IN THE BUSINESS OF JOBS
ON THE COVER:
Career fairs bring hundreds of corporate partners to campus. Whitman is committed to giving students a range of classroom and extracurricular experiences to build an impressive resume and the confidence to present themselves with poise when vying for jobs after graduation.
FEATURED

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A careful orchestration of people and programs provides the comprehensive education and real-world business experiences Whitman students need for career success.

34 GRADUATION
The Whitman School congratulates its 2016 graduates.

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Whitman has a long history of preparing students for the next phase of life—whether it be pursuing a postgraduate degree or excelling in a position within a large corporation, nonprofit or family business. Our success in placing students on a career path of their choice is the foundation of our programs and guides everything we do. From curriculum expansion, such as the newly launched master’s degree in business analytics, to business partnerships that provide real-world projects for students through Consortio, Whitman is innovating business education to meet the needs of our students and the demands of the marketplace.

There are many ways we gauge the effectiveness of our efforts; among those are feedback from corporate partners on the performance of our graduates and our positioning on lists that rank accredited business programs. Our recent ranking as the 23rd best undergraduate business school in the nation by Bloomberg Businessweek is one of which we are especially proud given the staggering 32-point move we made up the list. According to Bloomberg Businessweek, it surveyed nearly 30,000 students and recruiters at almost 600 companies to generate the list, which places a heavy emphasis on outcomes. This significant achievement is a testament to the continued student-first commitment embraced by the entire Whitman community. Preparing and placing students truly is the underpinning of our school.

Inside the pages of this issue, you will read about our newest staff members, faculty accomplishments, prominent alumni who remain engaged with the school, experiential learning opportunities and professional development activities that, collectively, progress Whitman’s primary objectives of preparation and placement. It takes many partners and expansive programming to provide a comprehensive and relevant educational experience. Throughout the magazine, there are stories from students and alumni that affirm the job we are doing.

As is usual for our spring issue, many of our new graduates share thoughts on their time at Whitman and the relationships they developed with alumni, faculty, staff and fellow students. As new graduates, they will soon come to realize the full extent of the Orange bond and their permanent place in the Whitman family.

Speaking of family, I would like to acknowledge and offer my thanks to the former Whitman staff members who recently retired after decades of dedicated service. Among them is Tom Foley, our former executive assistant dean for advancement, who many of you know well. It’s not the same without Tom walking the halls of Whitman, but we are reminded daily of his legacy. We are grateful to Tom and the other longtime staff members for their immeasurable contributions to Whitman.

Kenneth A. Kavajecz
KENNETH A. KAVAJECZ, DEAN
HOW DO WE RANK?

#5
MILITARY TIMES
Best for Vets (worldwide)

#12
U.S. NEWS AND WORLD REPORT
2016 Best Programs
Undergraduate Entrepreneurship

#17
THE PRINCETON REVIEW/ENTREPRENEUR MAGAZINE
Undergraduate Entrepreneurship

#18
BESTCOLLEGES.COM
Best Colleges for Start-Ups

#23
BLOOMBERG BUSINESSWEEK
2016 Best Undergraduate Business School Programs

This ranking released on April 19, 2016, reflects a 32-spot gain—the most of any school in the top 25.
The 13th Annual Whitman Day was held April 6 in honor of the School’s naming benefactor, Martin J. Whitman ’49. The day’s agenda included a breakfast investment panel discussion sponsored by Wells Fargo Advisors, LLC. Panelists included Mr. Whitman, Professor of Finance Fernando Diz and J. Bruce Flatt, chief executive officer of Brookfield Asset Management, who also delivered the event’s keynote address. Faculty, staff, alumni, friends and corporate partners gathered for this yearly event, which recognizes Mr. Whitman’s extraordinary generosity and celebrates his entrepreneurial spirit and immeasurable contributions to business and education.

Syracuse University Appoints Michele G. Wheatly as Vice Chancellor and Provost

Described as a dynamic leader, an internationally recognized scholar and a true champion of a liberal education, Michele G. Wheatly has been named Vice Chancellor and Provost of Syracuse University. “Michele Wheatly has demonstrated the kind of leadership that embraces change, empowers research excellence and enhances the student experience,” says Chancellor Kent Syverud. “She is the ideal person to lead the implementation of our academic strategic plan as we enhance our position as a great, thriving, international research university.”

Wheatly has an impressive academic record, having earned a Ph.D. in comparative physiology from Birmingham University and completed her postdoctoral training at the University of Calgary, Canada. Her academic leadership trajectory blended research, teaching undergraduates and training graduate students. She eventually became chair of a department and dean of a college.

From January 2010 through June 2014, Wheatly held the post of provost at West Virginia University (WVU), during which time she led the development and execution of the new strategic vision and plan and oversaw 22 colleges, 200 degree programs, 32,000 students, 20,000 employees and a $2.5 billion budget. Following her tenure as provost, she served as special assistant to WVU President Gordon Gee.

“My journey as an educator, a scholar and a researcher has been driven by quality and access, values that are well-aligned with Syracuse University,” Wheatly says. “I am thrilled to work with the campus community to enhance our overall student experience, while growing an innovation ecosystem and positioning the University as a fount of liberal arts scholarship. I am eager to build on the University’s leadership in diversity, equity and inclusive excellence. Providing the best education possible to an increasingly diverse student body is critical to the long-term success of the University and our country.”

The search committee consisted of faculty, staff, members of the Board of Trustees and students, including Whitman’s own Aysha Seedat ’16, president of the Student Association. “It was obvious early on that Michele would be a visible and memorable leader on campus, engage students on the issues that are important to them and help take the University’s academic vision and mission to the next level,” says Seedat.
WHITMAN LAUNCHES BUSINESS ANALYTICS MASTER’S DEGREE AND MBA SPECIALIZATION

Whitman is pleased to announce the launch of a master of science and an MBA specialization in business analytics. The 36-credit master’s degree in business analytics will be offered both online, as BusinessAnalytics@Syracuse through Whitman’s partnership with 2U, and on-campus as a traditional fulltime program. The business analytics specialization will be offered to Whitman’s fulltime MBA students.

Whitman has launched the business analytics offerings in response to the marketplace. In recent years, rapid growth in data generation has created great demand for professionals who can effectively harness, interpret and analyze data. The Bureau of Labor Statistics projects 27 percent growth in employment for the business analytics field by 2022 with demand continuing to grow as technology advances.

“We have seen job opportunities in business analytics accelerate at high rates over the past three years, and we anticipate this demand to grow,” says Donald Harter, associate dean of graduate programs for Whitman. “Our business analytics offerings are designed to prepare students with the skills needed to become data-driven business leaders who can positively impact any business in any industry.”

The new interdisciplinary master’s degree in business analytics will focus on the use of business applications and analytic tools, reinforced with a practical curriculum for students to hone their business analytics knowledge and decision-making skills. Students will complete core foundation courses in data analysis and decision-making and business analytics along with core application courses in accounting analytics, financial analytics, marketing analytics and principles of management science.

The new business analytics MBA specialization brings the total number of concentrations offered by Whitman to seven (the other six being accounting, entrepreneurship, finance, marketing management, real estate and supply chain management). This specialization will help students hone skills in data collection, visualization and pattern analysis for developing marketing and pricing strategies, detecting accounting fraud, optimizing supply chain operations and minimizing risk while optimizing profit in financial portfolios.

BusinessAnalytics@Syracuse is an expansion of Whitman’s already robust online program, which includes MBA@Syracuse (master of business administration) and Accounting@Syracuse (master of science in accounting). BusinessAnalytics@Syracuse will utilize 2U’s cloud-based software-as-a-service technology platform with four start date options annually (January, April, July and October) and rolling admissions. For more information, visit onlinebusiness.syr.edu/business-analytics or contact an admissions counselor at 844.SYR.4622 or admissions@onlinebusiness.syr.edu.

For more information about Whitman’s full-time master’s in business analytics, visit whitman.syr.edu/ms. Further details on the MBA specialization can be found at whitman.syr.edu/mba. Information on either program may also be obtained by emailing busgrad@syr.edu.

WOMEN IGNITING THE SPIRIT OF ENTREPRENEURSHIP (WISE)

On April 19, the WISE Symposium celebrated its 14th anniversary with “WISE Unplugged” at SKY Armory in Syracuse. Hundreds of entrepreneurs, students and community leaders attended this one-day conference to network and learn from successful women business leaders and entrepreneurs. Pam Sherman, nationally syndicated columnist, attorney, actor, writer and leadership consultant, gave the keynote address. Her presentation, “Leadership with an EDGE,” focused on the core skills of leadership required for women to fulfill their own vision of success as entrepreneurs. The WISE Women’s Business Center hosted a Connections Café on site and conducted one-on-one counseling appointments with conference attendees throughout the day.

The WISE Women’s Business Center will turn 10 this October. This decade milestone will be celebrated at the second annual “Little Black Dress” (LBD) event on October 14 at SKY Armory. The evening will include food and beverages, live music, dancing, a strolling fashion show with selections from area retailers and a special raffle of a custom keepsake necklace designed by Cazenovia Jewelers. Ticket and sponsorship information can be found at wisecenter.org. Proceeds from the event will support the mission of the center and help fund counseling sessions to assist entrepreneurs in developing business plans and establishing their businesses. In addition to the LBD event, there will be an official celebration for the 10th anniversary at the WISE Women’s Business Center in The Tech Garden on October 17 at 10 a.m. The event will be open to the public.
Since opening its doors on South Salina Street in Syracuse in 2006, the South Side Innovation Center (SSIC), a community-based microenterprise incubator operated by the Whitman School, has assisted thousands of entrepreneurs and aspiring entrepreneurs. “Our mission is to positively impact the socioeconomic development of this region through entrepreneurship,” says El-Java Abdul-Qadir, SSIC director. “We are a small-business resource center. In addition to providing office space and equipment, we offer training programs and business skills workshops, one-on-one business consulting and access to mentors and experts—all with a goal of fostering the creation of new ventures and helping existing businesses grow.”

Over the past decade, the SSIC has expanded its offerings to include the Entrepreneurial Assistance Program and Community Test Kitchen, among others. The center has established strategic partnerships and earned recognition for its success. The trademarked term “inclusive entrepreneurship” came out of SSIC’s work with the Start-Up NY program funded by the Office of Disability Employment Policy. In 2012, the SSIC was recognized by the National Business Incubator Association as Business Incubator of the Year.

The incubator is unique because of its affiliation with Whitman and SU. The access to resources and expertise that association affords is invaluable to SSIC clients, and the center’s staff works to make the benefits reciprocal by providing students with work-study jobs, internship opportunities, class projects and other practical experience.

Today, the SSIC is at full capacity with 27 resident clients and 300 individuals who participate in services offered through the center each year. “Our clients have created hundreds of new jobs and generated millions of dollars in revenue,” adds Abdul-Qadir. “We’ve come so far in this space that used to be a carpet showroom for Dunk & Bright furniture store. It’s exciting to think what we can achieve in the next 10 years.”

The South Side Innovation Center celebrates a decade of providing space, services and support for entrepreneurs.

Hasan Stephens has understood the impact of mentors since his childhood in the Bronx. With the faith of family and the support of a few inconstant mentors who saw his potential, Stephens fought daily temptation and fear to earn admission to Hobart College.

After graduation, Stephens became the marketing director at a Syracuse radio station. The position allowed him to spend time on-air as a DJ, through which he would engage and influence area youth. He was named one of 10 finalists for a National Association of Broadcasters Award for Community Service.

Realizing his calling, Stephens moved on to Hillbrook Juvenile Detention Center, where he developed curriculum and taught life skills and financial literacy to the center’s troubled youth. As he witnessed the kids visualizing themselves being successful, Stephens began planning his next step. He founded the Good Life Foundation with a mission of cultivating a movement of entrepreneurial thinking among at-risk kids by combining life coaching, personal finance and entrepreneurial training.

After considering the limited rental options for startups in Syracuse, Stephens found a home in the SSIC. “The rent is manageable for an organization in its infancy and the value of the Whitman connection is significant,” says Stephens. “Access to the expertise of other tenants makes it a collaborative environment, and the availability of meeting and presentation space, printing services and practical skill training helps put startups in position for success.”

Funded by grants, donations and government contracts, Stephens and his team of life coaches work tirelessly to interrupt the cycle of poverty and incarceration in the lives of youth through mentoring, skills training, internships and support.

“The SSIC has been an ideal place for the Good Life Foundation to take root,” adds Stephens. “My passion for this project is tremendous, and the community of experts, support and resources available here has given me the confidence to create and cultivate something truly special.”
Since its launch last fall, Consurtio has continued to build on the success of pilot projects by establishing new client and professional partnerships, which have afforded students the opportunity to work on real business scenarios and yield viable recommendations for achieving objectives set forth by clients. Two such projects from the spring semester are the Whitman Innovation Index and an engagement with Creative Alternatives of New York (CANY).

CANY: MARKET RESEARCH & STRATEGIC PLANNING

SITUATION: CANY is a nonprofit organization that utilizes drama therapy and creative expression in a group setting to empower and rebuild the lives of individuals who have endured trauma. The CANY student team was asked to evaluate the agency’s existing marketing efforts, develop a market analysis, provide a strategic plan targeting existing and new donors, and recommend potential donor management systems.

STUDENTS: The project called for a team of students with strong analytic, strategic and creative thinking skills. Jenna Kaufman, a senior marketing management and finance major, was joined by three Whitman/Newhouse dual students, Sarah Graham, a senior marketing management and public relations major; Jennie May, a junior majoring in marketing management, supply chain management and public relations; and senior Kelsey Weston, a marketing management and advertising major. The project timeframe was 15 weeks and earned the students three elective credits. The team was coached by Dennis Taussig, founder of the communications design firm Taussig & Associates.

SUCCESS: As is the goal of Consurtio, the partnership with CANY resulted in practical skill building for the students, and the client came away with an executable plan to realize organizational objectives. “Working with the Consurtio students was a valuable experience,” says CANY Executive Director Alissa Desmarais, “The team was able to take in a set of diverse voices from our staff, board and junior board members and respond with several solid marketing ideas. We found the students highly responsive, professional and intelligent.”

Sarah Graham ’16 found the project offered the chance to gain competencies that aren’t fostered in a classroom. “One skill that a lecture can’t really help you develop is gauging client reactions. Weekly conference calls not only allowed the team to get constant client feedback but also gave us practice adapting the work plan according to our progress. We learned to prioritize and re-prioritize multiple action items to stay on task and meet deadlines.”

The opportunity to work with a donor-funded organization pushed Kelsey Weston ’16 to expand her thinking. “With CANY being a nonprofit, we were challenged to generate ideas that are outside of the box. That helped me develop the ability to creatively approach solutions to marketing problems.”

THE WHITMAN INNOVATION INDEX

SITUATION: An early an ongoing Consurtio initiative is the Whitman Innovation Index. The goal of this index is to provide a measure of the level of innovation in the economy. Giving the perpetual nature of the index, the deliverable for the inaugural project team was a set of data, programs and procedures on which the next modeling team can build. Tasks included data collection and cleaning and storage; survey development; index development and execution; back testing and creation of internal reports.

STUDENTS: As project lead, Dean Ken Kavajecz sought to assemble a cross-functional team of students with strong writing and critical thinking skills. Shuwen Tan, a junior accounting major, was joined by seniors Elizabeth Armstrong, a finance major; Karl Costantino, an accounting and finance major; and Yunwen Gu, a senior accounting and supply chain management major. Connie Monteleone Whitton, founder of the Whitton Consulting Group, was brought onboard to coach the students, who each earned three course credits for the semester-long engagement.

SUCCESS: The efforts of the students have put this initiative in a favorable position for teams that follow. Whitton empowered the students to self direct as they mapped out the project’s preliminary course. “My goal was to provide an environment that allowed them to test ideas and theories. I was impressed by the students’ intellect and their ability to interact and engage other disciplines in Whitman. The experience provided critical tools for a successful transition into the workforce.”

Karl Costantino ’16 says the students took their role as the founding team seriously and reaped the benefits of all that entailed. “Being the first group to work on the index, we were tasked with setting the direction of the project for future students; therefore, our efforts provided an important foundation. Consurtio has helped strengthen my data analysis and collaboration skills, which will be valuable in the business world.”
Kevin Coates has been hired as director of budget, finance and business analytics. Prior to Whitman, he served as associate director of administration at Cornell University, where he was instrumental in building a business intelligence team for Cornell’s alumni affairs and development office. Coates previously worked in various financial roles, from reporting and analyzing data to creating budget and gap/forecasting models. He earned a B.A. in business administration from the State University of New York Institute of Technology.

Beverly (Bev) Everding has joined the Whitman School of Management Leadership Team as the director of administration. She comes to Whitman after having served several years in the Syracuse University Office of Academic Affairs, most recently supporting Interim Vice Chancellor and Provost Liz Liddy, as well as Jeff Kaplan, former senior advisor to Chancellor Kent Syverud. Everding has 24 years of experience as a valued staff member at Syracuse University.

Samantha Brennan has been hired as administrative assistant at the South Side Innovation Center, a project of the Whitman School’s Falcone Center for Entrepreneurship. She is responsible for overseeing the center’s day-to-day functions, supporting resident clients, maintaining the facility and organizing entrepreneurial events. Additionally, Brennan coordinates activities related to the New York State Entrepreneurial Assistance Program.

Susan “Sue” Clayton has joined Whitman’s Career Center. She is responsible for managing the campus-recruiting program and the related systems and database, which support placement efforts. Previously, Clayton spent 15 years as a recruiting coordinator at SU Career Services. Prior to SU, she held positions of progressive responsibility at Raymour & Flanigan Furniture, particularly in supply chain management.

Emily Dillon is Whitman’s new undergraduate recruitment coordinator. Her duties related to undergraduate recruitment events and activities include event planning and implementation, welcoming and meeting with prospective students, assisting with recruitment promotion and managing the Visitors Center office. Dillon is a graduate of Buffalo State College.

Arielle “Elle” Spears ’13, G ’15 has joined Whitman’s marketing and communications team as a content marketing specialist. She supports Whitman’s overall marketing strategy through content development on digital channels, including websites and social media. Previously, Spears worked in PR roles at Upstate Medical University and the USDA. She earned a bachelor’s from SU and a master’s from the University’s S.I. Newhouse School of Public Communications.
We would like to extend our appreciation to the following long-time staff members who have recently departed Whitman/Syracuse University. We are grateful for their years of dedicated service.

THOMAS FOLEY
Associate Dean for Advancement
Years of Service: 31

MARY JO CHASE
Office Coordinator III
Years of Service: 38

BARBARA BUSKE
Director of Administration
Years of Service: 29

ELIZABETH “BETTY” HAHN
Assistant Dean
Years of Service: 36

CAROLYN HILLEGES
Senior Administrator
Years of Service: 20

ROBERTA JONES
Administrative Assistant I
Years of Service: 18

BETTY ROSS
Program Coordinator
Years of Service: 16

CHRISTINE SAUVE
Program Manager
Years of Service: 11

JEANNINE STECKEL
Office Coordinator II
Years of Service: 15

IN MEMORIAM:
Marion R. W. Meyer
June 11, 1921 – November 2, 2015

“Syracuse University can be a big, intimidating place for a student,” recalls Steve Ballentine ’83, president and CEO of Ballentine Capital Management. “Students need a face—a real person who cares what they think. Marion Meyer was that face for me and countless other students."

“Meyer came to SU to earn a master’s degree in education. After graduating in 1955, she was hired as an instructor in the College of Business Administration and would eventually become the school’s first female assistant dean.

Helping students was Meyer’s passion. Dean Morris E. Hurley hired her in 1959 to work in his office to counsel students. “I appreciated being able to make a difference for students,” said Meyer. “I often skipped lunch. That way, I could see two more students.”

Meyer was nurturing but also firm with high expectations for students, says Jonathan J. Holtz ’77, who as a student worked closely with Meyer. “You had to have your facts in line and carefully structure your arguments with Dean Meyer,” says Holtz, chairman and CEO of Win-Holt equipment group.

In 1972, realizing she was fulfilling the duties of an assistant dean without the title, Meyer asked Dean Harry T. Allen for the promotion, which he gave her without debate.

Upon retiring at assistant dean emeritus in 1984, Meyer became an adventurer and philanthropist. She drove to Alaska six times, cruised to the North Pole and around the Arctic Circle, visited all 50 states and took flying lessons. She and her husband, the late John A. Meyer, professor of nuclear and radiation chemistry at SUNY ESF, gave generously to SU and other universities.

A plaque honoring Meyer’s extraordinary service hangs today in Whitman. For those who wish to honor her memory, gifts can be made to the Marion Meyer and Stephen Moore Endowed Fund for Student Achievement in the Whitman School of Management.
We are pleased to announce two events at Whitman as part of Orange Central Homecoming 2016. On Thursday evening, September 15, we will hold the annual Jonathan J. Holtz Awards Ceremony to honor several distinguished alumni and friends of Whitman who consistently and generously support our mission with time, talent and treasure. We will also recognize a Whitman graduate as the 2016 Orange Entrepreneur of the Year (OEY).

We are excited for the return of the Orange Tank business pitch competition to be held Friday afternoon, September 16. Like last year, we’ll welcome entrants in two categories—alumni and student startups—with accomplished alumni judging each competition. Thanks to a major gift by Mark ’83 and Judi ’84 (VPA) Morris, the monetary awards for the winner in each Orange Tank category this year will be increased. Entries will be accepted online at www.whitman.syr.edu/orangetank through August 26. Whitman alumni who have achieved significant entrepreneurial success can be nominated for the OEY award through June 15 at www.whitman.syr.edu/orangeentrepreneur.
Whitman alumni constantly amaze us with their donations of time, talent and treasure to enhance the educational experience for our students. In this issue of the Whitman magazine, we’d like to extend our appreciation to Mark Andreae ’68 and Chuck Harris ’70 for their generous donations in support of Consurtio.

Mark Andreae ’68 and Charles (Chuck) Harris ’70 are both loyal alumni who have long supported Whitman through generous financial contributions and in the sharing of their time and expertise. Each has recently made a major six-figure gift commitment to Consurtio to help practically prepare Whitman students through participation in real-world business projects.

Mark Andreae, chairman and CEO of Clarke Power Services in Cincinnati was awarded the 2012 Dean’s Citation for Exceptional Service. The Dean’s Citation recognizes alumni who exemplify outstanding support of the Whitman School. In years before and after receiving the citation, Andreae has been committed to helping Whitman progress as a leader in business education. A generous donor and active member of the Whitman Advisory Council, Andreae often lectures in marketing classes and has hosted WAC members and Whitman alumni in Cincinnati on several occasions.

Charles (Chuck) Harris graduated from Whitman in 1970 and went on to earn an MBA from Gannon University as well as a certified financial planner designation. Today, he is senior vice president and senior portfolio manager at PNC Wealth Management. Harris’s service on the Whitman Advisory Council has provided an invaluable perspective as the School works to realize goals of reputation, influence and leadership. In addition to sharing his time, Harris supports Whitman through financial contributions, including the establishment of the Harris Faculty Fellowship for finance, currently held by Professor David Weinbaum.

“Mark and Chuck have been among the first alumni to step up and show their confidence in the mission of Consurtio through generous leadership gifts,” says John Prizner, Whitman’s assistant dean for advancement. “They see the immeasurable and distinguishing value of this new initiative, and their substantial donations will help create experiential opportunities for students to work on real-world business scenarios and gain practical skills to excel in the marketplace.”
Al Berg ’73 spent dinnertime at his childhood home on Long Island discussing the family’s textile business, which his grandfather and father owned and operated. He credits those conversations as an early influence in his life’s work as an entrepreneur.

Berg graduated from the Whitman School of Management and, while at SU, he received the Award of Distinction for helping to build the Student Government Association and Campus Conveniences. After Whitman, Berg went on to earn an MBA at Harvard.

“SU provided the building blocks that led me to Harvard,” says Berg. “That was the total package—SU plus Harvard—that guided me down my entrepreneurial path.”

With the Harvard MBA in hand, Berg returned home to join the family textile business but found it very unrewarding. After exploring several entrepreneurial ventures, the family business of a childhood friend became his next employer in 1981. When that company, Avant-Garde Optics, was sold in 1982, Berg, his friend and his friend’s brother-in-law began conceiving plans to start their own business. On January 1, 1983, they opened Marchon Eyewear, Inc.

With a commitment to “doing everything right,” the three entrepreneurs built the company into an industry leader. Marchon created great designs, brands and products, such as its house brand Flexon, a patented memory metal, and worked with many licenses, like Calvin Klein, Nike, Ferragamo and Michael Kors, to name a few.

Developing quality and innovative products was just one piece of the puzzle. The way the partners painstakingly approached every aspect of the company—from design to production to service—was the foundation for success.

Marchon achieved significant growth in the crowded industry through the early adoption of state-of-the-art technology systems for sales and service, the creation of an exceptional team environment, the addition of key divisions including Officemate (the largest industry practice management software company) and Eyedesigns (the largest builder of optical offices), and a nearly life-consuming work ethic.

“We had a solid, clean image throughout the industry,” says Berg, “which is especially fulfilling, because, as an entrepreneur, you can’t separate yourself from your business. You identify with it totally and you’re totally identified with it.”

Marchon was sold to Vision Service Plan (VSP) in mid-2008, and Berg continued on with the company in various roles, including president, vice chairman and, until recently, strategic advisor to the CEO. In 2014, he left VSP to focus on philanthropy, investing, mentoring and lecturing. Today, he calls both Long Island and Miami Beach home and enjoys the extra time retirement has afforded him with his family—specifically his wife, Gayle, and their children, Jarret, Jennifer and Carly.

Berg recognizes the role Syracuse played in preparing him for the
challenges and possibilities of business. He also sees the complexities of today’s global marketplace and the breakneck pace at which commerce changes.

“The pressures and fast pace of business are irresistible to a true entrepreneur,” offers Berg, “but it is a treadmill and, as successful as you might be, the speed of change keeps increasing, providing challenges and opportunities.”

Berg has long supported the Whitman School and Syracuse University. Through previous giving and his most recent endowed gift to Whitman, he has enabled valuable programming and the creation of the new Al Berg Chair in Entrepreneurship—the inaugural recipient of which is Professor Johan Wiklund.

“I feel fortunate to have the strong business foundation Syracuse provided,” shares Berg. “Today, students need every opportunity for preparation before they step out on their own. It is my hope that my financial support helps provide programming, experiences and instruction by accomplished faculty like Professor Wiklund, which I believe are keys to early and sustained business success.”

Johan Wiklund is indeed an accomplished faculty member at Whitman. He is a favorite professor among students, a dedicated mentor to Ph.D. students and a renowned researcher. The impact of the Al Berg Chair gift will be significant to Wiklund’s work.

“This funding will allow me to conduct actual empirical research and to organize and participate in academic meetings,” says Wiklund. “I am currently exploring the topic of mental health and entrepreneurship, in particular how certain mental disorders, such as attention deficit hyperactivity disorder (ADHD), may actually convey advantages in the entrepreneurship context.”

Wiklund’s career highlights include numerous publications, editorial positions and international awards, such as the Academy of Management Entrepreneurship Mentor Award for his work with Ph.D. students and the prestigious Greif Research Impact Award for a paper he co-authored with Whitman Entrepreneurship Professor Tom Lumpkin. The Greif award recognizes the most influential and cited entrepreneurship papers in the world.

“One of the greatest gifts our alumni can give us is trust in using their financial gifts to create the best possible learning experience for students,” said Whitman Dean Ken Kavajecz. “We are grateful to Al for his generosity and for his recognition that student preparation and positive placement outcomes are significantly influenced by faculty and the total University environment. I am pleased, and I know he is too, that the Al Berg Chair in Entrepreneurship will recognize and reward professors like Johan, who works tirelessly helping students achieve their aspirations while spending countless hours conducting research with real-world implications.”

Beyond the financial support Berg gives to Whitman, he also shares his time and experienced perspective by lecturing and engaging with students as a visiting executive in the Entrepreneurship and Emerging Enterprises Department.

“I feel strongly about supporting faculty, but that is just part of the equation,” says Berg. “It’s also important to support resources, like the student business hatchery, and experiential learning programs. Sharing your knowledge and path to success with students is also valuable. These collective offerings beyond the classroom enhance communication, problem solving and leadership—things that shape a person’s business personality. College should be a transformative period with opportunities and experiences for students to develop their inner self and outward persona.”

Whitman is just one of many beneficiaries of Berg’s generosity. He gives both financially and of his time in service and leadership to several organizations for which he is passionate, such as UJA-Federation of New York, the Israel Air Force Center Fisher Institute, Mid-Island Y JCC, Kaufman Campgrounds, Long Island’s UJA Federation Connections (which he cofounded), the NLC/Summerfest programs, Shalva, Aipac and the Harvard Business School Alumni Association. He is also the executive producer of Above and Beyond, a documentary about the creation of the Israel Air Force from producer Nancy Spielberg.

Berg’s professional achievements have been recognized by the SUNY School of Optometry, and he has also received the Accessories Council’s Ace Visionary Award, the ORBIS International Blue Sky Award and the PriceWaterhouse Regional Entrepreneur award.

Having spent decades working to build a business legacy, Berg is now deliberate in sharing the fruits of his labor in meaningful ways. “It is rewarding to write checks, but being present, giving advice and sharing my life’s lessons feels especially gratifying. I’m happy to be in a position to do both.”

“Johan Wiklund

“IT is my hope that my financial support helps provide programming, experiences and instruction by accomplished faculty like Professor Wiklund, which I believe are keys to early and sustained business success.”
For Steve Charney ’81, one college degree didn’t cut it. Nor did two. The third, however, was the charm. Actually, it was the combination of the three degrees that helped him succeed throughout his career and in his current post as chairman of Peckar & Abramson, P.C. (P&A), the largest construction law practice in the United States and among the world’s most prestigious construction law firms.

A summary of Charney’s academic and professional path includes an accounting degree from Whitman (with an atypical concentration of construction courses), a job at a leading construction company, a master’s degree in construction management, ladder ascension at the construction company, a law degree, a position as an associate attorney and, ultimately, advancement to head of the firm. While the summary is impressive, the details of Charney’s path show how professional success can be achieved through the careful intersection of childhood interests, focus and a pragmatic eye toward the future.

Charney grew up in Livingston, New Jersey, where he developed a passion for architecture. He enrolled in SU’s architecture program, and things were going according to plan until his first summer back home. An internship at an architectural firm—specifically, a lunchtime conversation with one of the architects on his last day—made him rethink things.

“The lead architect on one of New Jersey’s most prominent buildings was complimentary of my work that summer,” says Charney, “yet he warned me to leave architecture. His description of salary ceilings and inconsistent employment caught my attention.”

That conversation was a springboard to a new direction. Charney decided that “architecture would make a better hobby,” so he decided to change majors and, like his father, chose accounting.

“It was an emotionally difficult transition,” Charney recalls. “Architecture had become part of my identity, but SU provided a smooth transfer and allowed me to create a unique academic program. I completed my accounting coursework while continuing to take construction courses in the architectural school.”

Charney decided he could combine business and building to create a career in construction management. To learn more about the industry, he contacted the nation’s largest construction manager, Turner Construction Company, during his sophomore year.

“Turner was enormously accommodating to me as a student and welcomed the discussion of construction management as a career,” Charney adds. Two years later, he was offered a full-time job at the company upon graduation.

“I met with Turner every year, but I wasn’t sure the company would hire me out of college,” adds Charney. “I sent out many resumes and had some interviews, but no one else was interested. Ironically, most of those companies are clients of our firm today.”

Charney’s time at Turner would factor heavily into his career success. He started out working on construction sites and soon earned a spot in the company’s leadership development program. During his first two years on the job, Charney took night courses and completed a master’s degree in construction management at the New Jersey Institute of Technology.

Shortly after starting the master’s program, Charney contemplated another piece of the puzzle. Serving as a lawyer for contractors and builders became his ultimate goal, so he enrolled in an evening law program at Seton Hall University when he completed the master’s
degree. “Getting two graduate degrees at night while working full time for Turner in Manhattan was challenging,” says Charney, “but what better experience could there be for a construction lawyer?”

Turner remained supportive and even created a position for Charney while he worked on his law degree. He oversaw legal matters and had an opportunity most law students would envy—to work on real and complicated legal cases while still in law school. A career path for a lawyer within a construction company was rare in the 1980s, but Charney was grateful and loyal, so he stayed with Turner for two more years until an irresistible opportunity arose.

Years earlier, Bob Peckar, a founding partner at New Jersey-based Peckar & Abramson, spoke during one of Charney’s first graduate school classes. Charney was impressed and suggested that Turner engage Peckar on a matter. Seven years after they met, Peckar posed the possibility of Charney joining P&A as the firm opened its second office in New York City.

“I began as an associate in 1990,” says Charney. “Four years later, I was offered partnership when the firm had around 20 lawyers and two offices. Now, we have 110 lawyers in 11 offices across the country, and we handle matters around the globe.”

Charney is known intemationaly as a leader in construction law and, despite the responsibilities of being chairman of the firm, his workday still includes practicing law. The part he enjoys most, however, is working with clients and the talented lawyers in his firm.

“Many law firms create a presence that revolves around the practice’s chairperson, but there is a more appropriate path for P&A,” says Charney. “We have developed so much talent that it doesn’t make sense to be seen as having one—or even a few—legal stars. It is genuinely exciting to work with dozens of talented lawyers who can masterfully deliver top-tier legal counsel to our clients.”

With a client list that includes many of the industry’s most successful general contractors, construction managers, developers, corporations and associations, P&A regularly receives the highest accolades by leading publications and rating organizations.

Though Charney has been deliberate in merging education, experiences and professions to achieve significant career success, he acknowledges the element of chance. “I am often reminded of the quote, ‘Luck is when opportunity meets preparation,’ says Charney. “Though some intersections happened by chance, the setting for most was the product of planning, and the dominos fell from there…Bob’s speech to my grad school class ultimately led me to P&A…a partner at P&A later introduced me to my wife…and now our son is choosing SU.”

Charney and his wife, Cindy, have two sons, Ross and Cole. Cole will be a freshman at Whitman this fall.

Though Charney tried not to influence Cole’s decision of colleges (nor did Charney’s sister, Debbie Weitzman ’84), his choice has been a welcome one. “Whitman is far more than the School of Management on the first floors of Slocum, as it was back in my day,” says Charney. “I look forward to engaging further with my alma mater while Cole is at Whitman.”

As a member of Whitman’s Real Estate Advisory Council, Charney gives of his time and expertise. He credits Joanne Gocek, Whitman’s senior director of development, for formalizing his connection after a bit of a hiatus while he built his career. “If anyone can take a spark and turn it into a raging fire, it’s Joanne,” says Charney. “She is genuine, honest and a reminder of everything good about SU.”

Charney recently proposed a Consurtio project and has assembled a team of professionals to work with Whitman students on that effort. “What Whitman is doing via Consurtio is fascinating,” says Charney. “Dean Kavajecz’s vision and the leadership of Consurtio CEO Terry Brown have me more than a little envious of current Whitman students. The mutual benefits of student-client engagement are immeasurable, and the future for students involved is even greater.”

For Charney, like most alumni, the draw of SU is compelling. “I vividly remember returning to campus after many years,” he shares. “I was flooded with memories and reminded of the personal evolution I experienced during those four years. That connection really draws you back. Now my son will create the next generation of Orange memories as he continues the Charney family legacy at SU.”

“I VIVIDLY REMEMBER RETURNING TO CAMPUS AFTER MANY YEARS. I WAS FLOODED WITH MEMORIES AND REMINDED OF THE PERSONAL EVOLUTION I EXPERIENCED DURING THOSE FOUR YEARS. THAT CONNECTION REALLY DRAWS YOU BACK.”
When Gilbert “Gil” Adler left Syracuse in 1968 with his degree in hand, he went looking for work in New York City. He wasn’t interested in Wall Street. It was actually on Sesame Street where he got his first break writing songs for the Children’s Television Network.

Though Adler was an accounting major, music had been his passion since early childhood. He suspected from his first day on campus that he’d never be an accountant, as his aspirations were more related to musical productions than cost projections. His path to becoming a prominent filmmaker was, in the words of Robert Frost, a road “less travelled by, and that made all the difference.”

Adler didn’t stroll straight from Sesame Street to working with Hollywood’s hottest, such as Whoopi Goldberg, Jeff Goldblum, Ben Stiller, Kevin Spacey, Rachel Weisz and Tom Cruise. There were many interesting and unexpected stops along the path.

Adler’s parents always supported his musical interests, from playing the drums and piano in elementary school to joining the Yonkers High School orchestra and band. However, his parents’ plan all along had been for him to take over the family flooring company in Yonkers. “It was for my father that I attended SU in accounting, but I needed something for me,” says Adler.

That something was spending countless late-night hours in a Crouse College cubicle playing piano. “That was how I stayed connected to music,” says Adler. “It was my escape…my sanity.”

Though accounting wasn’t the career he envisioned, Adler was determined to stay the course. He had gotten a strong work ethic from his father and a commitment to seeing a job to completion through the laborious and meticulous laying of flooring for clients.

To stay the college course, Adler needed more than playing piano alone. He found solace in a weekly half-hour show called Caught in the Act on the Syracuse public radio station, WAER. Adler wrote all of the music and accompanied the student vocalists on piano.

“I was really busy with school and a 20-hour week job at the cafeteria,” says Adler. “The show required extra hours of writing and rehearsal, but I welcomed the chance to perform for a radio audience.”

Despite not finding a niche among fellow management students, Adler did forge a bond with Professor Horace Landry, who took the time to understand him. “He helped me realize that there are many paths to the right career,” says Adler. “He taught me that, though I may never work in accounting, there was value in the path I was taking, and my life and goals were in my control.”

Adler persevered and made it to Commencement. He had interviewed with some accounting firms and learned from the dean that he had landed the best offer among his class.

“I thought of my father and his hopes for me, so I accepted the offer,” says Adler. “But, two weeks later, I sent my regrets. My father…...
took it much better than I expected.”

Adler left SU jobless but optimistic at the prospect of a career of his choosing. “That first $100 paycheck for the Sesame Street song in some small way validated my decision,” adds Adler.

Looking for regular income while pursing his passion, Adler answered an employment ad for the New York State Council on the Arts (NYSAC). During the interview, he learned the position was director of grants. The agency liked the idea of his business education, and he got the job. In one year, the State’s art funding went from $3 million to $18 million (though Adler credits the climate of growing arts recognition rather than his lobbying skills).

A trip to Scotland would prove a pivotal plot on Adler’s path. There, he attended a performance of El Grande De Coca Cola, which he describes as “a hilariously funny, tattered cabaret show set south of the border where everything goes horribly wrong,” Adler saw immense potential for the show in the States and decided to bring it off Broadway.

“I was producing the show while working full time for the council,” says Adler. “Shortly after it opened and got great reviews, I knew it was going to run for a long time.” Soon they were producing shows across the country and licensing the rights to other countries across the world.

Adler stayed with NYSAC as a consultant while producing and co-teaching a filmmaking class with Brian De Palma on Saturdays in their respective New York City apartments. After telling students that the best way to learn to make a movie is to make a movie, they decided to follow suit. With investments from the likes of Steven Spielberg and George Lucas, the pair began producing Home Movies starring Kirk Douglas. Before the film was finished, they had sold the foreign and domestic rights.

Confident from success, Adler headed to Los Angeles, where he found bigger opportunities. In 1985, he produced two small feature films, Basic Training and Certain Fury.

HBO hired Adler to produce its Tales from the Crypt series. Six episodes in, he began co-writing and, soon after, directing. After nine years, 93 episodes and three movies distributed by Universal, he moved on from HBO and added Ghostship, Starsky & Hutch, Superman Returns, Constantine and Valkyrie, among others, to his production credits.

“The projects became prominent with larger budgets, and I was in awe of the talent of my cast and crews,” he adds. “I still marvel at my good fortune in working with extraordinary people and the amazing places this business has taken me.”

One of the places that made a lasting impression on Adler and his wife, Jeannie, was the nation’s capital for a prescreening of Valkyrie. “Among the guests were several very young, physically damaged soldiers,” shares Adler. “We learned about the plight of so many of our veterans who have no physical address and, therefore, receive no benefits. Since that trip, we have been committed to raising money for veterans’ housing, medical and mental health programs as well as providing dogs for veterans suffering from PTSD.”

The Adlers produced The Tahlians’ 55th Gala fundraiser in Los Angeles, which featured members of Guns N’ Roses and popular comedians such as Rich Little and Jeff Ross. “The Thalians was started in 1955 by Debbie Reynolds and Ruta Lee and has been heavily supported by Hollywood artists ever since,” says Adler. “Together, we were able to raise $1 million in one night.”

The beneficiary of the event was UCLA Operation Mend, a medical partnership that provides reconstructive surgery to U.S. military personnel who have been wounded during service. The couple is currently working on another fundraiser in Nashville.

Currently, Adler is co-writing a script with Joel Eisenberg (The Chronicles of Ara author) for a film on the lives of American boxer Joe Louis and German boxer Max Schmeling. The film will be directed by Bill Duke (Sister Act, Predator and Payback).

Adler’s work, which also includes speaking engagements, doesn’t allow for many days spent at the couple’s Vancouver, British Columbia, home, but he says the lifestyle suits them. “We’ve done this together for 30 years,” he shares. “Jeannie has accompanied me on all my adventures. She’s a photographer, so it has given her a lot of subject matter.”

Decades later, Professor Landry’s advice about making your own path has held true for Adler. “Who would have thought a boy from Yonkers who loves music and went to school for accounting would be where I am today?” he asks. “You really do make your own path, and mine certainly has been colorful and rewarding.”
As a 20-something New Yorker steps into the Kate Spade store on 5th Avenue, Nicole Walters ’07 notices something immediately… a yoga mat tucked under the arm of the potential patron. Walters inquires about which yoga studio and type of class the woman attends. That carries over to a conversation about Kate Spade’s new line of activewear. From there, Walters shepherds Jill (they are now on a first-name basis) to another area of the store to see some of the sample pieces.

Though this interaction comes naturally for the ever-friendly Walters, who manages the store, it is part of Kate Spade’s customer connection approach called “muse moves.” The idea is to make an initial connection, the “warm-up,” with the prospective customer before asking to be of assistance or mentioning a product. Walters is masterful in her execution, and she has made sure it’s become second nature for her team as well.

Walters has worked in retail for the nine years since graduation (and in years before) in positions at Nordstrom and Kohl’s before joining Kate Spade. She is one of those people who know what they want to do in life before they can drive.

The second-oldest of eight siblings, Walters grew up in Michigan and loved fashion and merchandising from an early age. When it came to choosing a college, Syracuse University kept coming up in all of her searches for top retail programs. One visit to campus convinced Walters there was no place else she wanted to go.

“My mother was already helping my older brother pay for college, and there were six siblings behind me,” says Walters. “Other options closer to home would have been much less financially taxing, but she knew how badly I wanted to go to Syracuse. I don’t know how she did it, but somehow she made it happen, and I’m so grateful.”

Walters had every intention of maximizing her time at Syracuse to

NICOLE WALTERS BRINGS HER PASSION FOR RETAIL AND DEVELOPING TALENT TO KATE SPADE

By Alison Kessler
make her mother's sacrifices worthwhile. She dived in head first her freshman year, joining the Retail Association and taking on the role of secretary (she would be president the next three years), serving as a member for the University Union Concert Board and working a job in the SU Communications Office.

During her second semester sophomore year, Walters would take on what would be her most significant and rewarding extracurricular endeavor. One of her favorite faculty members and mentors, Amanda Nicholson, former head of the retail management program and now associate dean for undergraduate programs at Whitman, approached her and fellow retail major April Hace ’08 about starting an ENACTUS chapter (formerly SIFE) at Syracuse University. Without hesitation, Walters agreed.

“It was exhausting and exhilarating,” she explains. “We were literally starting from the ground up—training, recruiting members, getting University recognition, planning events, researching opportunities and making decisions on how we could make the most significant impact in the community.”

Among the many formative efforts of ENACTUS was the partnership with Chadwick House to help women overcome drug addiction and abuse. “We would spend time on Saturdays tutoring the women and helping them with life skills,” says Walters. “It was all about positivity and encouraging them to stay on course despite their circumstances.”

Walters squeezed value out of every waking moment during the school year (there wasn’t much time for sleep), and that carried over to school breaks. After meeting Pete Nordstrom during an on-campus retail lecture series her freshman year, Walters was convinced she had to work for Nordstrom. “I had gotten Pete’s business card after his talk, and he actually responded to my email,” says Walters. “At the time, all Nordstrom buyers had to start on the sales floor, and he encouraged me to get a job at the store back home over winter break.” The Christmas chaos was Walter’s first stint at Nordstrom, but she would return to the company full time a few years later.

By the time Walters graduated, she had interned at Nordstrom, Macy’s and Kohl’s, taken advantage of nearly every extracurricular opportunity and managed to finish at the top of her retail class. She had offers from several retailers, but Walters felt compelled to head home, so she accepted an assistant buyer position at Kohl’s in Milwaukee, Wisconsin. She was enjoying her time at Kohl’s but didn’t quite see herself there for the long haul.

Walters had kept in touch with Pete Nordstrom. In 2008, she jumped at an opportunity he offered to be an assistant manager back in Detroit. Her seven-year tenure with the company included positions at stores in Cincinnati, Chicago and Seattle and a three-year stint as an assistant buyer. She was managing the Nordstrom Rack in Cincinnati when a position at Kate Spade fell in her lap. After interviewing with the company, she was given her choice of stores to manage.

“I figured go big or go home, so I picked the 5th Avenue store,” says Walters. “I realized that to continue to grow and to do well, I needed to get out of my comfort zone and be challenged. A year later, I can say that it has been a great move.”

Walters hopes Kate Spade will eventually take her closer to home and to her siblings to experience the next phase of life together with spouses and children. “I believe that Kate Spade culture is the right fit for me,” says Walters. “There are support and resources at every turn. I can see my career playing out with this company, and I would love for that to be closer to family.”

No matter where her career takes her geographically, Walters has come to realize that helping people develop and meet their goals is the facet of the job she enjoys most. “My mom has always modeled the importance of helping others and that is what drew me to ENACTUS,” she shares. “It’s part of who I am, and it carries over to my professional life. A significant part of managing a successful store is in training and developing your team. That is something I’d like to do on a regional level within the company.”

Walters has found another outlet for helping to develop talent through her work with current Whitman students as a career mentor. She also serves as a founding member of Whitman’s Young Alumni Advisory Board.

“Having been out of school less than 10 years myself, I feel the students can relate to me,” says Walters. “I really enjoy sharing my experiences and giving them advice on preparing and positioning themselves for a career in retail.”

Though much of the mentoring takes place via phone and email, Walters recently had lunch with one of her students who had come home to the city during a break. “She was so appreciative of the time we spent together,” shares Walters. “It made me think of how valuable these connections can be for students. It is important for me to give back to Whitman, and the mentoring program is the perfect opportunity for me to do so in a direct, meaningful and natural way.”
WHAT WAS A KEY FACTOR IN YOUR DECISION TO PURSUE A WHITMAN DEGREE?
I initially selected Syracuse to pursue journalism at the Newhouse School, but I quickly opted for the dual degree. I credit my father for his foresight in recognizing the benefits of developing business acumen, no matter how my career plans would take shape. Building a fluency in the language of business is critical to understanding not only the external market but also the internal dynamics within a firm. Whitman provided me that foundation.

WHAT IS YOUR FONDEST MEMORY OF WHITMAN?
It’s the rite of passage to the Whitman degree—completing “Triple E” (EEE 457) alongside the entire senior class. Placed in groups of five, we were tasked with creating a company that we would ultimately pitch to investors at the end of semester. Teams that made it through a couple elimination rounds would present to the rest of the senior class. We spent days and weekends pining over the best ideas, refining them late into every evening... all of it leading up to that moment. I will never forget the day hundreds of us piled into the auditorium to hear our peers pitch the top ideas. It was this incredible culmination of everything we’d internalized over the past four years—promoting collaboration and teamwork, relentlessly chasing the best outcomes and learning to achieve our own versions of success.

WHAT ADVICE DO YOU HAVE FOR WHITMAN’S MAY GRADUATES?
Seniors will get so much advice, but mine is to live in the moment and complete your bucket list. Don’t say goodbye. You will graduate with thousands of others bonded by this shared, yet unique, undergraduate experience. Close this chapter by thanking your professors, advisors, parents and friends who supported you along the way. After May, cultivate those connections. Join the local alumni club in the city in which you live. Get involved, incite change and bond over fond memories of Syracuse basketball and/or Flip Night at Faegan’s.

HOW ABOUT ADVICE TO FRESHMEN/UNDERGRADS?
If you can, take a class that will give you a new skill. Join a club that is completely unrelated to your field of study. Camp out at the Carrier Dome (at least) once for a game. Cultivate a mentor in a professor or advisor. Do something productive every summer. Study abroad, if time and finances allow. And, head to the gym, it’s free and that is a luxury!

WHAT IS THE BEST THING ABOUT BEING A WHITMAN ALUM?
There’s something so wonderful about being Orange. We are part of this powerful network that stems from generations of camaraderie, tradition and excellence built on a beautiful campus. I have found Syracuse alumni everywhere, from a grocery store in California to senior executives walking the halls of GE. I can directly tie my Syracuse and Whitman affiliations to my employment today, which, in turn, has prepared me for my next transition, as I begin pursing my MBA in the coming months.
Naima J. Cook graduated from Syracuse University in 2003 with a degree in finance and economics. With positions in buying at Bloomingdale’s and retail planning at Coach and Ann Taylor, her path to becoming a high school principal wasn’t exactly conventional. But Cook says she leans daily on skills she gained at Whitman and in her early career to run the Murry Bergtraun High School for Business Careers (MBHS) in New York City.

“The experiences I had at Whitman gave me the confidence to eventually navigate a new career path, and the skills and knowledge I gained there translate to every aspect of my job as a principal,” says Cook, who was first approached about working with Whitman alumni during the WhitmanNYC annual Central Park picnic in 2014. Cook hadn’t officially started her post as principal, yet, and Cindie Adams, Whitman’s executive director of alumni and corporate relations, was new to the job, but the two saw great potential for a partnership.

MBHS is one of the most challenging schools in New York City. Prior to Cook’s arrival, the school struggled with low graduation rates, fights and persistent dangers. But Cook saw promise beyond the obstacles, and Adams knew there had to be a way Whitman alumni could help.

The "Build Your Personal Brand" workshop series was launched last fall with 17 sophomores and one junior in the inaugural group. The eight-session program, which concluded this May, covered topics such as managing social media, resume writing, interview skills, networking and college and career readiness.

Adams, Cook and a committee of Whitman alumni (Joe Bednar ’97 (VPA), MBA ’00, MS ’00 (NEW), WhitmanNYC president; Dan Montaigne ’95, WhitmanNYC speaker committee chair; Robert Geils ’86 (WHIT/NEW), WhitmanNYC mentorship committee chair; and Nicole Bovell JD/MBA ’06, WhitmanNYC service committee member, spent months developing content, coordinating logistics and securing guest presenters.

Tara Favors ’95 (A&S), senior HR business partner at Morgan Stanley; Kanika Chadda Gupta, CEO of Kronologie Agency; Colby Liemer ’15 (Falk), marketing associate for the New York Mets; Greta Fox, president and founder of Fox College Consulting; and Dr. Howard Liefman, senior consultant and adjunct professor, each gave of their time to present at a workshop.

Once a month for eight consecutive months, the students stayed after school to learn new skills and hear from accomplished professionals about what it takes to be successful in business. Volunteer mentors Anne Driscoll ’06 (VPA), Rachel Maroccia ’98, Laurie Lauterbach ’85 MBA and Alison Kessler, Whitman’s alumni publications and outreach manager, joined members of the committee to help guide the students through workshop exercises.

The success of the program was due in large part to the sharing of time and perspective by presenters and volunteers. “I felt strongly that our alumni had something to offer to these students,” says Adams. “It has been so rewarding to bring together members of the SU community from diverse professions, including real estate, entertainment, human resources, finance, law and education, to give advice and encourage the students to set and stay on a course to success.”

The students relished the experience from day one and made the most of the 90 minutes they had each session with the volunteers.

Naya Garay appreciated the time and attention of the volunteers. “I enjoyed interacting with others who want us to succeed and learning what I need to know for my future. I’m trying to educate my friends on what I learned.”

The series taught Kamari Henry several important lessons and piqued his interest in Whitman and SU. “I was able to create a proper resume that I am confident to send out when I apply for summer jobs. The Whitman alumni have shown me a lot about being professional and talked to me about Syracuse University. I would really like to go to college there.”

Benefits of the program were not reaped only by the students. “There are many ways to give back to your alma mater and to your community,” says Rob Geils. “This program offered both. Working alongside other SU alums while making what I hope will be a lasting, positive impression on these students was especially gratifying.”

Plans are in the works to continue the program, and Cook welcomes the opportunity. “I have always been a proud Syracuse and Whitman alumna, but never more so than when I see my fellow alumni taking time to be a positive influence on my students. They are truly making a difference, not only by showing the kids models of success but also by letting them know that people care about and believe in their future.”
At Whitman, we continuously look for new ways to strengthen our community of students, faculty and alumni. Reading about the accomplishments of classmates is one way to stay connected. We encourage you to share news and photos of marriages, births, adoptions, board appointments, promotions, new jobs and other announcements. You may provide the details online at whitman.syr.edu/alumnifeedback.

1940-1979

NEW POSITIONS & PROMOTIONS

RUSSELL WHITMAN ’68 – Dean, Wayne State University’s College of Education

CAMILLE HABAYEB ’78 – Executive Managing Director, IG Solutions Provider LLC

ANNOUNCEMENTS & ACCOLADES

MARTIN J. WHITMAN ’49 received the AACSB’s inaugural Influential Leaders Award. He was among 100 notable alumni from AACSB-accredited schools who are making an impact in the world through their business acumen, leadership and/or entrepreneurial success.

ANNOUNCEMENTS & ACCOLADES

DON RASKIN ’80 MBA, senior partner and owner at MME, an advertising and marketing agency in New York City, recently launched The Dirty Little Secrets of Getting Your Dream Job, published by Regan Arts and distributed by Simon and Schuster. The book is a culmination of stories from his time as a partner at MME, with a focus on interview techniques and salary negotiations. Raskins draws on his extensive experience evaluating applicants and shares stories based on real-life scenarios, sample cover letters and resumes, to offer advice and tools to navigate the job market.

KARIS WIGGINS ’86, founder of Karis Wiggins Designs, received the Women Igniting the Spirit of Entrepreneurship (WISE) Faces of Success Award.

CHRISTOPHER GODSICK ’87 won a Primetime Emmy Award in the Outstanding Comedy Series category for his role as an executive producer of the HBO series Veep.

GISELE MARCUS ’89, an executive director at Cushman & Wakefield, was the inaugural speaker for the Syracuse University Sankofa Lecture Series.

1980-1989

NEW POSITIONS & PROMOTIONS

SHERIJO DAMICO ’82 – Senior Director, Real Estate & Property Management, Habitat for Humanity SF/SCV, Inc.

BILL MARCUS ’82 – Senior Managing Director, HedgeCoVest, LLC

MARC MULGRUM ’85 – Senior VP of Sales, Klangoo Inc.

STEVE SPINOSA ’85 – Account Executive, R&L Carriers

ANNIE BECKER ’86 – President Elect, Newport County Board of Realtors (Rhode Island)

ROBIN DALE HAIT ’87 – Regional Sales Executive, Vodafone Global Enterprise

1990-1999

NEW POSITIONS & PROMOTIONS

MELANIE JOHNSON ’90 – Director of Talent Management, SRC, Inc.

MARTY KOVACEVICH ’90 MBA – CX Applications Sales Manager, Oracle

KERRIE RESTIERI HESLIN ’91 – Managing Partner, Nukk-Freeman & Cerra, PC

JASMINE BELLAMY ’92 – VP/General Merchandise Manager, Kmart/Sears Holdings Corp

HEATHER (ALLEN) COLBY ’93 – Manager, Marketing & Advertising, University of Rhode Island

LORI ABRAMS SEIDLER ’93 – Sales and Production, Britannica Home Fashions

JOHN CRONIN ’94 – Senior Technical Recruiter, Imgur

DAVID MOHL ’95 JD ’98 – Associate General Counsel, Global Labor & Employment, The Hershey Company

DAN AUSTIN ’97 – Vice President, Yandiki

MELANIE LITTLEJOHN ’97 MBA – Member of the Board of Directors, Pathfinder Bank
HEATHER (ROE) LUX ‘97 – Director of Sales, Tresata

ROB MCCARRY ’97 – Regional Account Executive, Aspect Software

KEVIN VARADIAN ’97 – Senior Manager – Small Business, LinkedIn


MARC YAKLOFSKY ’98 MBA – Senior VP of Corporate Development, Franklin Square Capital Partners

ANDREW DOW ’99 – Business Consultant, BI-SAM

CHRIS ROELE ’99 – Head of Cross Screen Sales – Midwest, VideoAMP

ANNOUNCEMENTS & ACCOLADES

TWO WHITMAN ALUMNI HONORED FOR ACHIEVEMENTS IN TELEVISION INDUSTRY

PATRICIA BETRON ’88 SVP of Multimedia Sales at ESPN, and SAVALLE SIMS ’92 EVP, Deputy General Counsel for Discovery Communications, were recently honored by Multichannel News at the annual Wonder Women Luncheon in New York. The event honors 13 of the top female executives who have impacted the television industry.

YVETTE HOLLINGSWORTH CLARK ’94 MBA, chief compliance officer for Wells Fargo, was featured in American Banker as one of the “25 Women to Watch” in banking and finance.

MERGERS AND ACQUISITIONS

TODD ESPOSITO ’93 and his wife, Svetlana, welcomed Sebastian “Sebi” Andrew on November 2, 2015.

KEVIN VARADIAN ’97 and his wife, Vanessa, welcomed Evangeline “Grey” last July.

BEN WIGHTMAN ’99, his wife, Surtini, and big sister, Grace Lynn, welcomed Evangeline Jean on November 22, 2015.

2000-2009

NEW POSITIONS & PROMOTIONS

MARK EVERTON GRAY ’00 – Chief Engineer, Studio At the Palms

TAYLAN BOZKURT ’01 – Assistant Chief Operating Officer, Burn and Reconstructive Centers of America

CLAUDE LIU ’01 MBA – Director, Accenture Analytics, Greater China

ADAM LOGEMANN ’01 – Vice President, Stewart Management Group

ALAN PALMER ’01 – Finance Associate, Rainforest Alliance

MARA SILVER-SMITH ’02 – Senior Manager, Global Marketing, Coach

SCOTT BERNEST ’03 – Engineering Recruiter, Accentuate Staffing

CLARE LECUYER SPRAGUE ’03 – Creative Manager, Boa Technology

TAMARA THOMAS ’03 – Senior Product Manager, Kate Spade & Company

CHRIS BARNHILL ’04 – Business Development Manager for Verizon Wireless Wholesale, Verizon Wireless

JASON MINGELGREEN ’04 – Vice President/Client Service, Stifel

MARC PUGSLEY ’04, M.S. ’05 – Controller, Motolease LLC

NICK SHIRES, CPA ’04 – Member of the Board of Directors, Hopeprint and Music for the Mission

RACHEL WALTERS ’04 – Marketing Department, The HYM Investment Group, LLC

JENNIFER CONWAY ’05 – President and CEO, Greater Binghamton Chamber of Commerce

SCOTT DEBRUIN ’05 MBA – Director, Americas Demand Management, Bristo-Myers Squibb

KAMERON KING ’05 – Client Development Coordinator, Eng Garcia Properties

AARON KROFT ’05, ’11 MBA – Finance Manager, AstraZeneca

DANIEL YATES ’05 – President, Sandbridge Marine Corporation

DAVID KLEIN ’06 – EVP, Velocity Worldwide

AJ MAZZA ’06 – Marketing Director, Product, Partner, and Team Integration, National Basketball Association

DENELLE NUMIS ’06 – Co-Founder & Head Teacher, Brewhouse Yoga, Denelle Yoga

CHRISTOPHER SCOBELL ’06 – Vice President of Derivative Sales, Instinet

JOSEPH VALENTINO’07 – Clinical Sales Specialist, Medtronic

WILLIAM WEINSTOCK ’07 – Finance Manager, t3 Advisors, LLC

TRAVIS BIGGAR ’08 MBA – Associate Consultant, A.T. Kearney

MARLEY COHEN ’08 – Senior Manager, Corporate Accounting, Time Inc.
LAURIE DOWD ’08 – Director of Client Development, Healthgrades
MATTHEW FAND ’08 – Co-Chief Operating Officer, 8of9
WHITNEY HART ’08 – Fashion Calendar Manager, Shopbop
JAMESON PINE ’08 – Strategic Sales, Bing Ads, Microsoft
DOUGLAS FINKELSTEIN ’09 – Supported Employment Specialist, Arc Midlands
ALEXANDER HACHEY ’09 – Digital Design Manager, Capital One
STEPHANIE HOWITT ’09 – Luxury Editor, 25A Magazine
LINDSEY LEVINE ’09 – Manager Procurement Training, Policy and Governance, Colgate Palmolive
PRUE LOTHARIUS ’09 MBA – Director of Business Development and Marketing, EPIC Life Insurance
LEANNE MASCARENHAS ’09 M.S. – VP Internal Audit, Barclays
CHRISTOPHER MCKELVY ’09 – Partnerships, Oculus
TROY GENTES ’10 – Immersive Ethnographer, The Palmerston Group
ZACHARY (ZAC) GORMAN ’10 – Sales Development Manager, AdMore
GREGORY JOHNSON ’10 – District Sales Manager, Shred-it
TATIANA KIDD ’10 – Buyer, TJX Companies Inc.
TANUJ KHURANA ’10 MBA – Vice President, Nugetech Infoline Pvt. Ltd
MADELINE ROSZKO ’10 – Digital Account Planning Manager, Warner Bros. Entertainment Group of Companies
AMIE SEGEL ’10 – Associate Director, Eastern Consolidated
SARA SINDELAR ’10 – Next Gen Intrapreneur, IBM
SARAH STALLER ’10 – Business Director – Fine Jewelry, Macy’s
MEHR SHAH ’09 MBA – Director KMC, Karandaaz Pakistan

MERGERS AND ACQUISITIONS

Lee Goldberg ’06 and his wife, Elyssa, welcomed twins, Tyler Sean and Charlotte Lily, on March 14, 2016.

Justin Sutter ’06 and his wife, Heather Schlesinger Sutter ’06 (HSHP), welcomed a son, Emmet Lev, on October 3, 2015.

2010-2015

NEW POSITIONS & PROMOTIONS

KENNETH CHAN ’10 – Pricing Manager, Macy’s
TROY GENTES ’10 – Immersive Ethnographer, The Palmerston Group
ZACHARY (ZAC) GORMAN ’10 – Sales Development Manager, AdMore
GREGORY JOHNSON ’10 – District Sales Manager, Shred-it
TATIANA KIDD ’10 – Buyer, TJX Companies Inc.
TANUJ KHURANA ’10 MBA – Vice President, Nugetech Infoline Pvt. Ltd

MADLINE ROSZKO ’10 – Digital Account Planning Manager, Warner Bros. Entertainment Group of Companies
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SARAH STALLER ’10 – Business Director – Fine Jewelry, Macy’s
MEHR SHAH ’09 MBA – Director KMC, Karandaaz Pakistan

ANGELA BRUNS ’11 MBA – Senior Manager of Business and Technology Integration, Laser Spine Institute
ENRIQUE ESTEVEZ ’11 – Client Relationship Manager, Euroclear Bank
TAYLOR HABBE ’11 – Regional Manager, Customer Success, Sharethrough
ANDREW LEE ’11 – VP, Global Risk Manager, Citi
ROSEMARY PAREDES ’11 – Founding Operations Manager, The Equity Project Charter School – Elementary
CHRIS SEIDEL ’11 – Student Support Manager, 2U
ZAINAB TAMBAWALA ’11 MBA – Vice President, The GreensLedge Group
MUNDU XU ’11 – Product Manager – Search Analytics, Quixey
BENJAMIN ALLEGREZZA ’12 – Financial Representative & Full Trader, Fidelity Investments
SHIH-HONG (VINCENT) CHANG ’12 – Business Analyst, Nogle Limited
TAYLOR CHILDS ’12 – Associate Director, Amnet Group – US
JESSIE CHUNG ’12 – Campaign Manager, Amazon
PATRICK COONEY ’12 – Controller, Soros Fund Management LLC
JAMES HORNUNG ’12 – Sales Manager, HomeSuite Inc.
CINDY MA ’12 – Associate Manager of Product Development & Production, ANN INC
AMANDA MONDRE ’12 – Assistant Account Executive, Rogers & Cowan
JOSEPH MURPHY JR. ’12 JD ’15 – Litigation Department Member, Mackenzie Hughes
MORGAN MURPHY ’12 – Market Planner, Gap Inc.
COLIN DESMOND ’13 – Senior Enterprise Business Development Representative, Salesforce
ALYSSA GOLDFARB ’13 – Associate Product Manager of Top of Table Development, Macy’s
GARY HENDLER ’13 – Outside Sales Representative, Pacific Seafood
NICK KOWALSKI ’13 – Assistant Store Manager, Victoria’s Secret
JENNA MALDINER ’13 – Associate Brand Building Manager – Face Care, Unilever
ANNOUNCEMENTS & ACCOLADES

Study Abroad Apartments LLC, founded by Ryan Blum ’14, and University Beyond, co-founded by Doug Messer ’15, were both accepted by the business accelerator Dreamit to join its inaugural 2016 cycle from an applicant pool of nearly 1,000 companies. Selections were based on metrics including strength of the team, uniqueness of insights into the problems they are solving, and and capacity to revolutionize the industries in which they operate. Dreamit was ranked by Forbes as one of the top 10 best accelerators in the United States.

“12 Things I Wish I Knew Before I Became an Investment Banker” by Whitman alumna Oriana Fuentes ’12, a former specialty finance banker at J.P. Morgan and current graduate student at Columbia University, was featured on Cosmopolitan.com.

Zia Green Chile Company, started by Whitman alumni Nate Cotanch ’12 and Ivan Thevaranjan ’12, was featured as “One of 10 Innovators Under 30 Shaking Up The New York Food Scene” by Forbes. Prior to founding Zia, Cotanch worked in the NYC venture capital scene analyzing early to growth stage ventures across multiple industries. In addition to Zia, Thevaranjan works as a commercial industry auditor for a Big 4 accounting firm.

DAVID COHEN ’10 has joined Meringoff Properties as vice president, leasing. Before joining the company, Cohen was a director specializing in commercial leasing at Avison Young. In 2013, he was a recipient of The Commercial Observer’s “30 Under 30” award given to the most promising young real estate professionals in New York City.

READERS RESPOND

The Whitman magazine staff welcomes your suggestions for features, regular columns or other content you would like to see included in the publication. We are also interested to learn if you would prefer to have a digital copy of the magazine emailed to you rather than receive a printed copy in your mailbox.

Please visit www.whitman.syr.edu/alumnifeedback to notify us of your preference, update your contact information or submit an announcement for Class News & Notes.

If you are not receiving Whitman’s monthly Alumni Connections e-newsletter via email but would like to, please send an email to whitmanalumni@syr.edu.
**THE WHITMAN ALUMNI CLUB OF CNY**

The Whitman Alumni Club of Central New York is committed to providing valuable experiences for its members while also supporting the students of the Whitman School. The club hosts a variety of social, professional and service events and programming, and welcomes all graduates of the Whitman School and Syracuse University to become members. There are sure to be club offerings of interest to all alumni.

**JOIN US**

The Whitman Alumni Club of Central New York is committed to actively helping Whitman students graduate fully prepared to take on the business world. There is also a fair share of fun for members along the way through professional and networking opportunities. Whitman and SU alumni alike are encouraged to join. A passion for supporting students is the only requirement for membership. Visit [www.whitmancny.com](http://www.whitmancny.com) to become a member.

**GOLFING AND GIVING BACK - SAVE THE DATE!**

This year's annual Whitman Alumni Club of CNY's Annual Golf Tournament fundraiser will be held at Drumlins golf course in Syracuse on June 6. A CNY favorite, the event raises more than $10,000 annually, which is used to support Whitman students through the CNY Student Business Startup Award and individual scholarships.

Choosing from the many exceptional entrepreneurial candidates for the annual business award is challenging. The winner receives a $3,000 cash award plus several thousand dollars' worth of pro bono support for legal, accounting, etc. In addition to this year's student business award, the Whitman Club of CNY will award three $1,000 scholarships for deserving Whitman students for the 2016-2017 school year.

To ensure the club can continue providing this important support for students to help with their studies and entrepreneurial ventures, golfers are needed. Event and registration details can be found online at [www.whitmancny.com](http://www.whitmancny.com).

**WHITMAN DAY INVESTMENT PANEL**

The Whitman Alumni Club of Central New York, along with Wells Fargo Advisors, LLC, once again sponsored the Investment Panel breakfast event to kick off Whitman Day on April 6. The panel consisted of Martin J. Whitman, Whitman Professor of Finance Fernando Diz and Bruce Flatt, senior managing partner and chief executive officer of Brookfield Asset Management, in a lively debate about current investment topics. Alumni, community leaders and Whitman students were in attendance.

**WHITMAN ALUMNI CLUB OF CNY SPRING MEETING**

The club held its annual annual spring meeting in March. The guest speaker was Kimberly Boynton ’13 MBA, president and CEO of Crouse Hospital. Boyton, who worked her way up at Crouse from financial analyst to president, shared her perspective on the Whitman/SU experience and the ever-changing health care arena.

**TAILGATE PARTY**

In February, the club hosted its annual tailgate party for Whitman graduate students. Club members enjoyed engaging with many of Whitman’s accomplished master’s students and cheering on the Orange men’s basketball team against North Carolina.

**SPAGHETTI WAREHOUSE MYSTERY THEATER**

Alumni Club members also came together in February for a fun evening of dinner and mystery theater at the Spaghetti Warehouse. Guests dined on some of the best Italian food in Syracuse and interacted with a contingent of actors as they tried to collectively solve the mystery.
There are many reasons to become a member of WhitmanNYC. Perhaps you have just moved to the tri-state area and would like to make some friends. Maybe you are looking for networking opportunities or to gain some insight into other career paths. Or you’re well accomplished in your profession and want to share some secrets of success with others. Whatever the case, WhitmanNYC would like to welcome you. All Syracuse University graduates are invited to become members, and there is certainly a club offering that will check that box. The club’s sophisticated programming is focused on providing value in three core areas: speakers, service opportunities and social events.

SPEAKERS:
The club recently held its first "Shark Series" Entrepreneurship Program. This business startup competition included an initial guest speaker event, then continued with business plan submissions and concluded with an investor panel pitch in February during which four finalists shared their business ideas with potential investors. The investors and entrepreneurs will continue their connections as mutually desired with funding being provided for the right ideas.

The WhitmanNYC Real Estate Breakfast Series is another popular venue for members to hear from accomplished professionals in the New York real estate arena. The club also hosts other speakers across various industries covering a variety of professional topics throughout the year.

SERVICE:
Providing meaningful service opportunities for members to perform together in the communities where they live and work is a priority for the club. Last fall, WhitmanNYC partnered with staff of the Whitman School to launch an eight-part workshop series entitled, “Branding Yourself” for students of Murry Bergtraum High School for Business Careers in Manhattan. See page 21 for details.

Other service projects have included organized park cleanup efforts on behalf of the New York Restoration Project and holiday toy drives to benefit the Volunteers for America charity.

SOCIAL:
The social highlight of the year for WhitmanNYC is the Dinosaur Bar-B-Que Picnic in Central Park in August. This year will mark the eighth year of this popular, typically sold-out event. The date and full details will be available on the club’s website. Early registration is encouraged.

Many other social events fill the club calendar throughout the year. Regular "Whitman Wednesday" happy hours, wine tastings, the Syracuse Scotch & Cigars event, movie screenings and other outings make it easy to find a way to stay connected and have some fun in the city!

In addition to the club’s focus on speakers, service and social programming, WhitmanNYC offers a Mentorship Program through which younger members can be informally paired with more seasoned alumni in their field of interest or alumni who are looking to make a career change can seek guidance from other alumni currently working in their desired industry. On occasion, members of WhitmanNYC are asked to work with Whitman students who have a particular mentoring need that can’t be met by alumni in the Syracuse area.

Full details about WhitmanNYC membership, upcoming events, and registration can be found on the club’s website at: www.whitmannyc.com.

MEMBER REMINDER
The annual board meeting and elections will take place in June at Lubin House. To ensure the club continues offering valuable programming to members, alumni are needed to step up and take on leadership and committee positions. Existing members are asked to consider joining the board and/or a committee. Those interested should plan to attend the meeting in June.
Andrew McNeill ’08 had very strong ties to Syracuse given the number of alumni and former students in his family (Ned Cooper, Jerome Cohen ’48, Leslie (Cooper) McNeill, Philip McNeill ’81, Lisa (Cohen) Cooper ’83 and Lisa (Cooper) Rich ’81). Watching Jim Boeheim cut down the net in New Orleans at the 2003 men’s basketball national championship sealed his decision to become a student at Syracuse. 

During Tracy’s senior year, she signed a lease for a house at 826 Sumner Ave. and was shocked to discover that her mother had lived there as a child. She’s excited to introduce her children to the family’s Orange tradition. His cousin, Jordan Hutter ’13, would also join Syracuse as did her two children, Bruce ’07 and Tracy ’11, with husband, Marc Schilder. Both Bruce and Tracy are Whitman graduates. During Tracy’s senior year, she recalls seeing the football games on cold concrete seats in Archbold Stadium. 

Deborah and Gordon Cott ’37, who was a cheerleader. The next was her son, Gordon ’64, who vividly remembers the drive to Syracuse his freshman year. His mother cried the entire trip and his dad correctly predicted his years at SU would be his best yet. He was able to convince his daughter Deborah Cott Messulam ’89 that Syracuse was the right place for her during a fall trip to campus for a football game. And, in the fall of 2015—nearly 100 years after his mother arrived on campus—his grandson, Max Messulam ’19, began his freshman year, adding a fourth generation to the SU legacy.

THE COOPER/MCNEILL ALUMNI BOND

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When McNeill cut down the net in New Orleans at the 2003 men’s basketball national championship, he said it was the right place for her during a fall trip to campus for a football game. And, in the fall of 2015—nearly 100 years after his mother arrived on campus—his grandson, Max Messulam ’19, began his freshman year, adding a fourth generation to the SU legacy.

THE FARBER/SCHILDER ORANGE FAMILY LEGACY

William Farber ’49 arrived at Syracuse University in 1944 after returning from World War II. His daughter, Ann ’79, also attended Syracuse as did her two children, Bruce ’07 and Tracy ’11, with husband, Marc Schilder. Both Bruce and Tracy are Whitman graduates. During Tracy’s senior year, she signed a lease for a house at 826 Sumner Ave. and was shocked to discover that her mother had lived in that same house when she was at SU. Three generations of Orange have created countless memories, and their names are now etched in the Orange Grove. The family returns to campus often and is hopeful for more generations of Orange to come.

THE HUTTER FAMILY’S ENDURING MARK ON SU

Robert Hutter ’50, ’54 M.D. often told his grandson, Jared ’06, about his eight amazing years at Syracuse and shuttling between football practices and pre-med classes. After taking a campus tour, Jared knew Syracuse was where he, too, belonged. His cousin, Jordan Neuberger ’13, would also join the family’s Orange tradition. During his time at SU, Jared recognized the lack of high-quality housing available to students and, years later, returned to build a 163-bed student housing project called #BLVD404 just blocks from Whitman. “I know how appreciative my grandfather was of the opportunities that Syracuse afforded him and I am excited to come back and invest in a community that has given so much to my family.”

ARCHER TOSIN'S ORANGE CONNECTION

Archibald ‘Archie’ Archer ’51 was a self-made men’s basketball national championship, he said it was the right place for her during a fall trip to campus for a football game. And, in the fall of 2015—nearly 100 years after his mother arrived on campus—his grandson, Max Messulam ’19, began his freshman year, adding a fourth generation to the SU legacy.

THE FOUR LICHTENSTEIN SISTERS SHARE IN THE LOVE OF SU

Brooke Lichtenstein ’08 and her mother visited countless schools around the country before finally deciding on Syracuse University. Brooke was the first of the four-daughter Orange Lichtenstein legacy. Lindsey ’11, Allie ’13 and Jodi ’15, ’16 M.S. followed and, as such, their parents spent a dozen years making periodic road trips from Livingston, New Jersey, to Syracuse. People often assume their parents also attended SU. Though they did not, having spent so much time on campus and all the noteworthy Syracuse restaurants and wineries over the course of 12 years, they do feel like honorary alums.

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FIVE GENERATIONS OF POSTS AND COUNTING

Ben Post ’72 was the first in his family to attend Syracuse University. He married his lifelong sweetheart, Amy, and they had three children together. Their two sons, Jay ’01 and Brian ’07, ’08 M.S., would go on to become Syracuse grads. Jay met his wife, Nicole Sayewitz ’03, at SU. Jay, Nicole and Brian all participated in SU’s study abroad program, which they credit for helping define them personally and professionally. Upon Amy’s untimely death in 2011, the family decided to establish a memorial fund at SU to honor their late wife and mother. The purpose of the Amy Post Endowed Memorial Fund is to reduce the financial burden of selected Whitman students as they take advantage of SU Abroad’s international study programs.

COTT FAMILY LEGACY A CENTURY IN THE MAKING

Four generations of Cotts have attended Syracuse, starting with Selma Miller Cott ’37, who was a cheerleader. The next was her son, Gordon ’64, who vividly remembers the drive to Syracuse his freshman year. His mother cried the entire trip and his dad correctly predicted his years at SU would be his best yet. He was able to convince his daughter Deborah Cott Messulam ’89 that Syracuse was the right place for her during a fall trip to campus for a football game. And, in the fall of 2015—nearly 100 years after his mother arrived on campus—his grandson, Max Messulam ’19, began his freshman year, adding a fourth generation to the SU legacy.

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THE WHITMAN ADVISORY COUNCIL

The Whitman School extends its appreciation to the members of our advisory council who share their time, talent and treasure to help advance the mission of our school.

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Newmark Grubb Knight Frank

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IBM Corporation

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President & CEO
Ballentine Capital Management

ROBERT C. BANTLE ’86 (VPA)
President & CEO
Cat Rock Group

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Managing Director
The Barter Group

HAL BARTON ’50
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Chrysler Corporation

STEVEN R. BECKER ’82 MBA
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PepsiCo

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Cat Rock Group

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Managing Director
Banyan Equity Management

MARK W. BERGER ’80
President & CEO (Retired)
Energy Management

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KEITH L. LIPPERT ’78
President & Founding Partner
Lippert/Heilshorn & Associates

DAVID FLAUM ’75
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Bartmon, Shapiro & Associates

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Consultant

THOMAS HERSKOVITS ’69, ’94 MBA
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Herskovits Enterprises

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Director, Investments Strategy
ProShare and ProFunds Advisors

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Executive Vice President & COO
Wells Fargo & Company

JONATHAN J. HOLTZ ’78
Chairman & CEO
Win-Holt Equipment Group

HUGH JOHNSTON ’83
Chief Financial Officer
PepsiCo

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Partner
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EBV Foundation

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Region Head
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ROBERT L. D’AVANZO JR. ’80
President & CEO
Couri & Company

DOUGLAS A. PRESENT ’86
President
Douglas Presents Associates

RICHARD L. HAYDON, CFA
Senior Vice President
PNC Financial Services Group

PAMELA A. MOSS ’70
President & CEO
Gentiva

DAVID A. SALMANSON ’84
President
Salmanson Capital LLC

EDWARD PETTINELLA ’76 MBA
President & CEO
Home Properties

ROBERT H. PEARLMAN ’64
Managing Director, Fraenkel Group
Neuberger & Berman

BRUCE D. PERGAMENT ’80
President
Pergament Properties

NICHOLAS T. PICHUK
Chairman, President & CEO
Snap-On Incorporated

ROBERT L. D’AVANZO JR. ’50
Chairman & CEO
Commander Enterprises LLC

ANDREW QUINN ’97 MBA
President
ILSCO Corporation

KENNETH A. KAVAJECZ
Dean
Whitman School

THE WHITMAN SCHOOL

Dean
Whitman School
SIMPLY PUT, WE ARE IN THE BUSINESS OF JOBS,” says Whitman Dean Ken Kavajecz. “Preparing our students and helping place them on a promising career path is at the core of everything we do. Whether that means a position on Wall Street or acceptance into a graduate program to further hone their skills, our priority is realizing the return on the investment our students make in Whitman for four or two or however many years they are with us.”

Though there is always room for improvement and goals are in place to further build on success, Whitman has made great strides in the preparation and placement of students. That success, however, is attributable to the collective commitment of the Whitman community, which includes everyone in the building as well as alumni, partners and friends around the globe. And that success is realized through the careful coordination of many components.

“Preparation and placement influence every decision we make,” says Kavajecz. “When hiring new faculty members, we look for dynamic instructors with a unique perspective who will challenge students and those who will conduct meaningful research that strengthens the reputation of Whitman and, thereby, the value of a Whitman degree in the marketplace. When we add curriculum or launch a program, we consider whether the offering will give our students a skill set that is needed in the marketplace or distinguish them from applicants as they vie for jobs.”

There is much more than rigorous and relevant coursework taught by accomplished faculty that brings the brightest students and recruiters from the biggest brands to Whitman. Opportunities for students to explore careers, work on real-world business scenarios, develop soft skills and confidently present themselves to the hundreds of recruiters who look to Whitman for their next great hire are all elements of the placement equation.

It starts right away at Whitman, where students begin taking business foundation courses their freshman year and major-specific courses their sophomore year. This early exposure to curriculum and careers is designed to help students confirm (or adjust) their choices as soon as possible so they can maximize the rest of their time by participating in relevant extracurricular and experiential opportunities.

“Early on at Whitman, I gravitated towards what I deemed the more exciting aspects of business—financial instruments and marketing—which both did influence my early career choices. What I now know to be the most powerful gift was the foundational business principles I learned at Whitman. My career journey has evolved from Wall Street to managing big consumer brands to now working on natural food startups—all possible because of the interest in business Whitman instilled in me.”

–ANDY REICHGUT ’91
EVP & CMO, GARDEN LITES
Theory and practice converge at Whitman. “The market-tested skills and real-world experiences of professors of practice coupled with the groundbreaking research and innovations of tenure-track faculty members provides students with varying and valuable insights into their major,” explains Kavajecz. “The mix of experiences and perspective result in a comprehensive education and a competitive advantage for our students.”

Whitman’s academic advising and career services teams are aligned by discipline and work in concert to help students maneuver coursework, career preparation and placement efforts within their major. Whitman alumni, through the mentor program, are also a source of support and guidance for students as they choose classes, apply for internships and plot the course to their career.

Whitman alumna MARYANN AKINBOYEWA ‘15 works as a PR coordinator for The Penny Hoarder (Taylor Media) in St. Petersburg, Florida. She counts her mentor relationship as invaluable and ongoing. “On the first day I met my mentor, Dan Buddie ’72, he told me, ‘Anything you need, I’m here 24/7.’ When I decided PR was an area I wished to explore, with his guidance, I was able to land a PR internship. I see a lot of recent grads stumble through their first job. Having a mentor to learn from who is willing to be 100 percent honest with you makes it so much easier. I don’t make major career decisions without bouncing ideas off of Dan first.”

In addition to the availability of alumni mentors who lend an experienced perspective, Whitman students have numerous chances in any given semester to hear from accomplished professionals who visit campus to share their career paths and advice. And there are also opportunities for students to get mobile. Whitman on Wall Street, the Goldberg Marketing Trip and the Stuart Frankel & Company NYSE Scholars program are career exploration opportunities that allow students to spend time in New York City, visiting companies and learning firsthand the necessary skills, responsibilities and demands of working in their chosen field.

TATIANA TURNER ’15, a former Frankel scholar, says the two-day schedule of meetings with finance executives at leading firms yields immeasurable benefits. “Not only did the trip help expand my professional network and teach me about some of the most influential financial institutions in New York, it helped me consider the type of career I wanted given the endless possibilities in the industry.”

As students learn about the kinds of positions in their industry of interest and what it takes to perform the responsibilities, they also come to realize that employers need and expect them to make immediate and meaningful contributions within the organization. That’s where their time at Whitman proves to be particularly advantageous.

Practical preparation through experiential learning has long been a cornerstone of a Whitman education, and opportunities to become workplace-ready are abundant. Many such opportunities are provided through participation in any of the 20-plus Whitman/SU student clubs and organizations, such as the Entrepreneurship Club, American Marketing Association, Financial Management Association, Consulting Club, ENACTUS, Delta Sigma Pi professional business fraternity and the Syracuse chapter of the American Production and Inventory Control Society (APICS).

APICS offers an array of experiential programs and support for supply chain

“

What surprised me the most about my education at the Whitman School was what I found out after I left. I realized that my professors had helped me develop the abilities I would need to succeed in a career, not just a job. And that is part of the reason why the company where I now work has been recruiting at Syracuse for 22 years. We find that Syracuse graduates have been grounded in skills and knowledge that we need for our business to keep growing.”

—ALAN VERDUN ’94
EVP, NEWS AMERICA
<p>My time at Syracuse, especially at Whitman, has been extremely helpful. It has provided the basic building blocks of business as I've navigated my way through the many changes of the media industry. Whitman has provided a solid foundation, which has enabled me to evolve my marketing skills while staying relevant in the field. If anything, I've learned adaptability and perseverance—while being passionate about what you do—can lead to a successful career. Thank you, Whitman!”</p>—CINDY MANALO ’93<br>SENIOR DIRECTOR OF CLIENT PARTNERSHIPS, THE FOUNDRY@TIME INC.
but, by junior year, I walked in knowing the candidate I wanted to show the recruiters. “Whitman is committed to seeing students through from the first class in their freshman year to the first day of their career, and the numbers 90/90/90 reflect the School’s commitment to that priority. A knowledge rate of 90 percent means Whitman knows the post-commencement aspirations of 90 percent of its graduating seniors and, of those who seek a full-time position, the goal is to achieve a 90 percent employment outcome within 90 days of graduation.

Whitman will need the continued commitment of its community to realize those objectives. Alumni engagement is critical to helping Whitman put students to work—from philanthropic support, mentoring, speaking to student groups, serving on advisory boards, critiquing resumes, hosting students in the workplace, sponsoring experiential learning projects, making career connections and providing internships and jobs. There’s no doubt alumni will continue rising to the occasion. As Twitter brand specialist ADAM SCHATZ ’11 asserts, that is the Whitman way. “When it came time to find an internship, I leaned heavily on the Whitman alumni database. I never saw myself as someone who networks well. Frankly, the idea terrified me. However, every alumnus I emailed was eager to assist. I had various phone calls with marketing leaders and advertising executives at major companies. The alumni connection that Whitman and Syracuse as a whole affords us is unprecedented, even compared with some of the top schools in the nation. It is one of the many things that makes our community unique.”

“Curricular opportunities that help them develop into well-rounded young professionals with a sustainable competitive edge. “During a trip to campus, I told freshmen in Professor Petosa’s Adams House that, in a few years, I will not only look at their GPAs, but I’ll also pay attention to their IMPRESS scores,” says Michael Cyran, partner at EY and the firm’s recruiting partner for Syracuse University. “IMPRESS gives students the tools to start on day one of their first year at Whitman taking control of their professional preparedness and developing the soft skills that will truly differentiate them in the marketplace.”

Curricular knowledge, practical experiences and soft skills are the fundamentals of preparation; however, being able to convincingly convey those competencies on a resume and with poise before prospective employers is critical for placement. IMPRESS events, like SUccess Week, allow students to practice those skills during sessions focused on networking, dressing for success and professional etiquette. Whitman’s dedicated Career Center team also offers a range of services, including assistance with resume writing and mock interviews, to help students fully capitalize on the numerous opportunities—such as on-campus interviews and career fairs—to engage with recruiters from Whitman’s expansive list of corporate partners.

“The Whitman career fairs were an integral part of my development as a young professional,” says JESSICA FLAM ’13, an assistant buyer at Ross Stores, Inc. “Looking back, it would have been difficult to put myself in the position to do so much networking without opportunities like the career fairs literally right in front of me. Walking the atrium as a freshman and sophomore was overwhelming, but, by junior year, I walked in knowing the candidate I wanted to show the recruiters.”

Whitman is committed to seeing students through from the first class in their freshman year to the first day of their career, and the numbers 90/90/90 reflect the School’s commitment to that priority. A knowledge rate of 90 percent means Whitman knows the post-commencement aspirations of 90 percent of its graduating seniors and, of those who seek a full-time position, the goal is to achieve a 90 percent employment outcome within 90 days of graduation.

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—ROBERT COVEN ’81
MANAGING DIRECTOR, PUBLIC FINANCE, RAYMOND JAMES
CONGRATULATIONS TO THE WHITMAN CLASS OF 2016
BACHELOR OF SCIENCE

Omar Aziz Abed
Kora-Lynah Abelard
Andrew Todd Abrams
Daniel Acevedo
Christopher Patrick Adams
Mutiu Ola Adenekan
Hamza Abdullah T. AlHaddad
Antoine Jermaine Allen Jr.
Carli Marie Aluotto
Michelle Lynn Amico
Robert Louis Andreozzi
Jeremy Dylan Apple
Elizabeth Catherine Armstrong
Michelle Nicole Aronson
David M. Arturi
Olivia Pascale Arty
Jordan Scott Arzi
Tyler Louis Avallone
Gabino Gabriel Avila
Bibi Taslima Awal
John Taylor Ayer
Benigno Paino Bacolores Jr.
Jasmine Nicole Bailey
Nicholas Strong Baker
Matteo Ballini
Shannon Elizabeth Balser
Paige Malana Banks
Trevor John Barrington
Anudeep Batchu
Allie Judith Baum
Samantha R. Bejarano
Taylor Martin Bellina

Courtney Morgan Benison
Kelly Lynn Benjamin
Luke Alexander Bercaw
Amanda Leigh Bergman
Lindsay Rachelle Bernard
David K. Bertz
Akash A. Bharwani
Sarah Hamad Binmuamar
Amy Mara Bitkower
Ryan Austin Black
James Chris Blaich
Justin James Blair
Marissa Jane Blanchard
William Scott Bleifer
Robert Drew Bodner
Adalyn Boonbangkhan
Andrew James Bottemiller
Olivia Margaret Bowser
Nicolette Jamie Bozian
Daniel Aaron Brenner
Alexander S. Brogan
Alexander John Bruno
Kristina Elizabeth Bugg
Connor E. Buoye
Robert E. Burke IV
Kumar Busgeeth
Na Cai
Maria Isabel Canellas
Sandra Jacqueline Carruitero
Philip Edward Cassella
Giuseppe Castelli
Maxwell Lowry Caywood
Chung Chan
Stephanie Jessica Chan
Anisha Kristen Chandran

As of April 22, 2016. The Whitman School has made every effort to ensure the accuracy of this list. Inclusion on this list does not verify degree completion.
The people I met during my time at Syracuse University are what will stay with me as I graduate this May. I transferred into Whitman from the School of Education. I had originally come to Syracuse to become a teacher but changed my mind and switched to finance. Attending two incredibly different schools during college has allowed me to meet and befriend a wide range of people. From late-night debates about the effect of the new Common Core curriculum to chugging coffee in the morning while cramming for a finance exam, I got the opportunity to consider and learn about almost everything. It won’t be an easy experience to replicate, and I’ll miss it dearly.
My journey of four years at the Whitman School has played a remarkable and significant role in my growth from teenager to adult. I began my journey by living in the Whitman Learning Community and eventually became a peer facilitator. I then joined Beta Alpha Psi, the accounting honors fraternity, and was elected fundraising co-chair for three consecutive years. Additionally, I had the opportunity to travel abroad and experience a global market perspective on monetary systems by visiting the European Central Bank and the European Union.

On behalf of the senior class, I would like to thank the families, friends, faculty, career services staff and mentors who drive our future success as alumni of this great university.

MICHELLE ARONSON

HOMETOWN: Towanda, Pennsylvania
MAJOR: Accounting

“My journey of four years at the Whitman School has played a remarkable and significant role in my growth from teenager to adult. I began my journey by living in the Whitman Learning Community and eventually became a peer facilitator. I then joined Beta Alpha Psi, the accounting honors fraternity, and was elected fundraising co-chair for three consecutive years. Additionally, I had the opportunity to travel abroad and experience a global market perspective on monetary systems by visiting the European Central Bank and the European Union. On behalf of the senior class, I would like to thank the families, friends, faculty, career services staff and mentors who drive our future success as alumni of this great university.”
GIUSEPPE CASTELLI

HOMETOWN: Smithtown, New York
MAJOR: Finance and Real Estate

“Being the first in my family to graduate high school, let alone attend college, my first few days at Syracuse were surreal. The fact that I accepted my admission to Syracuse without having set foot on campus furthered that feeling. Thinking back, there have been a handful of instances that defined my time at Syracuse—with many of those memories being made in Whitman. From being selected to join the Orange Value Fund to being elected as president of the Syracuse University Investment Club, I’ve had some of my proudest moments in Whitman’s hallways. I’d like to thank the Whitman School for the memories and opportunities it has given me and for laying the foundation for my future.”
Being a part of the Whitman School has been one of the greatest experiences of my life. Immediately upon my arrival as a transfer student to Syracuse, I was made to feel welcomed and included—a feeling that grew with time. Whitman has given me the opportunities and resources needed to develop into a young professional by providing a culture of academic rigor, student involvement and real-world business experiences. Having recently graduated and begun my career in supply chain management, the support I have received from fellow alumni has already proven just as valuable as time spent in the classroom. Being a part of Whitman is about more than just being a student, it’s about being part of a family.”
The Whitman School of Management has fully prepared me for my career through hands-on learning, rigorous curriculum and group work. The various projects throughout my time here, such as the industry analysis, Capsim project and Capstone, have all shown me how to apply the skills and knowledge I gained in the classroom to solving real-world problems. In addition to the classroom and extracurricular experiences that have shaped me into a capable business professional, I will always be grateful for the support of the amazing professors I have had throughout my time in Whitman, and I cannot thank them enough for giving me the necessary tools to start my career.”

**MORGAN DREYER**

**HOMETOWN:** San Jose, California  
**MAJOR:** Finance and Applied Mathematics (A&S)
When I first started at Syracuse, I had no idea how many important communities I would find on this campus. Syracuse basketball, the TEC (To Encounter Christ) retreat, Beta Alpha Psi and the Catholic Center are just some of these life-changing organizations. Moving across the country, traveling through Europe and joining these organizations pushed me to become the person I am today. I am thankful for the support of my friends from the Catholic Center and Whitman, the guidance of my advisor, Professor Elder, and my mentor, Maggie, as well as my family’s encouragement. Without them and countless others, my SU experience would not have been such an awesome adventure. Thank you, Syracuse and Whitman, for the best four years to date!
PRINCE IYPE

HOMETOWN: New Rochelle, New York
MAJOR: Finance and Accounting

“Opportunity has been abundant during my time at the Whitman School. From my first days in the investment club to my final days as a senior analyst in the Orange Value Fund, I have been able to find opportunities to capitalize on at every corner. I owe a lot of my success and accomplishments to the numerous Whitman alumni and faculty who have given me their time and advice over the years. I have learned that powering past the setbacks requires ambition and resilience. When you realize that, at the end of the day, your biggest fan and your biggest rival is yourself, you figure out that this is your game to win or lose.”
I feel as though I have gotten the most out of my Whitman experience. The business concepts I have learned here have given me the confidence to apply myself in my internships as well as my extracurricular activities. I especially found the focus on teamwork very beneficial to my overall growth because of its emphasis on communication and interpersonal skills as well as collaboration. The fundamentals Whitman has taught me about business have given me a strong foundation to grow as an individual these past few years and have provided me with what I need to begin a successful career.

JENNA KAUFMAN

HOMETOWN: Randolph, New Jersey
MAJOR: Finance and Marketing Management

* Graduates of the Defense Comptrollership Program
** Graduate of the MBA for Veterans Program
“Reflection is an ongoing process. As I continue to think back on my time at Syracuse, I grow more grateful for the person it made me and the confidence it gave me to succeed in life. The opportunity to dual major in advertising and supply chain management gave me the skills to be a leader who not only thinks critically but also looks for creative solutions to problems. I am fortunate to have had the time on campus and to build relationships with mentors, teachers and friends who were and will continue to be a part of my in the future. As I bloom in my career and as an individual, I will always hold Syracuse near and dear to my heart.”
As my time at Whitman/SU comes to a close, it has given me reason and time to reflect on the past four years and how they have transformed and prepared me. As a student who originally was not admitted into Whitman, I am evidence of the tremendous job the School’s faculty and administration does to support all students in their success. Between the Whitman’s strengths in professional development, academic opportunities, community engagement, and caring staff committed to making personal relationships, I have been able to grow. Not only have I grown as a professional, but I have also grown as a person—a person who is now motivated to create personal relationships and mentorships with those students whose shoes I formerly wore.

DYLAN WEINBERGER

HOMETOWN: Brooklyn, New York
MAJOR: Finance and Information Management & Technology (iSchool)
EMILY ZHAO

HOMETOWN: Bloomington, Minnesota
MAJOR: Finance and Marketing

“I am often asked why I chose Syracuse University. Well, it wasn’t for the school colors. As a native of suburban Minneapolis, I grew up learning to be courteous and kind to others. Admittedly, I realized that I was raised in somewhat of a bubble. I loved my home and still do today; however, my ambitious spirit attracted me to colleges that would give me another perspective other than the Midwestern one I had become all too familiar with. Syracuse University was my ticket out of that bubble. SU has opened countless doors for me throughout the years, and it will continue to do so as my alma mater. Now, I am proud to have gone from not liking the color orange, to bleeding it.”
**SPOTLIGHT ON STUDENTS**

**'17 MATTHEW FOSTER**

**HOMETOWN:** Parish, New York  
**MAJOR:** General Management  
**OF NOTE:** He loves riding his motorcycle and plans to travel to as many places as possible.

Although Matthew Foster knew from a young age that Whitman was his dream school, he explains that, “it has been a long road to get here.” After high school, Foster enlisted in the Air Force and served in Operation Iraqi Freedom/Enduring Freedom. His four years of service earned Foster access to the education assistance provided through the GI Bill, which allowed him to enroll at Syracuse University as a management major.

Foster was given his first management position at the age of 16 after only being employed for three months. He knew then that management was his calling. “I realized that I had leadership and management skills that surpassed those of people with more experience than I had,” Foster says. He now has more than fifteen years of professional management experience.

Currently, Foster works two fulltime jobs while attending Syracuse with a goal of purchasing a house on Virginia Beach after he graduates. He also hopes to start a business within the next five years that will allow him to excel using the skills he acquires at Whitman.

Foster commends Whitman for providing students with unique opportunities and resources. “We have access to various top-of-the-line computers, programs and resources,” he explains. “And where else can you get Excel certified for free?” He says his time at Whitman has surpassed his expectations, and he applauds the professors for being extremely friendly and professional while always trying to assist students.

“The difference between obtaining a position and maintaining success is based on the skills and experience you have,” adds Foster. He believes the most important thing undergraduate students can do to be successful in the future is to use all of the resources available to them now. “I am grateful to Whitman for giving me the tools, insights and perspectives that will help me make calculated and strategic decisions in the business world.”

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**'16 CATHERINE SMITH**

**HOMETOWN:** Bay Area, California  
**MAJORS:** Retail Management and Supply Chain Management  
**OF NOTE:** She is the president of Syracuse University ENACTUS and has visited Guatemala twice as part of the organization’s efforts to help empower Mayan women and families.

When Catherine Smith left her home in California four years ago, she never anticipated all of the experiences and opportunities she would come to have because of Whitman. “Moving all the way across the country was a leap of faith, but I will be thankful for the opportunity for the rest of my life,” she says.

Smith believes that Whitman is setting itself apart from other schools by embracing experiential learning and allowing professors to use unique teaching styles. “Through the IMPRESS Program and constant support of Whitman clubs and organizations, Whitman is meeting the business world’s demand for experienced, well-rounded graduates.” Smith has gotten to experience this firsthand by becoming involved with Syracuse University ENACTUS her freshman year; she is now president. ENACTUS is a global nonprofit organization that trains students to use entrepreneurship to help build better communities.

“Through ENACTUS, I developed my presentation skills, my interpersonal skills, my project planning skills and my leadership skills,” adds Smith. “I even discovered my dream career, which is to be a buyer at a leading retailer.” She has already taken steps toward that goal by securing a position as an assistant buyer at Ross Inc.

Smith describes the Whitman community as a collection of “brilliant and encouraging” individuals who provide students with the optimal environment to thrive. “When I came to college, I was worried that all I would have time to do was stick my nose in a book,” she says. Though she has had her fair share of stressful nights, Smith was pleasantly surprised to find that coursework and exams are only a part of the comprehensive and relevant education at Whitman.

As her time at SU comes to an end, Smith encourages future Whitman students to make the most of their journey. Her advice: “Work hard, never settle for just enough and, above all, do what you love.”
C.K. LEE, PH.D.

HOMETOWN: Daegu, South Korea
SPECIALIZATION: Entrepreneurship
OF NOTE: He served in the Korean army for 26 months.

Having been to more than 30 countries, C.K. Lee is no stranger to new experiences. He has traveled all over the globe for schooling and for work. He has made Syracuse his home while pursuing a Ph.D. at Whitman.

After receiving his MBA at Oxford University, Lee went on to work as an international consultant for development projects in Mongolia and Kyrgyzstan. It was this experience that opened his eyes to how important the role of entrepreneurship is in reducing poverty and stimulating economic development. “I wanted to do research on the factors influencing entrepreneurship performance in developing countries,” says Lee, and he feels Whitman is the perfect place to do so.

“The forward-thinking curriculum integrates the practical and theoretical elements of entrepreneurship that will prepare me to become an academic leader,” Lee says. He praises the collaborative atmosphere between the faculty and Ph.D. students, and he credits that partnership culture for teaching him how to be a good academic researcher. He feels he has learned from the best in the field.

One of his fondest memories during his time at Whitman was having the chance to teach an entrepreneurship course in the fall of 2015. During this class, he stressed the importance of not merely being part of a process but being the type of person who can identify a problem with the process and make it better. “By being an entrepreneur, you will not be replaceable in any organization,” he adds.

After Lee receives his Ph.D., he hopes to become an academic researcher in the field of entrepreneurship and contribute to economic growth in developing countries. Although he will soon be leaving Whitman, he is confident that his time here will continue to have an impact on him for years to come.

WEISI (SABRINA) ZHANG

HOME COUNTRY: China
MAJOR/DEGREE: Master’s in Finance
OF NOTE: She has a background working in fashion and one of her dream jobs is to be a fashion designer.

Before coming to Whitman, Weisi (Sabrina) Zhang received her degree in international economics from East China University of Political Science and Law. It was during her time working toward this degree that she realized her passion for finance. Now, as she works towards her master’s in finance at Whitman, she finds herself actively keeping up with the markets and is eager to learn as much as she can.

Zhang feels that Whitman is preparing her for the demands of the business world through the patience and professionalism of her teachers. “They all use different teaching methods in classes to help students better understand the content and take you outside of the textbook,” she says. Zhang also notes that the projects and competitions that Whitman offers are not only enhancing her finance skills but her communications skills as well.

One of the things Zhang has found most useful during her time at Whitman is the Whitman Career Center. “It’s amazing how they help you right from the very beginning from modifying your resume to mock interviews.” In addition, she has found the career fairs to be very helpful and credits them with making her feel confident in her ability to pursue a job as a senior financial analyst.

By working in the real business world as a tax specialist at the Bank of New York Mellon, Zhang came to realize that it is an environment where you must always be prepared, both mentally and physically. “People who don’t keep learning and who don’t know how to efficiently communicate with others will be kicked out of the game,” she adds.

The best advice Zhang has for fellow Whitman students is to find a goal, stick with it and work hard. “Success won’t just come to you. You have to go for it!”
Whitman sent two teams to the annual Deloitte FanTAXtic competition last fall in Boston. Student participants were Yujing Sun ’16, Zhengliang Peng ’15, April Yunwen Gu ’16, Shuwen Tan ’17, Jiayi Fan ’16, Brett Aston ’18, Lauren Dishman ’18, Rolf Witt ’18, Kirby Corcoran ’18 and Catherine Anderson ’18.

Last fall, the Whitman Women in Business group hosted a pre-finals yoga/relaxation session to support The Purple Dot Yoga Project in raising awareness for Domestic Violence.

EduKate, a mobile application that exposes girls to STEM concepts, took the top prize at Capstone. Team members were Karen Kim ’16, Karl Constantino ’16, Mike Hogan ’16, David Olarte ’16 and Diana Situ ’16.

Members of the SU-ENACTUS presentation team mingled with alumni at the Orange Central brunch at Whitman before taking the stage.

Whitman seniors were rewarded for making their Class Act 2017 gift by the early giving deadline with a night at Club 4.4 in the Carrier Dome.

David Hahn ’16 JD/MBA, president of the Whitman Graduate Student Organization (WGSO), presented a box of school supplies to Ishaan Patel, who founded the Planting
Pencils organization. Ishaan is the son of current MBA@Syracuse student Dr. Alkesh Patel. In addition to collecting supplies, the WGSO donated the prize money from the spring case competition.

Whitman graduate students participated in the MBA Olympic games, which include events such as cup stacking, a suitcase toss and a full suit race.

Members of Whitman’s Graduate Student Organization took to the ice at SU’s Tennity Ice Pavilion for some chilly fun and exercise.

Distinguished Professor of Marketing S.P. Raj brought MBA students to New York City to engage with alumni and explore careers in marketing.

SU Chancellor Kent Syverud taught at the April 2016 MBA@Syracuse residency.

Students and recruiters discussed qualifications and responsibilities of positions within various fields during Career Madness.

Whitman student Gianna Mangicaro ’18 took a game-day selfie with Vice President Joe Biden and a fellow SU fan at the 2016 NCAA men’s basketball tournament Final Four.
What is it that so strongly bonds Syracuse alumni to their alma mater? In the words of Whitman alumnus Will Cass ’08, it has a bit to do with the unifying experience of cheering for Syracuse sports but a lot to do with everything else: “SU has done so much for my family beyond just providing sports memories. It’s helped shape our lives professionally and personally.”

The May graduates have come to the same intersection you once crossed. The question “Where do you go to college?” is now past tense. They have donated to the Class Act 2016 senior giving campaign out of appreciation for their SU experience. As alumni, you know this year’s graduates won’t fully realize how much their time at Syracuse meant and the connections it will give them until a bit later.

Class Act donations help provide students with cutting-edge programs, modern facilities, scholarships (75 percent of SU students receive some sort of financial assistance) and other advantages necessary for a first-class education. Tuition and fees cover only 85 percent of the real cost of an SU degree. Class Act gifts help bridge the gap.

Whitman’s 2015 seniors surpassed all years of Class Act giving before them. With a 44 percent participation rate, they took the top spot among all schools and colleges on campus. Thanks to Whitman alumnus Daniel A. D’Aniello ’68, chairman and co-founder of The Carlyle Group, who matched the total giving by Whitman seniors last year—as well as other alumni, staff and faculty who matched individual senior gifts—Whitman’s 2015 Class Act giving exceeded $10,000. Much of that money has been utilized to support technology upgrades and student participation in experiential learning trips and programming. D’Aniello has generously offered to also match this year’s Class Act donations by Whitman seniors.

Whitman’s 2016 class, led by a committee of 20 committed and accomplished students, established a goal of increasing participation by seven percent and to retain the top spot on the campuswide leader board. They are doing well and are currently in the lead.

All Whitman alumni are encouraged to match a senior by donating $20.16 to this year’s campaign. Perhaps you have a friend, neighbor or family member among the May graduates. If you don’t have a connection to a particular senior, but you’d like to give in the Class Act spirit, please contact Cindie Adams, Whitman’s executive director of alumni and corporate relations, at csadams@syr.edu. She can help identify a senior for your matching gift...maybe someone from your home state, of your same major or who was a member of ENACTUS, AMA or another student organization you hold dear.

You don’t have to match a student or donate the suggested $20.16 to support Class Act 2016. Donations of any amount are appreciated. Maybe you’re a 2009 alumnus and would like to give $20.09 to commemorate your graduation year.

You can conveniently donate online at whitman.syr.edu/classact. If you would like to honor a senior with your contribution, simply add his/her name in the “My Gift Is a Tribute” section. You’ll see there are many ways to designate your gift.

The collective giving of this year’s seniors, combined with D’Aniello’s support and that of other alumni like you, can significantly enhance the educational experience for current students and for those who will walk the halls of Whitman in the future.

2016 Class Act Committee Members: (above collage, left to right) Alicia Pawelek, Bappy Nath, Byron Delarosa, Catherine Smith, Dylan Weinberger, Eric Klein, Jenna Kaufman, Giuseppe Castelli, Joey Howard, Kanique Swinson, Jack Ayer, Margaret Zun, Ola Adenekan, Peggy Kanterman, Imran Khanbhai, Kara Sciscience, Morgan Dreyer, Prince Iype, Rosalie Chmiel and Gabrielle Golan
ENACTUS is a global nonprofit organization. The Syracuse University team, formed at the Whitman School in 2006, currently supports 10 projects with goals such as helping the homeless find a path back into society and reducing the recidivism rate for female inmates at a penitentiary in Jamesville, New York.

The goal of the Team Guatemala (Team G) project is to break the cycle of poverty and illiteracy among Mayan women in Guatemala by providing them with a steady source of work and an education. This goal is realized by selling products in the United States that are handmade by the Mayan women. Team G holds multiple special sales featuring these items during the year on the SU campus and in the surrounding community. Orders for these items serve as regular income for the groups and the profits are sent back in the form of scholarships for young girls and women.

Each year, Team G members visit Guatemala to meet the Mayan women with whom they work, to develop new products and to engage with scholarship recipients. Alyssa Leyden ’17, Caitlin O’Hara ’18, Catherine Smith ’16 and Devin Tidwell ’18, accompanied by Dean Amanda Nicholson, traveled to Panahajel, Guatemala, for a week in January to visit eight groups of Mayan women. Each group specializes in its own traditional craft, ranging from basket weaving, jewelry making, embroidery, crochet, foot loom weaving and more. Through the visits and meetings, Team G, in partnership with these expert artisans, developed more than 50 new products.

The students spent the last day of the trip meeting with scholarship recipients who ranged in age from 12 to 40-plus years. The girls and women shared their stories, presented some of their schoolwork and explained what they had done with the scholarships. Some of their ambitions included becoming a schoolteacher, owning a business and working as an accountant.

“Being a part of Team G is very rewarding,” says Leyden. “When we visit Guatemala, the women are so happy to see us and so thankful. We don’t speak the same language, but the mannerisms and expressions say it all. Their gratitude and attitude despite the poverty is a wonderful reminder of why Team G is so amazing, and I feel honored to be a part of it.”

As the team left Guatemala, Maria Victoria, one of the Mayan group leaders with whom SU-ENACTUS has been working for more than eight years, sent them off with a blessing, saying “I pray to God every day that your hearts stay as big as they are, so that you can continue to do the work you do and continue to come and visit us and help us.”

To date, SU-ENACTUS has sent more than $200,000 to Guatemala in the form of wages and scholarships for these Mayan women and their children. Team G hopes to continue making a positive change in the lives of these inspirational and entrepreneurial women.

“I always knew that what we were doing had an impact on these women’s lives, but I didn’t understand just how powerful that impact was until I saw it firsthand in Guatemala,” says Tidwell. “The levels of poverty can be pretty extreme at times. Hearing the stories of girls who had graduated school and helped their communities improve really makes the process come full circle.”
THE GOODMAN IMPRESS PROGRAM

The Goodman IMPRESS Program, made possible through the generous support of Kenneth Goodman ’70, recently wrapped up its second successful year. To date, two classes of freshmen, totaling nearly 1,000 students, have been welcomed to Whitman and to their respective IMPRESS house. They have participated in numerous events, trainings and programming, such as Excel certification courses, current challenge speakers who share career perspectives and a week filled with lessons in networking, professional etiquette and dressing for success—all with the goal of developing skills that will prove critical and differentiating in the workplace. They have a lot of fun along the way. Field days and trivia nights are a couple of the opportunities students have had to bond with “housemates” while earning bragging rights. The hundreds of thousands of points that have been amassed by the students over the past two years reflect the program’s success in using friendly competition and unique programming to help comprehensively prepare future business leaders.

A student’s IMPRESS score reflects the number of points he/she has earned by participating in career preparation events and programming scheduled throughout the year by the Whitman Undergraduate Office.

Every point a student earns goes toward his/her personal point total and that of the house to which the student belongs. Each year, the house with the greatest points is awarded the Goodman Cup.

Students must earn a minimum number of points over four years to graduate, but there are also opportunities to earn additional points. Points awarded for each activity vary and are determined by the time commitment, level of engagement, etc. For example, earning an Excel certification is worth 100 points, while attending a Current Challenges Speaker event earns a student 50 points. Points are tracked by a “gaming” technology system, which also awards badges periodically for participation in particular activities and meeting certain milestones.

The student’s point total at the end of each year determines his/her IMPRESS level. When a student is looking for internships and job opportunities, prospective employers will be able to see both the student’s GPA and IMPRESS score on his/her resume.
WHITMAN STUDENTS TAKE TO THE CITY FOR CAREER IMMERSION EXPERIENCE

Selecting a major can be one of the most difficult decisions a student faces upon starting college, as it also sets the stage for choosing a career path. Whitman is committed to giving students early exposure to coursework specific to their majors of interest as well as providing opportunities for students to experience firsthand the job functions associated with a particular career. Collectively, this coursework and career immersion is intended to help students confirm or change their thinking and get them on the right professional path as soon as possible.

Whitman’s Career Exploration Trips program is one way students can explore industries and careers from an inside perspective. In January, 50 students traveled to New York City as part of Whitman on Wall Street and the Goldberg Marketing Career Exploration Trip to engage with and learn from alumni working in these fields.

As part of Whitman on Wall Street, a group of sophomores, accompanied by Professor of Finance Practice Tom Barkley and Michael LaMarche of career services, visited several top financial firms, including Credit Suisse, Morgan Stanley, Citi, General Electric, Antares Capital, JPMorgan Chase and Deutsche Bank. At each site, alumni and corporate recruiters shared advice on the recruiting process and provided information on training programs.

Most of the students found the experience helped solidify their career choice. “I learned from this trip that finance is a career I want to keep pursuing,” says Max Gil, “and I now know what I have to do to become a top candidate for a top position on Wall Street.”

While the finance students explored life on Wall Street, the marketing students, shepherded by Marketing Professor Kyu Lee, Lisa Liparulo of undergraduate academic advising, and Marissa Smith of career services made their way around the city as part of the annual Goldberg Marketing Career Exploration Trip.

The group spent three days visiting several companies, including Turner Broadcasting, the National Basketball Association (NBA), Disney, Bloomberg, Sony, ‘Stache Media and Group M. At each stop, students toured the facilities and networked with staff members.

“After participating in the trip, I now have a much better understanding of marketing as a whole, as well as where I could see myself within the marketing field,” says junior Katherine Hochrein. “I learned as much about the companies that we visited as I did about myself in regards to the type of opportunities in the field that interest me most.”

The joint career exploration trip also included an alumni networking reception attended by a record 45 alumni, who shared their career path with students and offered advice.

“Students love meeting and interacting with alumni, because they have been in the students’ position and can provide networking opportunities and career insights,” says Smith, who sees the experience as also being valuable and gratifying for alumni. “The alumni enjoy being connected and giving back to Whitman. A bonus is they often have the chance to gain helpful marketplace insights from the students.”

We extend our sincere thanks to the alumni and friends of Whitman who made the 2016 Career Exploration Trip to New York City such a valuable experience for our students:

- Mark Amlin ’02 (ENG), JP Morgan Chase & Co.
- Kevin Antino ’93, Citi
- Matt Armenti, Group M
- Danielle Attale ’08, Antares Capital
- Joseph Aube ’14, Bloomberg
- Mallory Barber, National Basketball Association (NBA)
- Chad Bender ’05, The Walt Disney Company
- Peter Bliven ’80, Citi
- Kelsie Bouchard ’11, Morgan Stanley
- Patrick Casey ’11, Morgan Stanley
- Morgan Cato, NBA
- Darley Charles ’97, Credit Suisse
- Gina D’Alessio, Bloomberg
- Russ Deremer ’14, Credit Suisse
- Ngan Diep ’13 (Max), JP Morgan Chase & Co.
- Elizabeth Enrup ’14, Bloomberg
- Hans Ephraimson ’86, Deutsche Bank
- Scott Farmer ’99, Credit Suisse
- Oriana Fuentez ’12, J.P. Morgan
- Lee Goldberg ’06, Vector Media Group
- John Hanisch ’01, Deutsche Bank
- Todd Harris ’91, NBA
- Daniel Kennedy ’15, Morgan Stanley
- Corey Kozak ’04, Morgan Stanley
- Dean Kuhlkin ’93, Deutsche Bank
- David Levy ’84, Turner Broadcasting
- Brian Mellin ’15, Citi
- Rob Muller ’97, Credit Suisse
- Laura Reginelli ’11, Bloomberg
- Maryanne Richter ’97, Credit Suisse
- Cynthia Rivera, Sony/’Stache Media
- Catherine Rotella, Sony/’Stache Media
- Raquel Sanchez ’92, Credit Suisse
- Jesse Sherwood ’07, Goldman Sachs Private Wealth Management
- Roy Simmons, General Electric Lighting
- Lynne Vellucci, Turner Broadcasting
Education, to me, simply means learning more about the world around us and developing a better understanding of the way this world works. Thus, education is a lifelong process, “ says Scott Fay, associate professor of marketing and Whitman research fellow. Fay’s enduring devotion to education is evident when listing just a few of his many academic accomplishments. He has served as an editorial board member for both the Journal of Interactive Marketing and Marketing Science, presented at the selective Summer Institute in Competitive Strategy, authored 18 research publications in prominent outlets and received the Journal of Interactive Marketing Best Paper Award in 2011.

After earning a Ph.D. in economics from the University of Michigan, Fay joined the faculty of the University of Florida as a marketing professor. He achieved early successes in research with his work being published in prestigious journals in the economics and marketing fields.

In 2009, Fay found himself attracted to the well-rounded culture at Syracuse University and accepted a faculty position at Whitman. Since making the move to Syracuse, Fay continues to be published in leading journals on the topics of name-your-own-pricing and probabilistic selling.

A native of Topeka, Kansas, Fay grew up in a family that never went to college. His father worked in a warehouse doing physical labor, while his mother worked in a day care. Fay’s parents wanted a better life for him and encouraged him from a very young age to embrace and appreciate education. Fay showed early on that he was committed to his education. “My parents told me that after my first day of kindergarten, I said I was going to college,” he recalls.

Fay stood by his kindergarten vow and enrolled in the University of Tulsa as a philosophy major. Hungry to learn, he barreled through the curriculum in two years. “I completed the philosophy coursework by the end of my sophomore year, so I figured I should pursue a second major, so I chose economics” he adds. Fay loved learning so much that he continued on to graduate school and decided to dedicate his life to academics.

When it came time for a job, the University of Florida saw the value of Fay’s economic knowledge in the marketing professorship space. “They convinced me that the research I was doing in economics was just as publishable in marketing,” says Fay. It was during his time at Florida that Fay found mentorship in Steve Shugan, editor of Marketing Science, and Jinhong Xie, an associate professor. Shugan encouraged Fay to run for the position of newsletter editor for the INFORMS Society for Marketing Science.

Fay won the election, and, as a junior professor, the position gave him the extraordinary opportunity to meet stars of marketing research, which helped him become well known in the field.

Xie helped Fay refine research ideas and understand what a marketing audience looked for in published work. The two have continued their partnership and co-contributions on research papers despite Fay’s relocation to Syracuse.

The University of Florida played an instrumental part in Fay’s growth and career; however, he readily took the opportunity to become a professor at Syracuse University. It is more than Fay’s love of snow that made Whitman a perfect fit for him. “I noticed a much different and well-rounded culture at Syracuse,” Fay adds. “It’s a positive culture that encourages you to do what you are best at doing, respects you for it and supports you in succeeding.” Fay loves that professors are valued for what they contribute to Whitman and use their strongest assets to make Whitman a better business school.
Fay also values being a part of Whitman’s diverse faculty. He explains that research faculty and professors of practice interact regularly, which makes for a more cohesive and collegial environment.

Fay’s contributions to the progression of the marketing department have been many and varied. He has taught an array of undergraduate and graduate courses, including Introduction to Retail, Introduction to Marketing for Non-Management Students, Marketing Management and Recitation for Integrated Core. Additionally, Fay is the current official chair of two dissertation committees and has been a member of five dissertation committees.

Fay explains that the biggest challenge of professorship is learning how to structure and balance work. “There are very few external constraints and a lack of a strict structure, so a professor must continuously be self-motivated. It’s knowing how to spend your time wisely and truly understanding what wise means,” he adds. For Fay, spending time wisely means trying to balance his committees, research and support for his students. “I’m working on high-impact projects, but my Ph.D. students take first priority because publishing for them has a much bigger effect on their careers. They need to publish in order to land a job,” Fay explains. “Publishing my work just adds to my extensive list.”

His selflessness in helping his students reaps mutual rewards. “Teaching doctoral students has been incredibly gratifying,” Fay states. He explains that the students are extremely appreciative of any help they receive and he is able to teach them in a holistic manner that goes beyond just the once-a-week, three-hour seminar; it’s a journey that takes years to complete. Fay’s students recognize and value his deep commitment.

“Scott was one of the main reasons I decided to join the doctoral program back in 2012. He is knowledgeable, helpful and understanding. I am sincerely indebted to him for making my time in the program enriching and enjoyable.” –CONG FENG, ’17 PhD.

Fay views positive, early exposure to education as critical and emulates his parents in conveying the value of learning to his students at Whitman and to his daughters at home. “Ultimately, most of our learning occurs outside of the classroom and continues over the remainder of our lives,” adds Fay. “I want to help foster in all of my students a lifelong desire and appreciation for the limitless possibilities of education.”
ANAND AND WIKLUND CHOSEN FOR NEW CHAIR POSITIONS

In recognition of his research accomplishments in the field of finance, Associate Professor AMBER ANAND has been named the Edward Pettinella Professor of Finance, an endowed professorship sponsored by Whitman Advisory Council member and University trustee Edward Pettinella MBA '76.

Professor JOHAN WIKLUND has been selected as the inaugural Al Berg Chair in Entrepreneurship for his outstanding research achievements. The new professorship was created through an endowed gift from Al Berg, a longtime Whitman supporter and serial entrepreneur who graduated from the School in 1973 with a B.S. in accounting.

SELECTED HONORS AND APPOINTMENTS

MICHIEL BENAROCH, associate dean for research and doctoral programs and professor of management information systems, and ANNA CHERNOBAI, associate professor of finance, received the best paper award at the ninth ILAIS conference for their paper, “Operational IT failures and IT governance.”

“Improving timely administration of inhaled medications in hospitals” by FRED EASTON, professor of supply chain management, and GARY LA POINT, professor of supply chain practice, was chosen as a semi-finalist for the Franz Edelman 2016 Award, a prestigious operations management award, which recognizes academic papers that have the potential for a significant impact on practice. The paper appeared in Trends and Research in the Decision Sciences: Best Papers from the 2014 Conference, Pearson FT Press Analytics Series, 2015.

A paper by BURAK KAZAZ, the Becker Professor, Laura J. and L. Douglas Meredith Professor of Teaching Excellence and associate professor of supply chain management, was recently published in Manufacturing & Service Operations Management. Co-authored with Tim Noparumpa and Scott Webster, the paper was also featured as INFORMS President’s Pick for December 2015 for its exemplary analytical work and empirical testing.

CATHERINE MARITAN, associate professor of management, received the Outstanding Editorial Board Member award for her work on the Strategic Management Journal.

PADMAL VITHARANA, associate professor of information systems, was appointed associate editor of IEEE Transactions on Services Computing.
WHY CREATIVE PEOPLE ARE MORE LIKELY TO BE DISHONEST

Research by Assistant Professor of Management Lynne Vincent was featured in the Harvard Business Review and Inc. Her findings show that, if a company holds up creativity as a rare trait, creative employees may become entitled and more likely to engage in unethical behavior. The study, “Creative, rare, entitled and dishonest: How commonality of creativity in one’s group decreases an individual’s entitlement and dishonesty” (with Kouchaki, M.), is forthcoming in the Academy of Management Journal.

A NEW APPROACH TO NETWORK ANALYSIS

A study by Trenton Williams, assistant professor of entrepreneurship, outlines a mixed method approach to social network analysis, which combines organization history development, inductive data structuring and content analysis for a novel approach for network data construction and analysis. His paper, “Mixed method social network analysis: Combining inductive concept development, content analysis, and secondary data for quantitative analysis” (with Shepherd, D.A.), is forthcoming in Organizational Research Methods.

NEW RESEARCH EXAMINES HOW COMPANIES DESIGN CONTRACTS

Michel Benaroch, associate dean for research and Ph.D. programs and professor of management information systems, recently completed a study focused on contract development and how the upfront costs of designing a contract impacts the effectiveness of the contract. The study, “Contract design choices and the balance of ex-ante and ex-post transaction costs in software development outsourcing” (with Fink, L. and Lichtenstein, Y.) brought together many components of contract development that had not been studied together before, including contract functions (safeguard, coordination and adaptability), upfront and downstream costs and the type of contract (fixed-price or time-and-material). The authors’ findings confirm that more time and effort need to be spent up front to design the contract. Those contracts with fewer details are more likely to be time-and-material contracts.

OTHER SELECTED PUBLICATIONS


Small Business Economics has accepted the paper “Centralization and delegation practices in family versus non-family SMEs: A Rasch analysis,” by Alex McKelvie, associate professor and chair of entrepreneurship, and Tom Lumpkin, the Chris J. Witting Chair in Entrepreneurship (with Martin, W.).

“Sustainability: BNY Mellon’s LEED Certification Journey” by Patrick Penfield, assistant professor of supply chain practice (with Britton, C.), is forthcoming in Supply Chain Management Review.

Associate Professor of Information Systems Padmal Vitharan’s paper “Defect propagation at the project-level: results and a post-hoc analysis on inspection efficiency,” has been accepted for publication in Empirical Software Engineering.
Most people readily recall Barak Obama winning the Nobel Peace Prize in 2009, but how many know he was selected Best Marketer of the Year in 2012 by Ad Age, the most widely read periodical in the advertising industry? Obama shaped his grass-roots campaign by focusing on issues identified in social media forums. His campaign team members understood that to win votes, they needed to listen to the voice of his base constituents—his target audience. Leveraging market insights gleaned from interactive media, he was able to persuade and build power.

Marketing, too, is about achieving success thorough persuasion. So it’s hardly surprising that American political campaigns have long relied on marketing tools to build their strategies. Market research methods enable campaigns to collect voter sentiments and transform them into political insights. In a real sense, candidates are “brands”—carefully positioned with messages designed to appeal to precisely targeted market segments.

Effective brand managers listen to customers first, then work backward to create offerings that satisfy identified needs. This approach is far superior to simply building a product that fulfills company profit objectives. So, ideally, marketing brings the customer voice inside the firm, rather than forcing company needs onto the customer.

Savvy politicians understand this principle. Like brands, they develop messages that tell a story so convincing that voters buy into their campaign. Harvard Professor Clay Christensen insists that marketing should not focus on the product, but what jobs the product is being hired to perform. So too, political campaigns should focus not on candidate personality, but on real issues the candidate is being hired to solve.

**SIMILAR, YET DIFFERENT**

Yet there are substantial differences between marketing products and political candidates. For one, it’s easier to try out products before buying. Product trials provide a way to lessen the perceived risk of making a poor purchase decision. There’s no viable way to offer a trial size of candidates—one you buy (vote for) them, you’re stuck with them. The inter-purchase interval for a political candidate is a four- to six-year term—a long time to wait if you make the wrong choice!

Second, humans are not as malleable as merchandise. Products can be modified to match customer preferences, but candidates aren’t easily engineered to precisely reflect voter preferences on every issue. If a candidate holds a personal stance even slightly contrary to the target audience’s way of thinking, it can be hard to mask. Voters skilfully assess candidates’ honesty and authenticity. So, a candidate with personal reservations about abortion who tries to woo a pro-choice audience may find the best policy is reasoned honesty rather than pandering. This can be a fine line to negotiate, even for the most experienced politician.

Third, while consumers like surprising new and improved product features that keep pace with changing preferences and emerging technologies, they definitely do not like surprises from candidates. Voters seek consistency in politicians, so it’s tough to re-brand a candidate once a stance has been taken. A candidate’s past voting record, media comments and even personal life will be investigated for evidence of flip-flopping—seen as the hallmark of hypocrisy and betrayal. Even the mere appearance of a flip-flop can require rigorous backpedaling to overcome.

Finally, voters are less likely to forgive a candidate than to forgive a product that fails to deliver. The reason may lie in the fundamental attribution error—the human tendency to place unwarranted emphasis on personality (or internal characteristics like morality) when explaining someone else’s behavior rather than considering the situation’s external factors, which may have played a much larger role in shaping that behavior. For example, when a politician justifies his/her vote against a bill to tighten pollution constraints because it also included a clause to raise taxes, the candidate’s explanation may fall on deaf ears. Rather than considering the extenuating circumstances of the situation, we jump to the conclusion that the candidate just doesn’t care about environmental sustainability.

**CHANGING TIMES**

Recent decades have witnessed sweeping changes in voter behavior and campaign approaches. In 2016, mainstream voters are much less likely to vote along party lines or even identify themselves as affiliated with a political party. Like today’s consumer who tends to be more store-loyal than brand-loyal, today’s voter is more candidate-loyal than party-loyal. In the current campaign season, we even find an extreme example of voters having strong loyalty to a candidate, even as the affiliated political party attempts to distance itself from that candidate.

The famous Kennedy-Nixon televised debates of the 1960’s initiated an era of mass media campaigns. Campaign slogans broadcast to huge audiences have to be short, catchy and reflect average political tastes of the electorate. Candidates today still use network debates to address the mass audience, still revel in photo ops and still schedule local campaign stumps—shaking hands, kissing babies. But they enhance these efforts with surgically targeted interactive digital media campaigns, using big data mining to parse audiences into more precise interest groups thirsty for specific stances on issues too complex to be adequately addressed through mass media.

The switch away from mass marketing toward micromarketing—in which message content can be specifically targeted to one single potential voter—reflects a mega-trend in marketing. The Internet and social media have enabled us to engage in mass customization—custom tailoring products (as well as political campaigns) to the needs of each individual, on an industrial scale. Legendary politician Thomas “Tip” O’Neil, former speaker of the House of Representatives, famously quipped, “All politics is local.” It’s hard to get more local than crafting campaign messages suited to each individual voter!

**CONCLUSION**

While marketing products and promoting candidates share similarities and differences, it’s clear marketing tools will always be an important part of the election scene. How candidates gather, process, evaluate and leverage voter insight into political strategy will continue to evolve (just as marketing itself continues to be transformed) by ever more sophisticated interactive technologies that enable micro-marketing and micro-campaigning. Candidates best able to embrace these opportunities to fine-tune their campaigns will be in the best position to ultimately prevail.
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