Whitman
2012 - 2013
ANNUAL REPORT ON PHILANTHROPY
“Not only is giving back important by itself; it is also important to recognize the benefits one receives from others. I was able to attend Syracuse University on the G.I. Bill; attendance at Syracuse contributed mightily to my future good fortune. Being able to give back financially, as well as through the sharing of my work and life experiences, is a cornerstone of my philosophy towards philanthropy.”

MARTIN J. WHITMAN ’49 BS
Thank you. Two simple words to convey to you our deep and lasting gratitude for your help in making Whitman a better place. Without you, we would be unable to do so many of the things that make Whitman great. Our continued success depends on your support.

As you thumb through this report, you’ll notice very quickly that Whitman has a wide base of support from its alumni and friends. You will hear from some of our supporters who have made an investment and commitment to Whitman. This support makes a huge difference; it provides student scholarships and critical faculty support that helps us remain competitive with our peer schools. We are thrilled that Whitman continues to be recognized as one of the nation’s top-50 business schools.

This report celebrates our supporters, both large and small. We are happy to report that each and every gift does make a difference!

On behalf of the Whitman community, we thank you for your very generous support.

With much gratitude,

KENNETH A. KAVAJECZ
Dean

THOMAS J. FOLEY
Executive Associate Dean for Institutional Advancement

WORKING TOGETHER TO CREATE A WHITMAN GIVING LEGACY
No act of kindness, no matter how small is ever wasted.

AESOP

As each year passes, Aesop’s words could not ring more true. We are in a time in which your support is more valuable than ever. Whitman is fortunate to have generous, engaged and committed alumni, parents and friends, and, for that, we thank you. I would like you to know that we do not take your generosity for granted; it is because of your support that we are able to excel in a very competitive market. Every gift is important to Whitman.

“We make a living by what we get, but we make a life by what we give.”

WINSTON S. CHURCHILL

Every gift matters. Your gift provides our students with the additional scholarship aid they need, your gift supports our students as they study abroad, your gift enables our students to travel to conferences and case competitions, and your gift helps provide financial support for unpaid internships. In addition, your gift assists Dean Kavajecz as he recruits and retains first-class faculty, brings in visiting lecturers and aids our student organizations and our alumni events.

We thank you for your continued overwhelming support of the Martin J. Whitman School of Management!
Investing in students’ futures

Daniel D’Aniello ’68 BS

Although Dan D’Aniello is chairman and co-founder of the global alternative asset management firm The Carlyle Group, he wasn’t always an entrepreneur. Prior to forming Carlyle in 1987, D’Aniello was vice president for finance and development at the Marriott Corporation, where he was responsible for valuations of all major mergers, acquisitions, divestitures, debt and equity offerings, and project finance. Before joining Marriott, D’Aniello was a financial officer at PepsiCo and Trans World Airlines. In 1987, D’Aniello, along with his partners Bill Conway and David Rubenstein, created the Washington, D.C.-based Carlyle Group with $5 million in capital. By adhering to its mission of inspiring the confidence and loyalty of its investors, the Carlyle Group has grown to more than 1,400 employees, has approximately $180 billion in assets under management and is located in 34 offices across six continents.

In 1968, D’Aniello graduated magna cum laude from the Whitman School, where he was a member of the Beta Gamma Sigma honor society and a letterman in men’s gymnastics. He is also a 1974 graduate and Teagle Foundation fellow of the Harvard Business School. In the years between Syracuse and Harvard, D’Aniello served as an officer in the United States Navy.

Now that D’Aniello is a proven and successful entrepreneur, he invests in Whitman students’ futures by continuing to support the endowment that he created, which provides students with internships in an entrepreneurial setting. D’Aniello also continues to serve Syracuse University as a member of the Board of Trustees and a member of the Whitman Advisory Council.

“The D’Aniello Entrepreneurship Program provides our students the opportunity to apply what they have learned in the classroom to real problems organizations face,” says Terry Brown, executive director of the Falcone Center for Entrepreneurship at the Whitman School. “This is an important project-based learning experience for our students and it lends significant value to the companies that participate.”

In addition, D’Aniello helps fund various Whitman programs, such as merit-based scholarships for rising seniors, bridge support for students studying abroad, the Whitman Dean’s Fund, the Entrepreneurship Bootcamp for Veterans with Disabilities (EBV) and merit scholarships for incoming freshmen.

“Through his entrepreneurial focus, his involvement and his philanthropy, Dan is making a real difference in the lives of so many of our students. He is a true example of ‘work, wealth and wisdom’ and we are so very grateful for that.”

THOMAS J. FOLEY, WHITMAN’S EXECUTIVE ASSOCIATE DEAN
Burn Oberwager ’68 (ENG) has achieved significant business success. He acknowledges, however, that his life would have turned out much differently had it not been for the influence of a couple of men—one being a Whitman professor—who saw the potential within him when he didn’t see it himself. The commitment and ability of professors to intrigue and inspire students to find and pursue their calling is what Burn and his wife, Susan, look to reward each year with the Oberwager Prize.

Burn credits an Englishman, retired Whitman professor Dave Wilemon, and two management courses for removing the brakes on his wheels of fate. It was the summer after his sophomore year. He had spent four semesters squandering the second chance he had been given by Syracuse University. Despite expulsion from prep school that left him without a high school diploma, SU had permitted him to enroll. The president’s office had seen potential and took a risk. But after two years and a GPA hovering just under a D, the University was second-guessing that second chance.

To be academically eligible that fall, Oberwager had to improve his grades in summer school. He took a job off campus at the Syracuse University Research Corporation working for a gentleman named Hugh Hare. Hare understood Oberwager’s situation all too well. He himself had flunked out of the University of Oxford and spent many days after working in a coal mine—far from the prestige and promise of an Oxford classroom. Hare described almost unimaginable working conditions and a desperate desire for a different future, so he talked his way back into Oxford and made his second chance count.

“He saw himself in me,” shares Oberwager. “He knew that I was wasting my potential. He told me it wasn’t enough to just get by. I had to strive to be the best.”

Hare had set the wheels in motion, but Oberwager was unsure of his path. He was enrolled in engineering school, but he knew that wouldn’t be his career choice. He decided to take a management class that fall. Professor Dave Wilemon’s marketing class sparked an interest in Oberwager that he had yet to experience. He was able to fit one more management course into his engineering-heavy schedule, and it just clicked. “Those two classes motivated me, and I knew I wanted to be in business,” says Oberwager. “I realized that graduate school was where I wanted to go. I also realized I would never get there with a D average.”

He took Hare’s advice to heart, earned all A’s his last two years and was accepted by seven of the eight business schools to which he applied. “For really the first time in my life, I had a choice about my future,” adds Oberwager.

He chose Wharton, and on the first day met a classmate who soon became his first business partner. While still pursuing their degrees, they started a company exporting heavy equipment to developing markets. That venture was a great success, and Oberwager knew he was meant to be an entrepreneur. After that summer with Mr. Hare, he never worked for anyone again.

After 12 years, he and his partner dissolved their business. Some time later, Oberwager acquired Western Sky Industries, a small, California-based company that produced plastic parts primarily for airline manufacturers. He and his new partner grew the company into a multimillion-dollar manufacturer, from 12 employees to 1,200, with eight plants around the world. In 1999, he sold the company to spend time pursuing his passions of American art, golf, travel, philanthropy, parenting and grandparenting.

From his own winding road to success and as a father of six, Oberwager fully understands that sometimes individuals need second chances. And, most often, it is one person who sees the potential beneath all the mistakes. That’s why he and Susan, a clinical psychologist with a PhD from Temple University, established the Oberwager Prize. “We want to recognize professors who inspire young people with unrealized potential. We have found that it is truly gratifying to reward professors who help students find their passion and change their lives.”

Rewarding Professors for Promoting Potential

by Alison Kessler

Burn and Susan Oberwager
For Yvette Hollingsworth, giving has always been a part of life. “No matter what you achieve, you should still be expected to help others,” Hollingsworth says. “There is plenty to go around.”

Hollingsworth was born in France and, throughout her childhood as a military kid, she spent time in Holland, Texas, Florida, the Philippines, and finally, Bonn, New York, where her family moved when she was in the 10th grade. To demonstrate her family’s emphasis on giving, she recounts a scene from her childhood when her mother insisted that she share frozen popsicles with all of her friends during a hot Florida afternoon. Hollingsworth recalls, “My mom said, ‘You can’t just go outside eating one by yourself!’” Her mother’s compassion became ingrained in Hollingsworth at a young age.

Today, Hollingsworth serves as the chief compliance officer at Wells Fargo in San Francisco. Her career in financial services began with an internship at the Federal Reserve System, which she earned with the help of the Whitman Career Center. She saw the job at the Fed as an exciting opportunity, and it provided her with a fresh outlook on how financial services play a large role in the nation’s economy. Following her nearly 10 years as a bank regulator with the Fed, Hollingsworth went on to be a senior compliance officer/risk manager for JPMorgan, Citi and Barclays corporate and investment banks, leading up to her current role at Wells Fargo, a position she has held since June 2012.

“I have a great career because I am still learning—that’s most exciting for me,” says Hollingsworth. “I don’t see myself as a role model, I’m just another young girl who stays focused on maximizing opportunities and doing my best.”

Hollingsworth says she was fortunate to receive a full scholarship for her MBA at the Whitman School, inspiring her to create the same opportunity for others. “It’s just part of what an alumnus should do,” she says. In 2008, Hollingsworth awarded the first Joyce Duvall Robb Scholarship, a scholarship she created in memory of her mother, who serves as her inspiration. Each scholarship Hollingsworth funds supports an African American or Latino student enrolled in Whitman or Syracuse University’s School of Education. The scholarship is part of the Our Time Has Come scholarship program.

Hollingsworth advises students to make the most of everything Whitman has to offer. “To me, it was really a community,” she says. “My draw to Syracuse is the intimacy and commitment made to each student. It continues to this day.”

Grateful for the opportunities that Whitman has fostered, Hollingsworth also gives back in other ways. She sits on the Whitman Advisory Council, where she contributes her industry knowledge to help shape the school’s curriculum, in turn keeping students competitive and prepared for the business world.

Embracing Whitman’s strong community, Hollingsworth supports Coming Back Together, an annual on-campus reunion of African American and Latino alumni held since 1983.

Above all, Hollingsworth stays close to her roots. Though she works on the West Coast, she calls New York her home. She recognizes the value of education and is proud to serve as an example to students working to fulfill their goals.

Says Hollingsworth, “Whatever you put your mind to, you can accomplish. Keep running your race and you’ll achieve everything you strive for.”

“Yvette is one of our most distinguished and loyal alums who not only returns to campus regularly to share her knowledge and experience with our students, but who is also a generous donor, friend and supporter of the Office of Program Development and the Whitman School of Management.”

LARRY MARTIN, VICE PRESIDENT, SU OFFICE OF PROGRAM DEVELOPMENT
As Hurricane Sandy made landfall just northeast of Atlantic City, New Jersey, on the evening of October 29, 2012, it was downgraded from hurricane status to a post-tropical cyclone, but that fact was of little consolation to Michael Tauber.

Tauber's company, Avanti Linens, founded in 1969 by his parents, Arthur and Sandy, occupied a 200,000-square-foot office and warehouse building in the New Jersey borough of Moonachie, well within the storm's destructive grasp. The elder Tauber started the company in 1969 after approaching a Lord & Taylor executive with an idea for custom-designed towels. The exec, to Arthur's surprise, liked the idea and with a handshake, the business was born. Moonachie had been the business's home for the past 26 years.

But on this stormy night late last year, “Superstorm Sandy” deftly created an 11-foot storm surge that pushed the Hackensack River over its banks and flooded the town. When Tauber and his father made it to the building two days later, they found their business under five feet (2.4 million gallons) of water. More than 700,000 pieces of inventory, all of the warehouse equipment and machinery, sewing and sealing machines, computers and thousands of paper files were either submerged or floating, all ruined. Newly renovated offices, flooded by Hurricane Irene 14 months earlier, were not spared this time, either. Of the estimated $68 billion in losses Hurricane Sandy caused, $5 million of that total was suffered by Avanti Linens alone.

“We almost had to ‘throw in the towel,’ but we decided to rally together as a company to roll up our sleeves, put our waders on, and literally dig through the mess for a month, non-stop every day for 15 hours a day, cleaning it up,” recalls Tauber, Avanti’s president of sales.

All 220 of Avanti’s employees banded together and, with a mantra of “one towel, one box at a time,” they began the clean up on November 1st and set a goal to be up and shipping again on the 26th.

With the hard work and dedication of the entire Avanti team, the business was shipping orders again on November 19, one week ahead of their goal. One year later, Tauber says the business is stronger than ever.

“[The destruction caused by the storm] forced us to do a lot of things differently and make dramatic changes. We had been working on a bit of an antiquated system and, now, our whole infrastructure of how we track our inventory, how we do our buying, how we receive and transmit orders, every aspect of running the day-to-day business is completely new and up to speed to where we should be,” says Tauber.

Tauber didn’t go to Syracuse University, but he might as well have. Surrounded by alumni and Orange-devotees starting with his wife Bonnie ‘90 (EDU), and extending to his wife’s sister Cheryl ‘86 (Whitman), his brother Jeff’s wife Jane ‘86 (VPA), as well as his son Justin ‘17 (VPA) and his nephew Zach ‘16 (A&S), there’s little Tauber can do to escape.

“My wife came to me one day last year and said she wanted to be more involved with Syracuse University—to start giving charitable donations in some way,” recounts Tauber. “With us owning our own business, we thought Whitman would be the logical choice.”

The Taubers created the Tauber Family Scholarship Fund, to provide need-based financial assistance to undergraduate students at Whitman, with preference given to students from New Jersey.

Additionally, Tauber is now a board member for the SU chapter of Enactus, a global, student-based non-profit operating on more than 1,600 campuses in 40 countries. Impressed with the work of SU-Enactus faculty advisor Amanda Nicholson, Whitman’s associate dean for undergraduate programs, Tauber wanted to do his part.

“I loved what Amanda was doing with 9 fifteen (a joint SU-Enactus, Rescue Mission retail store on the SU Hill) so I decided to get personally involved. Hopefully some good is coming out of it, as I advise students and try to help in any way I can,” says Tauber.
Continuous progress on research projects of Whitman faculty and PhD students is vitally dependent on summer research funding. In fact, some of the strongest research publications are the outcome of summer-funded projects.

In summer 2013, research funding in the amount of $366,800 was used to support projects by research-active faculty as well as PhD students and their faculty mentors. A small sample of the projects funded includes:

• Exchange-Rate Risk Mitigation, Production and Financial Hedging and Predatory Pricing
• An Empirical Analysis of the Impact of Promotional and “Leader” Discounts on Store Performance
• Labor Unions and the Cost of Debt: Firm-Level Evidence from Union Elections
• Incidence and Performance of Spinoffs: A Cross-Industry Analysis
• The Effects of Auditor Tax Consulting on Firm’s Tax Internal Controls
• Internal Crowdsourcing: A Research Framework and Empirical Study
• Aggregate Jump and Volatility Risk in the Cross-Section of Stock Returns
• Female Representation on Boards of Directors, Board Activities, and Firm Performance: a Meta-Analysis

Many of these projects were completed during the summer and are currently being prepared for submission to or are under review by top-tier journals, such as the Academy of Management Journal, Econometrica, Journal of Business Research, Journal of Business Venturing, Journal of Finance, Journal of Financial Economics, Journal of Marketing, Management Science, MIS Quarterly, Organization Science, Review of Financial Studies, Strategic Management Journal and The Accounting Review.

2013 Summer Research Funding

Michel Benaroch
Associate Dean for Research and PhD Programs

Summer Research Funding

BY THE NUMBERS

by Recipient Group

<table>
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<th>PhD Students</th>
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by Source

<table>
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Edward J. Pettinella ’76 MBA, president and CEO of Home Properties, was named the 2013 Jonathan J. Holtz Alumnus of the Year. Pettinella began his career at Home Properties in 2001 as executive vice president, with oversight of corporate strategy. Three years later, he became president and CEO. Under his leadership, acquisitions have grown by $3 billion, while assets in low-growth markets have been reduced by $700 million. Pettinella recently endowed a professorship in finance/real estate in Whitman’s James D. Kuhn Real Estate Center.

“Ed is one of Whitman’s most dedicated alumni,” says (former) Dean Melvin T. Stith. “He has been very generous to our school both financially and in service through mentoring and membership on the Whitman Advisory Council.”

Lee Goldberg ’06, co-founder and president of Vector Media Group, was presented with the 2013 Whitman Young Alumnus of the Year award. Goldberg is a generous and engaged alumnus. He provides financial support for networking events, business plan awards and career exploration trips. He regularly gives of his time and shares his experiences and expertise by mentoring, working with faculty to develop digital marketing curriculum and teaching courses.

Deborah Leone ’86 BS, ’87 MBA, managing director of internal audit at Goldman Sachs, was awarded the 2013 Dean’s Citation for Exceptional Service. Leone joined Goldman Sachs as an analyst in the Controllers department in 1989. She was named managing director in 2003 and partner in 2008. Leone earned both her bachelor’s degree in accounting and MBA with a concentration in finance and accounting from the Whitman School. She has been an active and loyal alumna. She currently serves on the Whitman Advisory Council and recently represented Goldman Sachs Women’s Network as a speaker when the Whitman Women in Business student club visited the firm. Leone provides financial support to women pursuing the MS in accounting degree at Whitman.

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TOM BARKLEY
Assistant Professor of Finance Practice

“I’m very honored to be one of the co-recipients of the Whitman School’s 2013 Oberwager Award, which I received because of my active involvement with graduate and undergraduate students in teaching financial management classes. Adopting a rigorous approach, these classes emphasize both quantitative and qualitative aspects of finance, attempting to provide students with a holistic view of this business discipline. I’m very appreciative to the Oberwagers for their generosity, and to have been selected to receive the award. This has allowed me to focus attention on the use of innovative pedagogical methods in the development of new courses—something I intend to continue working on for the foreseeable future.”
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