picture this: It's 1995, and the internet is starting to take off. The World Wide Web is a new and exciting place, and people are still figuring out how to make the most of this revolutionary technology. In the midst of this digital boom, Faraz Siraj '95 is trying to figure out what to do with his career. Little did Siraj know, he was about to embark on a journey that would take him through the world of business and technology, leading him to great success.

Siraj graduated from the Whitman School with a degree in marketing management. He had dreamed of living in New York City and making it big in the world of business, but he didn't know exactly how to get there. So, after graduating from Syracuse University, he moved back home to Virginia and landed a temporary job while he figured things out.

At the time, email was just starting to gain traction and the idea of a website was still a novelty. Siraj had been introduced to these concepts while at Syracuse, and his familiarity with the technology made him a valuable asset to UUNET (later acquired by Verizon). Before he knew it, he was offered a full-time job.

"Initially, I had my heart set on marketing, but a fellow colleague convinced me that I had the skills for sales," says Siraj. And so began his journey through the world of business-to-business technology sales.

As the internet continued to expand and evolve, Siraj grew with it. He stayed with the company and became an expert in business-to-business technology sales, always focused on solving customer problems and challenges. Siraj was also part of acquisitions, including Sourcefire, acquired by Cisco.

Over the years, Siraj has been honored with many awards and accolades, including recognition by *CRN Magazine* as the 2021, 2022 and 2023 CRN channel chief. *CRN Magazine* also recognized him as one of the Top 50 Most Influential Channel Chiefs in 2019. Siraj comments, "I don't do what I do for awards, but it's nice to be recognized."

Now, over 25 years after he graduated from Syracuse, Siraj is still going strong. He recently started a new job as the vice president of Americas channels at Lacework, a Mountain View, California-based company that concentrates on cloud security. There, he's focused on partner strategy and execution alongside Lacework's mission to securing the cloud.

Giving Back to Whitman Students

Throughout the course of his career, Siraj wants to help others achieve their dreams and is actively involved in mentorships. He stays connected to Whitman, coming back to campus to speak to students at Goodman IMPRESS programs and club meetings, even holding one-on-one sessions with students to discuss career and development. He is also active with University events held in the Washington, D.C., area, where he is located.

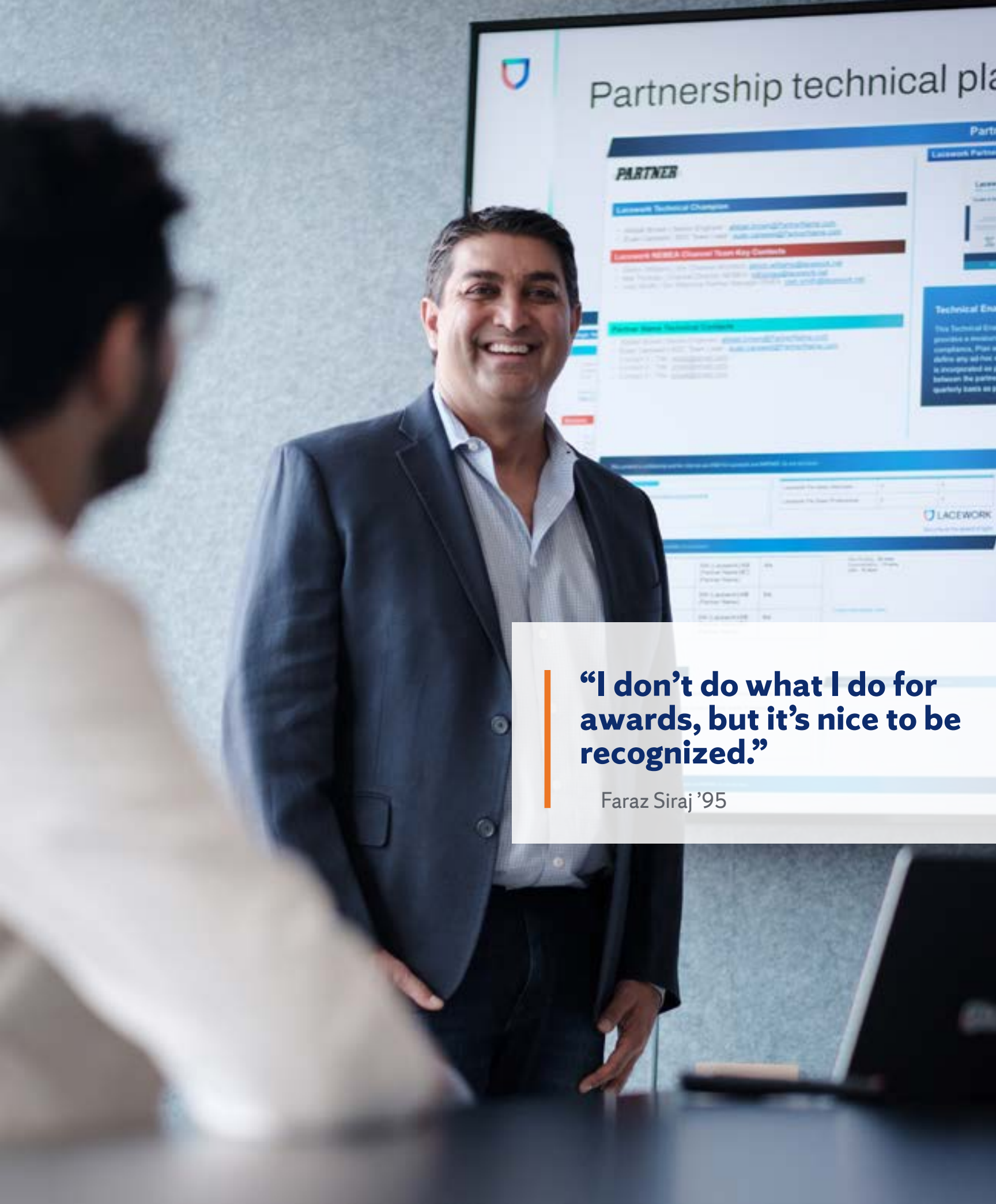
During one session, Siraj met a student who had her "dream job" interview coming up. Siraj coached her on how to approach the interview, how to research the company and how to make her stand out to the recruiting team.

"Within a week, the student contacted me to let me know that she was a finalist for the job," says Siraj. "When I opened the email from her, I could hear and feel the jubilation of her landing that role. It was the greatest satisfaction knowing that I was able to help someone else from Whitman achieve their goals."

Siraj's journey from Syracuse to success is a testament to the power

of education, perseverance and mentorship. As the critical technology evolved and transformed the business world, he used the skills he learned at Whitman to adapt and grow with it, becoming an expert in business-to-business technology sales. His dedication to mentorship has helped students achieve their dreams, as well. As Siraj continues to make his mark on the world of business and technology, he serves as an inspiration to all those at the Whitman School who dream of making it big. 🍷





“I don’t do what I do for awards, but it’s nice to be recognized.”

Faraz Siraj '95

Cole Family Innovation Fund Intends to Transform Real Estate Major

By Caroline K. Reff

Initially, Jason Cole '09 had little interest in attending his parents' alma mater, Syracuse University, but he agreed to visit the campus anyway. His parents, Jeffrey Cole '80, a graduate of the School of Management, and Phyllis (Ryzoff) Cole '80 (A&S) had met there, and a slew of aunts, uncles and cousins followed. It only took a short visit to campus for Jason to understand why.

"On the drive home, I said, 'I think I'll apply to Syracuse early decision,'" explains Jason. "It was all my father could do not to drive off the road."

Like his father, Jason attended the Whitman School to major in accounting, while tacking on a second major in finance. He came to love the University as much as the rest of his family did, and today he is the force behind the establishment of the Cole Family Innovation Fund, a \$125,000 five-year pledge to "energize the real estate program" through increasing the emphasis on student learning, related courses and other activities, such as symposiums, site visits and connections with other alumni working in the real estate field.

In the 1980s, Jeffrey Cole had taken his accounting degree and gone to work for what is now EY after graduating from Syracuse. But, four years later, he made a career change.

"My biggest client at EY was one of the largest real estate trusts at the time," says Jeffrey, "and I was fascinated by the business model, so

I thought I'd try the real estate business. While I stayed in real estate, I don't think my success would have been possible without the background in accounting I received at the School of Management." (Jeffrey and Phyllis Cole have long been supporters of the School, establishing the Cole Accounting Research Center in 2004, on the third floor of the Whitman School).

By the time Jason reached Whitman, "real estate was part of my DNA," he says, but, at the time, Whitman only offered one course in the subject. Still, Jason loved Syracuse University, making many friends, including roommates who had parents who were alumni. Upon graduating, Jason took the foundations he learned in accounting and finance and went on to earn a master's degree in real estate at NYU. Soon after, he joined his father at Cole Realty Group in New Jersey, where today Jason is the president.

"It was a natural progression for the Cole family, as my father was a CPA, and I was a CPA who then moved into real estate," says Jeffrey. "Jason followed, and he has made the Cole Group Realty a true family business, which we hope will extend for many more generations."

The Coles' combination of real estate expertise and love of Syracuse University led them to direct a gift for programmatic growth of the existing real estate major. Today three full-time professors and several adjunct instructors teach an expanding set of courses to approximately



Jeffrey and Phyllis Cole pose in their Syracuse University apparel.



Parents Jeffrey and Phyllis Cole pose with their son Jason during his time at Syracuse University.

100 students in the major. Jason hopes this gift will help turn the current program into a “full-fledged real estate program that will become one of the top in the country and draw students from all over to the Whitman School.”

“There are only a handful of schools that have a true real estate program, so why shouldn’t the Whitman School be one of them?” Jason says. “Look at what the entrepreneurship program has done to put Whitman on the map. It’s top-notch and elevated the entire footprint of the School. A true real estate program has been something missing at the level of prestige Syracuse University and the Whitman School have. Making this happen will be a real differentiator.”

“As a family, we believe in the real estate industry, and we also believe that this fund will be a great opportunity for young people to enter the field,” adds Jeffrey, who was impressed with the caliber of students he met while speaking to a Whitman class recently. “It’s one of the biggest industries in the U.S., and someone majoring in real estate today has so many opportunities to take it in a lot of directions.”

The Cole Family Innovation Fund will support the activities of the real estate program, such as the development of new courses and student- and industry-focused activities and experiences. Whitman is already looking to add a new real estate faculty member who will work closely with Milena Petrova, associate professor in the Department of Finance at Whitman. Petrova has been the driving force in growing the department from one course into a major, and now Jason hopes to work with her to see real estate “take on a life of its own.”

“It’s going to happen,” says Jason of his family’s commitment. “No excuses. This gift will get it done.” 🗨️



Alumnus Jason Cole



Alumna Phyllis Cole and her three sisters pose outside of the Hall of Languages.

The Cole Family’s Legacy at Syracuse University

The extended Cole family has been a part of Syracuse University since 1976 when Jeffrey Cole ’80 (WSM) and Phyllis Ryzoff ’80 (A&S) enrolled at the University, meeting their senior year and eventually marrying. Three of Jason Cole’s aunts — Bonnie (Ryzoff) Bernstein ’82 (WSM/FALK); Randi (Ryzoff) Regenstein ’85 (WSM/FALK); and Stacy (Ryzoff) Edenbaum ’92 (FALK), who married Mitchell Edenbaum ’91 (A&S) — also attended, along with their stepsister, Jennifer (Marcus) Acquaviva ’99 (EDU), who married Anthony Acquaviva ’98 (A&S). After Jason graduated in 2009, he was followed by two cousins, Zachary Regenstein ’19 and Jared Regenstein ’23.

Class News & Notes

1980-1989

NEW POSITIONS AND PROMOTIONS:

Nick Gustin '85: Senior Vice President and General Merchandising Manager, Apparel, Hudson's Bay

Thomas Murphy '87 MBA, '95 Ph.D.: Chief Executive Officer, Green Carbon Nanostructures Corporation

Jim Perkins '88 MBA: Interim Chief Financial Officer, Flyspace Productions

1990-1999

NEW POSITIONS AND PROMOTIONS:

Todd Bernstein '91: Account Manager, New Business Development, New York Islanders

Adam Bobker '93: Managing Director, Fortress Investment Group

Rob Liberty '94: Managing Director, Bank of America

2000-2009

NEW POSITIONS AND PROMOTIONS:

Seth Davis '00: Chief Executive Officer, Stern Pinball Inc.

Anthony Iannone '01: Director of Sales - East, RapidAI

Shannon Nulty Fitzpatrick '04: Associate Director of Operational Excellence, Bristol Myers Squibb

Chad Wainman '04: Senior Claims Consultant, Stephenson+Brook

John Popkess '05 MBA: Senior Vice President-Commercial Credit Senior Underwriter, M&T Bank

Joseph Dambrosio '06: Global Accounting Manager and Internal Controls, Amazon

Adam Green '06: CEO of Asset Management, FNZ Group

Dan Angel '07: Managing Principal, Olifant Legacy

Ujjwal Dhoot '07 MBA: Chief Executive Officer, Allivet

Emily Doran '07: Senior Lead Expert Risk Specialist, Office of the Comptroller of the Currency

Brittney (Papke) Frick '07: Senior Principal Contract Manager - Marine Systems Business Unit U.S. Navy, Northrop Grumman

Jonathan Davis '08, '10 MBA: Manager, Solution Engineering, Deltek

Rachel White '08: Director of Merchandising, Rifle Paper Co.

Trevor Marsteller '09: Controller, Bear Flag Robotics

MERGERS AND ACQUISITIONS:



Megan McDermott '09, district manager at ADP, and her husband, Badr Barco, welcomed baby Nora Nov. 3, 2022.

2010-2019

NEW POSITIONS AND PROMOTIONS:

Zachary Gorman '10: Relocation Consultant, Roadway Moving

Scott Dittmeier '11: Senior Vice President, Bank of America



Gabrielle Harvey '10, executive vice president of JLL, was honored with the firm's Extra Mile Award for her career achievements. In addition to her commitment to her clients, team and advancement of the real estate industry, Harvey is an engaged community member dedicated to young leaders and women in business through volunteer leadership roles on the Syracuse University Boston Regional Council, CoreNet Global New England Chapter and the Southern Methodist University's Alumni Board.

Dr. Brian Hammer '11 MBA: Vice President, Membership Administration and Engagement, American College of Physicians

Lesley P. Antwi '12: Strategic Account Manager, Amazon

Briana Bartel '12: Senior Manager, Strategic Ads Partnerships, DoorDash

Alexandra Marchesano '12: Lead Product Manager, Grove Collaborative

Max Moskovitz '12: Director, Golden Vision Capital

John DiNardo '13: Senior Manager, Baringa

Jenna Gartner '13: Albertsons Ice Cream & Nutritional Lead, Unilever

Kyle Hoffstein '13: Strategic Account Executive, Quickbase

Rebecca (Schultz) Schwenk '13: Global Head of Investments Early Career Programs & Director, Early Careers and DE&I Strategy, Corebridge Financial

Alec Barnett '14: Principal, TSG Consumer Partners

Jenna Bordy '14: Director, Performance Marketing, Love Wellness

Elizabeth Entrup '14: Senior Vice President, Institutional Equity Sales, Jefferies

Paul Goldsmith '14: Associate, Kirkland & Ellis

Yi-Nien Lai '14 MBA: Senior Manager, Business Intelligence, Klaviyo

Katherine Ristau '14: Executive Director - Senior Strategy Manager, JPMorgan & Chase Co.

Dan Rosenbloom '14: Engagement Manager, McKinsey & Company

Dani Alderman '15: Vice President of Business Strategy and Operations, Product, JPMorgan Chase & Co.

Charlene Bozzi '15: Senior Director Total Rewards & HR Transformation, Novanta Inc.

Sissie Cong Cui '15 MBA: Marketing Insights, Roku Inc.

Rachel Firestone '15: Director, Brand Partnerships, Gallery Media Group

Erika Hammond '15: Cybersecurity Project/Program Manager, Raytheon Technologies

Tess Johnson '15, '16 M.S.: Finance Manager, Bain Capital

Jessica Matos '15: League Finance, Manager, NBA

Francine Roettger Moreda '15: Global Engagement ABM - Oral Care, Unilever

Joe Morgan '15: Corporate Development Manager, Data Centers, Iron Mountain

Justin P. Saia '15 MBA: Vice President, Europe Communications, Schneider Electric

David Skoler '15: Law Clerk, Sullivan & Cromwell LLP

Ariel Tavakoli '15: Senior Analyst, Asset Management, Extell

Ben Uhing '15: Vice President - Private Banker, J.P. Morgan

Mike D'Agostino '16: Analyst, National Grid

Byron Delarosa '16: Vice President, Stout

Dana Ewanechko '16: Demand Planner, Henkel

Brianna Hanson '16: Senior Director, Finance Transformation, Wheels Up

Angela Herrera '16: Alliances Marketing Manager, Special Projects, PwC

Jake Horowitz '16: Associate Vice President, Retail Leasing, Colliers

Amanda Kwong '16: Campaign Director, Ad Council

Alexis Lewis '16: Digital Marketing Assistant, Belk

Krista Librett '16: Operations Manager, Senior Credit, Manulife Investment Management

Peggy Nairin '16: Vice President, Delos

Kara Sciscente '16: Enterprise Account Executive, AlphaSense

Michael Shaw '16: Business Intelligence Manager, Yahoo

Simon Winokoor '16: Financial Planning and Analysis, Squarespace

Lauren Bogardus '17: Vice President, BNY Mellon

Melissa Canales '17: Senior Manager, Collegium Pharmaceutical Inc.

Adelina Colucci '17: Assistant Buyer, Brunello Cucinelli

Diana D. Correia '17: Senior Associate, JPMorgan & Chase Co.

Nick DeFrancisco '17: Account Associate, Resy

Jack DeSilva '17: Finance Manager, BlueTriton Brands

Jordan Evans '17: Planning Consultant, Fidelity Investments

Hugh Fisher '17: Senior Consultant, ZoomRx

Ahmad Hasan '17: Director, Morgan Stanley

Joshua Karpinski '17 MBA: Director, Transformation Strategy, Liberty

Sam Levis '17: Commercial Account Executive, Gong

Alyssa Leyden '17: Associate Operations Manager, HelloFresh

Emily Murphy '17: Assistant Assortment Planner, Nordstrom

Danielle Popper '17: Manager, Corporate Communications, Morgan Stanley

Max Solomon '17: Onboarding Success Manager, impact.com

Veronica Vital '17: Product Manager, Méndez & Co. Inc.

Angela Anastasi '18: Law Clerk, McCue Sussmane Zapfel & Cohen P.C.

Collin Brown '18: Omni Merchandise Planner, LOFT Denim, ANN Inc.

Catherine Cummings '18: Account Planner, Estée Lauder Companies Inc.

Corey Dender '18: Billing Manager, Initiative

Lindsay Dick '18: Account Manager, Paramount

Ria Dhuper '18: Client Success Manager, Commercial Observer

Greg Fligor '18: Private Equity Associate, Nautic Partners LLC

Daniel Fridliand '18: Marketing Lead, Black Lotus Labs Inc.

Blair Greenwald '18: Senior Project Manager, Unified Partnerships, iHeartRadio

Tre'jour Heard '18: Finance Manager, Warner Music Group

Connor Hughes '18: Director of Finance, Greystone

Christopher Johnson '18 MBA: Director of Marketing, Ashland Greene

Christopher Joodi '18 MBA: Strategic Accounts and Partnerships, Mercantile

David Kennedy '18: Finance Manager, L'Oreal

Brett Klein '18: Audit Senior, CBIZ Marks Paneth

Andrew Ljubichich '18: Senior Tax Associate, Accounting Methods and Credit Services, KPMG

Carmen Nepa '18: Senior Associate, Inverness Graham

Abhishek Nichat '18 MBA: Senior Manager, Beyond

Emily Schmerzler '18: Account Supervisor, Financial Communications & Capital Markets, Edelman Smithfield

Zack Schoem '18: Business Analyst Consultant, ApartmentsTogether

Nate Segal '18: Account Executive, Champify

Aaliyah Smith '18: Senior Associate, Site Marketing, DoorDash

Michelle Watson '18 M.S.: Associate Accountant, Rochester City School District

Christina Ambalavanar '19: Marketing Associate, Grubhub

Frank Britto '19: Senior Analyst, Greenbacker

Sean Browne '19: Senior Associate, Alvarez & Marsal

Grant Chamberlain '19: Senior Tax Accountant, Bonadio Group

Annie Fitzgerald '19: Financial Analyst, Stuart Weitzman

Erin Gallagher '19: Manager, Paid Planning and Buying, Resolute Digital

Jill S. Greenberg '19: Audiologist, AdventHealth

Matthew Gutierrez '19: Editor, TIFIN

Felix Hernandez '19 MBA: Manager, CMMS and Maintenance Planning, Lotte Biologics

Esther Jo '19: User Experience Designer, BetMGM

Lia Kakoulidis '19: Strategist, VaynerMedia

Cassie Kramp '19: Assistant Vice President, Commercial Banking Associate, Citi

Derek Lepore '19: Senior Business Development Representative, FloQast

Jamie Martin '19: Founder, Cosmic Pursuit LLC

Sachin Patel '19: Director of Strategic Accounts, Tanium

Caitie Pavon '19: Creative Accounts Manager, Knightsbridge Park

Derek Polanco '19: Account Manager, ReNew Wound Care

Courtney Pulicella '19: Account Supervisor, twelvenote agency

Erin Sciortino '19: Associate, Blackstone

Daniella Sheerins '19: Associate Buyer, Ross Stores Inc.

Nathaniel Solomon '19: Associate, Mohr Partners Inc.

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

Claire Stocum '19: Associate Vice President, Senior Relationship Liaison, M&T Bank

Daniel Wetreich '19: Financial Planning Analyst, Omnicom Media Group

Audrey Yoo '19: Sales Development Manager, athenahealth

AWARDS AND RECOGNITIONS:

Brian Gladstone '17, vice president at Meridian Capital Group, was featured in the *New York Real Estate Journal* as One to Watch Fall 2022.

IN THE MEDIA:



Brooke "Chef Bae" Baevsky '18, a private personal chef in Los Angeles, was recently featured by CNBC and in Newsweek's "My Turn" series and Culture section.



Derrell Smith '10 (IST), G'13 (NEW), CEO of 99EATS and host of Tastemade's "Mad Good Food," shared savory super bowl favorites on NBC's *Today*.

Chris Marino '13, global head of performance marketing and media at Bloomberg, was featured in the "Intelligent Creative Spotlight Series" on vidmob and in the Marketing Brew weekly series "Coworking."

Chelsea Ransom-Cooper '15, managing partner and director of financial planning at Zenith Wealth Partners and member of the Young Whitman Advisory Council, was featured by *Financial Planning Magazine* in the article "Black-owned RIA Leader: How wirehouses can improve on DEI."

MERGERS AND ACQUISITIONS:



Kelly Jaffe '11, '12 M.S., asset and wealth management marketing leader at PwC, and husband, **Eric Jaffe '10 (VPA),** welcomed Norah Grace Nov. 20, 2022.



Melinda Guida '15, partner manager at Twitter, and her husband, **Alessandro Guida '13 (A&S),** welcomed Giuliana Lynn Nov. 19, 2022.

2020-2023

NEW POSITIONS AND PROMOTIONS:

Nick Barba '20: Senior Startups Manager, Future Founders

Jacob Cestari '20, '22 MBA: Staff Account, SeaChange International

Grace Chesterman '20: Supervisor, Horizon Media

Leam Cohen '20: Field Training Specialist, Morgan Stanley

Sarah Ferranti '20: Equity Research Associate, BMO Capital Markets

Brett Genzer '20: Treasury Analyst, BNY Mellon

Brianna Gorczynski '20: Senior Associate Risk Consultant, KPMG US

Adam Grant '20, '21 M.S.: Accounting Analyst, Verizon

Emily Hua '20: Senior Accountant, Rokt

John Jaroslowski '20: Territory Representative, Milwaukee Tool

Cat Jordan '20: Assistant Vice President, Investor Relations, Diamond Standard Co.

Kylie Maher '20: Assistant Vice President, U.S. Institutional Credit, Tradeweb

Rebecca Millman '20: Editorial Specialist, Walmart

Michelle Morris '20: Client Services Associate, TransPerfect

Justin Nee '20: Anti-Money Laundering Investigator,
Standard Charter Bank

Destani Parker '20 MBA: Client Development Manager
(Litigation), Gibson, Dunn & Crutcher LLP

Spencer Stein '20: Audit Associate II, CBIZ Marks Paneth

Andrew Southard '20: Business Partner Specialist, IBM

Amir Vaziri '20 MBA: Assistant General Manager, Macerich

Samantha Walters '20: Experience Management Senior
Associate, EY

Sara Caric '21 MBA: Leader Solutions Consultant,
Highmark Health

Victor Carrafiello '21: Assistant Manager, Precision Advertising
Planner, L'Oréal

Brendan Foy '21: Underwriter, Chubb

David McDonough '22 MBA: Process Improvement Associate
II, JPMorgan Chase & Co.

Jacob Segal '22: Mergers and Acquisitions Tax Associates, PwC

IS YOUR EMAIL CURRENT ON YOUR SYRACUSE UNIVERSITY ALUMNI RECORD?

Are you receiving the monthly Whitman Connections newsletter and other email communications from the Whitman School and Syracuse University? If not, you may need to update the email address on your alumni record. We often find that alumni do not have the most current email addresses on file, so they miss email invitations to events in their area and timely Syracuse University news and announcements.

To make sure you aren't missing out, visit cusecommunity.syr.edu and look for "Update My Info" on the top right of the page. You can use this web address to update your email, mailing address and other details.

And, if you have a new position, promotion, family addition or other exciting news to share, visit whitman.syracuse.edu/alumnifeedback to submit an announcement for the Class News & Notes section of our alumni newsletter and biannual Whitman magazine. You can also use that same form to notify us if you prefer to receive the magazine digitally rather than in hard copy.



For the opportunities we create.
 For the discoveries we support.
 For the lives we change.
 No matter your reason for giving,
 every donation impacts future
 generations of Orange.

Forever.

FROM THE ASSISTANT DEAN FOR ADVANCEMENT



Ahh, springtime. A time of renewal and beginnings for Mother Nature, but, as I have written here before, for academia, it is the end of the year. It is a time to wrap up and conclude on a high note. We will be able to think about a renewal soon, but for now, we are pushing to our finish line: June 30.

In Whitman advancement, Interim Dean Alex McKelvie has been a wonderful partner as we worked hard to travel all over the country to meet with our alumni, parents and friends. He has been tireless. Our many conversations have led to generous support during the 2022-23 academic year, including important gifts profiled in this and the last issue of our magazine. Your gifts have significantly impacted our students and faculty, and we are grateful for your continued investment in the Whitman School.

This year has been a time of change for us. Amid this, your gifts of all sizes have helped us continue offering our students a high-quality education. We have invested in and expanded our programs as well as piloted new initiatives. I am constantly inspired and energized by Whitman alumni and friends who generously answer our calls for support.

If I allow myself a moment to look ahead to the coming year, the Whitman advancement team of Tyler Harding and myself will work hard to finish our Forever Orange Campaign on a high note. The 2023-24 academic year seemed very far away when we kicked off this campaign in November 2019. Time to close it out. This critical fundraising project's success — along with all the admissions, career and programmatic successes — will propel Whitman to even greater heights.

With warm regards,

Christopher Crooker
Assistant Dean for Advancement

\$500K Pledge from Nass Family to Address the Stigma of Mental Health in Business

By Caroline K. Reff

No one attending business school or aiming for a top job on Wall Street expects it to be easy. Long days and long nights. Pressure to climb the ladder and succeed. Work, work and more work seem to come with the territory. However, so can anxiety, depression, substance abuse, family problems, burnout and other mental health issues.

David '91 and Dina Nass '91 (A&S) have pledged \$500,000 to the Whitman School to start an initiative that not only promotes greater work-life balance but destigmatizes mental health issues faced by current students and Whitman graduates entering the workforce. The hope is to find ways for those in high-stress business careers to confidently identify red flags associated with mental health issues and seek help for themselves and others.

David, managing director, head of real estate finance, at UBS Investment Bank in New York City, graduated from the Whitman School with a degree in marketing management. Rising through the banking industry, David knows all too well about working around the clock. "There were lots of sleepless nights or times I stayed up two days straight before coming home," he says.

Dina, who majored in psychology at the College of Arts and Sciences and, for a time, worked as a substance abuse counselor, understands from her training how work pressures, lack of sleep, juggling the needs of a family and many other factors often assumed to be a natural part of the path to success can contribute to anxiety, depression, substance abuse and other mental health concerns. But she also recognizes the stigma that still surrounds mental health issues and the reluctance many may have get the help they need.

While the couple have been talking about how to contribute to tackling this issue for some time, it was the reset that COVID-19 had on work-life balance, as well as enrollment of their daughter Sophie '24 in the David B. Falk College of Sport and Human Dynamics to study social work, that really got them thinking about how they could help create healthier business leaders and employees through a gift to the Whitman School. The couple, who met during their senior year at Syracuse University and have been married for 25 years, also have two other children, Tyler, a college senior, and Abigail '26 (VPA). The Nass family also liked the idea of a knowledge transfer with those at Falk who have the kind of expertise that could educate Whitman students on mental health.

"If you Google 'business school and health,' there's not much out there," says David. "So, there's a great opportunity to build a program, from scratch, that is impactful."

To that end, the Nass family's gift will be used to create more than coursework on the topic but instead will be integrated into the Whitman culture and include expert guest speakers, symposiums, technology and introduction of a variety of mental health topics for both graduate and undergraduate students. While the gift's use is still in development, the Nass family also hopes that Falk students, like their daughter, who are pursuing traditionally less financially lucrative careers in areas like social work can benefit from lessons in business at the Whitman School.

"Working with those at the University, we'd like to see this turn into some kind of program that brings Whitman and Falk together for an exchange of ideas, and I'd like to see an advisory board formed with students from both programs," says David. "It may start with guest speakers or events so students can begin to understand how to spot their own red flags that signal a need to pay better attention to their own mental health or look out for those signs in others. We've already begun to look into the use of technology, such as apps that give immediate access to the resources of a social worker or therapist. And, most of all, we'd like to help destigmatize mental health and the reluctance to access resources that are available to students or business professionals who are struggling."

"A lot of what's involved in taking care of yourself seems like common sense," adds Dina, "but, if it's not taught to you, it probably won't happen. Employees in high-stress jobs shouldn't have to fight for time off or simply push through their struggles because they don't want to appear to not have what it takes. People need to recognize the signs and have places where they know they can go for help without judgment."

According to Interim Dean Alex McKelvie, "This is something we haven't seen at many other business schools, despite it being increasingly important for young professionals to understand. The type of program we are creating through the generosity of the Nass family is forward thinking and unique. It's asking our students: 'What does happiness look like to you?', 'How will you prioritize the important things in your life?' and 'How will you deal with the challenges?' At the end of the day, our goal is to better prepare our students for




“We bleed Orange, and we are grateful for all we’ve received here that has helped give us a terrific life, family and so many good friends.”

David Nass '91

professional and personal success. Creating this signature program, including leveraging expertise from across campus, will help students do just that. And we are very grateful to the Nass family for helping us make this possible.”

The Nass family generosity stems not only from their concern for others but also from their love of Syracuse University and the opportunities it has given to their family. As part of their continued commitment to the University, David and Dina are both members of the Hill Society and the Joseph I. Lubin Society. David is also a member of the Whitman Real Estate Advisory Board and serves on the board of the Syracuse Chapter

of Delta Upsilon. Dina is a board member for the Syracuse chapter of Delta Phi Epsilon.

“We bleed Orange, and we are grateful for all we’ve received here that has helped give us a terrific life, family and so many good friends. We are proud to be a part of Syracuse University’s unbelievable alumni network and want to encourage others to become involved, as well,” David says. “Right now, this initiative is still a blank piece of paper where only the first few paragraphs have been written. But I’m certain there’s a good story at the end, and we are excited to be a part of making that happen.” 



The inaugural Kenya Cultural Immersion student team pose with Former Dean Gene Anderson (far left) and professor Elizabeth Wimer (far right).

Donations to Whitman Dean's Fund Help School Remain Agile to Needs in a World of Accelerating Change

By Caroline K. Reff

Every dollar matters. That's the message behind the Whitman Dean's Fund, a collective effort that directs donations of any amount — large or small — to support priorities within the Whitman community.

"Of course, we are always grateful for large donations, but most of what supports our efforts at the Whitman School are smaller gifts that truly add up," says Christopher Crooker, assistant dean for institutional advancement. "Gifts directed to the Dean's Fund make a difference and are part of a collective action to allow the School to prioritize where and how to best make our investments."

In 2022, the Dean's Fund received approximately \$1.25 million from approximately 1,300 people who gave directly to the fund or specifically to the Whitman School with no further designation.

Two primary areas sustained by the Dean's Fund are curriculum innovation and student support. Whitman created a Curriculum and Teaching Innovation grant program, supported through the Dean's Fund. Over the last few years, this program has led to the creation of 20 new courses,

student events or other learning experiences that stemmed from faculty members' expertise. These include the creation of the new undergraduate business analytics major; short-term immersion courses in Asia and Africa; the creation of six courses related to job-ready topics like blockchain, fintech and alternative investments; and the revamping of course materials to assist students with ADHD.

"Gifts directed to the Dean's Fund make a difference and are part of a collective action to allow the School to prioritize where and how to best make our investments."

— Christopher Crooker, assistant dean for institutional advancement



Undergraduate students pose for a photo during the new Business Analytics in the Big Apple career exploration trip to New York City in March 2023.

Assistant Teaching Professor Elizabeth Wimer received one such grant to create a pilot trip in 2022, taking 14 students from her SOM 354 Managing in a Global Setting course to Kenya to experience emerging markets in that part of the world. The funds offset travel expenses and made it possible to host a welcome dinner and networking opportunity for local entrepreneurs, business owners and students. The pilot was a success and recently became an annual event for students to apply the lessons learned in class to real-world innovation and global business practices.


Whitman also utilizes the Dean's Fund for a variety of student support that falls outside of traditional financial aid. This includes the Dean's Inclusive Excellence Scholarship Fund, which offered approximately \$200,000 in 2021-22 to support students with demonstrated commitment to community service, diversity and fostering equity and inclusion.

"I am deeply grateful for the generous scholarship offered to me," says Laurrene Yomi Mvete '25. "The Whitman School's unwavering support for students like me is a testament to so many people's commitment to excellence and a dedication to removing barriers that might otherwise have hindered my success. This has given me the opportunity to pursue my dreams with the confidence that comes from knowing that I have the backing of such a remarkable institution."

Other areas supported by the Dean's Fund allow students to participate in experiential learning programs, including those in New York City and globally, that they would not otherwise be able to afford. And Whitman created a Student Emergency Fund to support those who find themselves in dire need — family crises, health issues, unexpected financial hardships — that might otherwise prevent them from completing their Whitman education when financial aid cannot assist.

All of this is made possible through gifts from alumni, families, friends of the University and other supporters who are happy to allow the School the flexibility to use the funds at the dean's discretion.

"As the saying goes, 'A rising tide lifts all boats,'" says donor Ashley Keyes '14, who works in supply chain on the West Coast. "That's how I was raised — to help others who come after me. My degree and the connections I have made through Syracuse University and Whitman have opened a lot of doors. I enjoy utilizing resources at my disposal to give back, especially to the institution that has helped propel me forward in my career."

Crooker says, "Gifts to the Dean's Fund add up to the kind of continued support that allows us to remain agile and responsive in a world of accelerating change. Every dollar truly does matter to so many in the Whitman community." 

"The Whitman School's unwavering support for students like me is a testament to so many people's commitment to excellence and a dedication to removing barriers that might otherwise have hindered my success."

— Laurrene Yomi Mvete '25

Whitman Professor Enthusiastic for Digital Marketing, Virtual Fitting Rooms

By Olivia Hall

Guiyang Xiong's enthusiasm for his field is palpable. The associate professor of marketing and Whitman Research Fellow may have started as a finance major in college, but early in his academic career, he began conducting research at the interface between finance and marketing and discovering the joys of his new specialization.

"Marketing is exciting because there are always new and interesting things coming up in the market," he says. "Everything is marketing!"

Since completing a Ph.D. in marketing at Emory University's Goizueta Business School in 2010, Xiong has made his name in the field by publishing in the *Journal of Marketing*, *Journal of Marketing Research* and *Marketing Science*, as well as serving as a frequent reviewer, including in related disciplines such as management information systems and operations management. Xiong — whose active lifestyle includes hiking, visits to the gym and world travel — joined the Whitman faculty in 2017 after six years as an assistant professor at the University of Georgia, in search of new challenges and a change of climate away from "Hotlanta."

In Syracuse, his research has focused increasingly on digital marketing, where online data — such as social media, online word of mouth and digital ads — has become more available. "I'm a data person," he says. "When I see some interesting data pattern that's counterintuitive, I get very curious and try to figure out why. It always feels rewarding to solve such puzzles, although the process is typically very challenging."

Take Xiong's research on virtual fitting rooms (VFR), which allow customers shopping online to virtually try on clothes on avatars (virtual models) before making purchase decisions. In a paper published in 2019, he showed that it could increase product sales by making the shopping experience more enjoyable and reducing perceived risks. The effect was even more pronounced when avatars were personalized with customers' faces and body figures.

Xiong proceeded to examine how the impact of VFR varies across consumer groups. While overweight consumers (as determined by their body mass index) purchased fewer products and gave them lower marks when using VFR, they tended to buy more high-priced items. Intrigued, Xiong and his coauthors conducted a series of experiments to figure out why. They found that the avatar — reflecting the customer's own

body — posed a self-image threat to overweight individuals, who shifted the blame to the apparel. These consumers also coped by purchasing more expensive and therefore "high-status" clothes. This new study — including suggested solutions for retailers — was recently accepted for publication in *Journal of Marketing Research*.

"These findings are important because overweight consumers make up the majority, nearly 74%, of the U.S. adult population, but they have traditionally been overlooked by fashion retailers and researchers," Xiong says. "As VFR is becoming increasingly popular in retail, according to Goldman Sachs, revenue from virtual reality retail software alone may reach \$1.6 billion in 2025. If retailers are unaware of such nuanced effects of VFR, they are likely to have suboptimal or even negative outcomes."

Xiong brings his cutting-edge research into the classes he teaches on marketing strategy, product and service innovations, global marketing, and marketing research and analytics to students at all levels.

"The market and business world are changing rapidly, so I want to go beyond feeding students knowledge," he says about his approach to teaching. "I try to help them develop thinking skills, an intrinsic interest to learn, abilities to collect and process new information and data, and problem-solving skills, so that after they graduate, they can constantly update themselves with the newest knowledge to solve new problems. And it's always great to know if what the students learn from my classes has made an impact on them, is useful for their jobs or helps them start their own businesses."

Some of his previous doctoral advisees have gone on to teach at major research institutions.

Xiong, in turn, finds inspiration in class discussions and work with his Ph.D. students for his ongoing projects. "I'm excited to continue conducting research on new technologies for digital marketing, not only on virtual reality but also on the application of artificial intelligence in retail," he says. "I think the future of marketing will see even more and smarter digitalization." 

A man with a beard and glasses, wearing a dark blue suit jacket over a light blue shirt, stands in an office. He is smiling and looking towards the camera. He has his hands in his pockets. To his left, a woman in a blue jacket is partially visible. To his right, another man in a dark suit is partially visible. The background shows a wooden wall and a window with a view of a city.

“Marketing is exciting because there are always new and interesting things coming up in the market. Everything is marketing!”

Associate Professor of Marketing Guiyang Xiong

Focusing on Faculty Research

By Olivia Hall

What Impact Does Scarcity Marketing Have on Consumers' Purchase Behavior and Other Products?



Assistant Professor of Marketing Minjung Kwon and colleagues turned to the Japanese beer market to bring these questions out of the confines of a lab into the real world. These limited-time products — sold in limited batches or with a set end date, for example, for a specific season (fall) or event (Olympics) — are a popular strategy for creating the impression of scarcity in consumers.

For their study, published in the *Journal of the Academy of Marketing Science*, the researchers used rich individual-level transaction data from one of the largest consumer panel polls in the Japanese market to estimate a model of consumers' beer purchases. They found that compared to regular new products, limited-time launches create a rapid jump in demand in the first few weeks.

By promoting limited-time beers under an existing brand — known as umbrella branding — brewers benefited from existing consumers' loyalty to the brand. According to the researchers' model estimates, this spillover effect outweighed potential concerns about the cannibalization at the brand level, was much greater from the “child” product to the “parent” product than vice versa, and lasted even when the limited-time beer had been taken off the market.

Ishihara, M., Kwon, M. and Mizuno, M. (2022). *An empirical study of scarcity marketing strategies: Limited-time products with umbrella branding in the beer market*, *Journal of the Academy of Marketing Science*.

What Will Motivate a Company to Learn from Its Mistakes?



To answer this question, Associate Professor of Marketing Guiyang Xiong and co-authors, think about companies as if they were little children.

“Say I’m in school and I hit one of my friends, and my parents tell me, ‘Don’t do it again,’” Xiong says. “After a month, I might hit another kid unless I get punished. In the same way, companies won’t learn from their mistakes unless they get punished in a way they actually care about.”

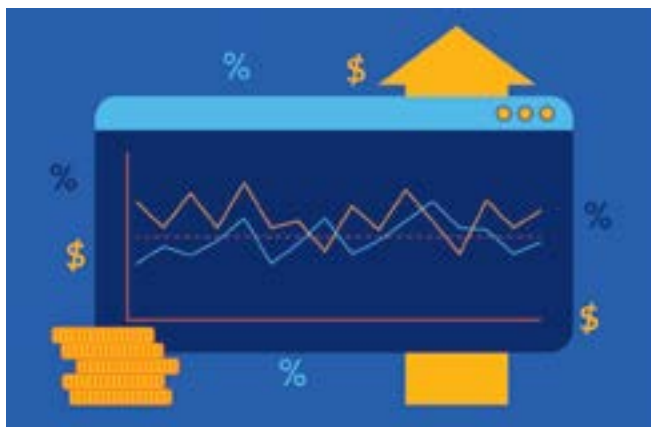
In their recent article, “Marketing’s and Operations’ Roles in Product Recall Prevention: Antecedents and Consequences,” published in *Production and Operations Management*, they turned to the topic of product recalls to identify several factors of whether a company will want to change, as well as measures a company can take to help prevent future incidents.

Recalls of products posing a safety hazard to the public can damage a company’s reputation and hurt its bottom line, so product-recalling firms should be strongly motivated to learn from prior crises. Yet, repeated recalls indicate this isn’t always the case.

Previous research found improvements to operations capabilities, such as logistics and production, to be critical in preventing future recalls. In addition, the researchers propose changes to post-recall companies’ marketing capability because, they argue, it influences all primary causes of product recalls.

Chakravarty, A., Saboo, A.R. and G. Xiong (2021). *Marketing’s and Operations’ Roles in Product Recall Prevention: Antecedents and Consequences*, *Production and Operations Management*.

Can Aggregate Market Return Expectations Be Inferred from the Cross-Section of Stock Prices and Accounting Quantities?



Craig Nichols, associate professor of accounting, and David Weinbaum, professor of finance, along with a colleague have developed a new model for estimating market-wide long-term discount rates.

Generally, stock prices reflect a discount rate applied to expected future cash flows. For a large basket of stocks, the discount rate for the basket reflects aggregate, economy-wide risks and investors' appetites for bearing those risks.

In their forthcoming article in the *Journal of Financial and Quantitative Analysis*, the researchers contribute a novel approach to inferring broad equity market discount rates from the way equity investors price fundamental value drivers from a company's financial statements — such as earnings, the book value of shareholders equity, dividends — in a representative cross-section of stocks.

The researchers are not the first to attempt to measure market-wide discount rates for stocks. While many investors and academics look at time-series averages — the average realized returns for the market in the recent past — the past may not represent prevailing market conditions, market risks or risk attitudes. Another forward-looking model type estimates the discount rate based on current stock prices and analysts' forecasts for future earnings.

Bali, T.G., Nichols, D. C. and Weinbaum, D. *Inferring Aggregate Market Expectations from the Cross-Section of Stock Prices*, *Journal of Financial and Quantitative Analysis*, forthcoming.



In Memoriam:

Professor William Hoyle Hannum

William "Bill" Hoyle Hannum, retired professor of statistics and decision sciences at Syracuse University's Whitman School, died July 11, 2022, in Green Valley, Arizona. He fought a courageous battle with Parkinson's disease for 12 years and was just a month shy of his 90th birthday.

Hannum graduated from Mercersburg Academy, the College of Wooster and the University of Michigan, Ann Arbor, where he earned a doctorate in statistics and economics. As a professor at the Whitman School for over 30 years, he was known especially for his generous ability to make difficult subject matter accessible to first-year MBA students. Spending countless office hours tutoring and encouraging his students, he told them that "stats can help you make better decisions, if you use them correctly."



“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.



Rachael Goodwin is an assistant professor of management at the Whitman School. She has been published in *Organizational Science*, *Psychology of Women's Quarterly* and the *Journal of Experimental Social Psychology*. Her research investigates workplace issues related to expected power, managerial social cognition, gender and leadership.

Moral Foundations May Cloud Responses to Organizational Sexual Misconduct Allegations

Speaking up about sexual misconduct takes courage.

Why, then, are victims not regularly rewarded for their bravery with outpourings of support and swift justice for their perpetrators?

Take Christine Blasey Ford, a professor who in 2018 accused Supreme Court nominee Brett Kavanaugh of sexual misconduct when they were both in high school. Even after Ford's public testimony, Kavanaugh was confirmed to the lifetime appointment, while his accuser found herself receiving death threats and hate mail.

This is only one of the most prominent cases of "he-said-she-said" debated publicly over the past few years. As the #MeToo movement has been brought to light since the hashtag went viral in late 2017, sexual harassment and abuse are pervasive. In the United States, four out of five women and two out of five men have experienced some form of sexual harassment or assault in their lifetime, according to one survey.

Many of these incidents take place in the workplace. But while some 60% of women have experienced unwanted sexual attention on the job, the vast majority of these incidents are neither reported internally (70%) nor pursued legally (85%).

And no wonder. Even though efforts have been made in the past years to protect victims of sexual misconduct in the workplace, in practice, women who file reports of harassment often experience backlash that takes a real toll on their careers — including through involuntary transfers, poor performance appraisals, job loss and ostracism — and personal well-being.

Contrary to the impression some highly publicized cases may give, accused perpetrators, on the other hand, typically face minimal repercussions. They are usually not transferred or fired; even if they are, they may regain power in other organizations. Indeed, their victims are much more likely to be terminated or resign.

My colleagues and I got curious about the reasons why some people feel sympathy toward the alleged perpetrator and anger toward their accused victims. How can we help managers understand the mechanisms behind employees' different reactions to the accusations and assist them in handling such situations in a way that prevents exacerbating the conflict?

Across five studies — which included analyzing thousands of tweets from the height of the #MeToo movement and conducting an online survey regarding Christine Blasey Ford's testimony — we found that people apply their particular set of moral concerns to individuals involved in conflicting narratives such as "he-said-she-said." In other words, our moral concerns can bias our emotional responses, credibility judgments and motivations to resolve injustice either for the accused or the accuser.


Some moral values — strong respect for authority, intense in-group loyalty, purity — are considered "binding" concerns that tend to unite individuals into collectives. People who favor these may highly value the stability and longevity of their organization and feel them to be under threat from the person launching the accusation, who becomes, in their eyes, more offensive than the alleged perpetrator. It was eye-opening for us to see that this "himpathy" also triggers perceptions in the observer that the victim is less credible. As a result, they are less likely to want to punish the perpetrator.

So what can managers do when they find themselves dealing with a "he-said-she-said" situation?

For one, we hope our research will lead more organizations and managers to reflect on their values and biases and how these might impact their responses. One way to get started is to take a quick survey at yourmorals.org to learn more about the moral foundations you and your work team may adhere to.

Secondly, our fifth study showed that managers talking about the victim negatively (as disloyal) can exacerbate the "himpathy" felt by individuals with binding values and lead to greater negative social consequences for the victim. We recommend avoid making any negative comments in the wake of a sexual harassment allegation and seek a neutral third party to conduct the investigation.

Finally, if you use investigative committees, consider involving employees of diverse perspectives to prevent any one person with sympathies for the accused from overly influencing the process and offer protections (e.g. anonymity, legal immunity) to committee members to avoid undue pressure from "himpathetic" leaders.

Thereby, we hope it will become more likely that the immense courage of women who come forward about the sexual harassment they have experienced will be justly rewarded. 



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