PROFESSORS OF PRACTICE

Bring “Real-World” Experience to the Classroom
FEATURES

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I am very proud of the many people who have stepped up to help me make Whitman better. At every level, good and dedicated people have rolled up their sleeves to evaluate what we are doing and how we are doing it, and brainstormed to determine how to expand and enhance our efforts. I am confident this strong partnership of faculty, students, staff and alumni will successfully transform our programs so our graduates leave Whitman well prepared for the challenges of the business world.

Our academic programs at the undergraduate, masters and doctoral levels have been evaluated and recommendations and changes have been identified. Timelines have been established for implementation. At each level, a common theme emerged. The focus for all of our programs is to increase their quality and rigor while improving student engagement and placement enabling our students to obtain a degree with greater depth and knowledge. This will ensure our graduates leave with certification opportunities and will provide them with numerous experiential learning opportunities. In the fall, we will roll out our IMPRESS program for undergraduates to develop and enhance the soft skills they need for a successful business career.

Externally, a number of joint programs with other colleges and schools across campus are coming together. In particular, an executive education certificate program is gaining momentum and our EBV, WISE and SSIC programs are all doing well. Our efforts to develop and enhance Whitman’s international strategy are underway. The idea here is to limit our focus to what we do well.

There is no doubt our alumni and friends believe in Whitman. They have welcomed me and offered support in countless ways. I am so grateful for their input, insight and trust without which the best outcome for Whitman would be the status quo. That is simply not good enough. I believe great things are on the horizon.
Panel Discussion and Keynote by Robert Fagenson ’70 Among Whitman Day Highlights

April 9 marked the 11th annual Whitman Day. Each year, faculty, staff, alumni, friends and corporate partners gather on this day to honor the school’s namesake—Martin J. Whitman ’49—and celebrate his entrepreneurial spirit and contributions to the business world and business education.

The day’s agenda began with a breakfast panel discussion, “Modern Security Analysis: An Update,” sponsored by Wells Fargo Advisors, LLC. Panelists included Martin J. Whitman, who serves as chairman and portfolio manager for Third Avenue Management, LLC; Whitman professor of finance, Fernando Diz, who directs The Orange Value Fund, LLC and the Ballentine Investment Institute; and Catherine LeGraw, Member of GMO’s Asset Allocation team for Wells Fargo Fund Distributors, LLC. The panel was moderated by J. Daniel Pluff, vice president of financial advisory at Morgan Stanley Smith Barney.

The program continued with a keynote lecture delivered by Whitman alumnus and advisory board member Robert B. Fagenson, who received his bachelor’s degree in transportation sciences and finance from Syracuse University in 1970. Dean Ken Kavajecz moderated Fagenson’s presentation of “The New York Stock Exchange 222 Years Later.”

Currently, Fagenson serves as co-executive chairman at National Holdings Corp. and president and CEO at Fagenson & Co. Inc., a 50-year-old broker dealer engaged in institutional brokerage as well as investment banking and money management. He was previously employed as a member of the New York Stock Exchange, Inc. (NYSE), where he served as a governor on the trading floor as well as a member of the NYSE Board of Directors for six years, eventually becoming vice chairman in 1998 and 1999. Prior to the NYSE, he worked for Brigantine Advisors and held the title of CEO of Van Der Moolen Specialist USA.

Fagenson is a member of the Whitman Advisory Council and the Syracuse University Athletic Department Board. He sits on numerous other boards and holds several officer roles, including board vice president of the New York Service for the Handicapped, treasurer of the Centurion Foundation board, and treasurer of the New York City Police Museum board. Other boards on which he serves are Cash Technologies Corp., the National Organization of Investment Professionals and the Federal Law Enforcement Officers Association Foundation.

Kent D. Syverud Named 12th Chancellor and President of Syracuse University

Kent D. Syverud, former dean of the School of Law at Washington University in St. Louis, became the 12th chancellor and president of Syracuse University. He took office on January 13, the first day of the spring semester, and was inaugurated on April 11.

With nearly two decades of experience in academic leadership at premier national universities, Syverud has a reputation as both a visionary and a strategic thinker with a keen ability to anticipate changes in the rapidly evolving higher education landscape. He is credited with bringing the Washington University and Vanderbilt University law schools to greater national prominence.

Syverud’s scholarship draws upon his exceptional professional experience, including service as a clerk to Supreme Court Justice Sandra Day O’Connor and working in one of the nation’s most prestigious law firms. He also has broad experience partnering with others to address crucial issues facing the world and currently serves as one of two independent trustees of the Deepwater Horizon Oil Spill Trust, a $20 billion fund created to compensate victims of the 2010 BP oil spill.

Prior to becoming dean of the School of Law at Washington University, he served as dean of Vanderbilt Law School and associate dean for Academic Affairs while he was a faculty member at the University of Michigan School of Law.

A native of Upstate New York, Syverud was born and raised in Irondequoit, a suburb of Rochester, N.Y. He earned a bachelor’s degree magna cum laude from Georgetown University School of Foreign Service in 1977, a law degree magna cum laude from the University of Michigan in 1981 and a master’s degree in economics from Michigan in 1983.

Syverud has served as president of the American Law Deans’ Association, chair of the Board of the Law School Admission Council and president of the Southeastern Association of American Law Schools.
Connect with 12,000 Other Whitman Alumni and Affiliates

If you haven’t already, be sure to start following the Whitman School of Management on LinkedIn to get updates on new hires, promotions, research, thought leadership and business expertise. With nearly 12,000 engaged Whitman alumni, students, staff, faculty and business professionals all in one place, this is a great way to stay current on conversations important to you and network with our alumni and business leaders. Visit Whitman.syr.edu/linkedin to get connected.

Rachel DuBois
Academic Advisor - Undergraduate Programs
Rachel DuBois has joined Whitman’s undergraduate programs office as an academic advisor. In addition to advising, she will oversee the coordination of external transfer students and serve as the minor coordinator. DuBois previously held positions at Onondaga Community College, Tompkins Cortland Community College and Syracuse University where she worked at the Stevenson Education Center in the Athletic Department. She earned a bachelor’s degree from the University of Maryland and a master’s degree from Syracuse University.

Katheryn Graham
Administrative Specialist - Career Center
Katheryn Graham has been named administrative specialist in Whitman’s career center. She is the first point of contact for all visitors to the center and supports the many projects and programs executed by the center including budget oversight and benchmarking. A native of Carthage, N.Y., Graham brings more than 15 years of professional experience to this position and obtained a bachelor of fine arts degree in performing arts from SUNY Fredonia.

Lynda Hanrahan
Health Plan Navigator - South Side Innovation Center
Lynda Hanrahan recently joined Whitman’s South Side Innovation Center (SSIC) as a health plan navigator to provide enrollment assistance with the NY State of Health Insurance Exchange. Previously, she was a research associate for St. Joseph’s Hospital Health Center. A longtime Syracuse resident, Hanrahan holds an Ed.D in instructional design and MS from SU, a MS in human service studies from Cornell and a BS in health education from SUNY Cortland.

Elissa Leathers
Army Programs Office - Administrative Assistant
Elissa Leathers has been named administrative assistant for executive education and defense programs. Her primary responsibilities include managing budgets, setting up course materials and accommodations, assisting students with all inquiries and concerns, as well as serving as a liaison with the Department of the Army for course implementation. Leathers, of Baldwinsville, earned a bachelor’s degree in American history from SUNY Oswego.
Readers Respond

The staff of Whitman magazine welcomes your suggestions for features, regular columns or other content you would like to see included in the publication. We also enjoy hearing from readers who write to share opinions on articles that strike a chord, bring back fond memories or inspire them. From time to time, we may ask you to respond to a quick poll or survey to keep us apprised of your information wants and needs … or to find out your favorite on-campus eatery. Please write to us at whitcomm@syr.edu.

Lisa Liparulo
Academic Advisor - Undergraduate Programs
Lisa Liparulo has been hired as an academic advisor in the undergraduate office. Liparulo advises all students, works on the senior certification process and coordinates the maintenance of all undergraduate students’ records. She comes to SU from Bryant & Stratton College where she was an academic advisor and admissions representative. Liparulo, of Camillus, N.Y., earned a bachelor’s degree in business from SUNY Buffalo and a master’s in counseling and human services from SU.

Nicholas Massa
Computer Consultant / Information Technology
Nicholas “Nick” Massa has joined the Whitman information technology department as a computer consultant. In this role, Massa works closely with faculty and staff, providing software training, responding to help desk inquiries, managing mobile devices and mobile service plans. Massa, a Saratoga, N.Y., native, graduated from Whitman in 2013. He has begun his pursuit of a master’s degree in new media management from Whitman and SU’s S.I. Newhouse School of Public Communications.

Srilakshmi Ramakrishnan
Assistant Director of Graduate Recruiting
Srilakshmi “Shri” Ramakrishnan has taken on the role of assistant director of graduate recruitment. She will be working to support the enrollment management of our graduate programs with an emphasis on international recruiting. Most recently, Shri was senior advisor, EducationUSA Advising Services, at the US-India Educational Foundation (USIEF) in Chennai, India. Originally from Chennai, Shri earned her bachelor’s and master’s degrees in English literature. She earned her PhD in language, reading and culture from the University of Arizona.

Marissa Smith
Coordinator for Career Development
Marissa Smith has been appointed coordinator for career and professional development for Whitman’s career center. She will focus on the career and professional development needs of all students, while particularly working with marketing majors. Previously, Smith worked as an executive recruiter for Snelling and CyberCoders in Boston. Originally from Westchester County, Smith earned a bachelor’s of business administration with a concentration in human resource management at Virginia Polytechnic Institute and State University.
Amy McHale
Assistant Dean for Master’s Programs

Amy McHale was promoted to the position of assistant dean for master’s programs and is responsible for working with the Whitman School’s senior management team to develop and execute a strategy for the master’s programs. She joined Whitman as the director of experiential learning in April 2008. She leads the School’s efforts to provide academically rigorous experiential learning opportunities for MBA students, including developing internship and co-op experiences and other practical outside-the-classroom applications. Previously, she spent 26 years at Eastman Kodak Company. McHale holds a bachelor’s degree in chemistry from St. Lawrence University and a MBA from the Simon Graduate School of Business at the University of Rochester.

Danielle Goodroe
Associate Director of Graduate Recruitment

Danielle Goodroe has been promoted to associate director of graduate recruitment. In her new position, Goodroe will represent Whitman throughout the United States. She will also be responsible for developing strategic recruiting and yield goals, overseeing the recruitment budget and maintaining communication plans. Prior to joining Whitman, Danielle was a development officer and an assistant director of undergraduate admissions at Utica College. She began her career in graduate admissions at the College of St. Rose. Danielle holds a bachelor’s degree in public relations from SUNY Oswego.

Lindsay Rapp
Assistant Dean for Undergraduate Programs

Lindsay Rapp has been promoted to the position of assistant dean for undergraduate programs and is responsible for the overall management and operations of the undergraduate office and programs. Rapp joined Whitman in January 2009 as an academic advisor in the undergraduate office. Since that time, she was promoted to director of undergraduate studies and has been involved in all aspects of undergraduate student services including advising, scheduling, cross campus initiatives, academic integrity issues and student honors and awards for approximately 1,800 students. Rapp’s background includes past employment at both Georgetown University’s McDonough School of Business and the University of Maryland’s Smith School. She holds a bachelor’s degree in psychology from the University of Miami and a master’s degree in higher education from George Washington University.

Angela Nikolaus
Administrative Specialist - Graduate Programs

Angela Nikolaus has been promoted to the position of Administrative Specialist, Graduate Programs. Nikolaus’ primary responsibilities include developing and administering the operating budgets and planning and coordinating the financial paperwork for all graduate programs, and coordinating the three on-campus residencies for the iMBA program, while serving as the office manager for the graduate programs office. Prior to joining Whitman, she was the executive staff assistant to the provost at the Missouri University of Science and Technology. She earned a bachelor’s degree in management/human resources from Park University and a master’s in public administration from Troy University.

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In general terms, “professors of practice” (PoPs) are full-time, non-tenure track professors who are evaluated primarily on teaching without the expectation to produce research. However, there is no absolute definition or set criteria for a PoP. Many have a PhD. Some invest significant time and energy in applied research or actively interact with students outside the classroom as mentors or coaches. Some are published or often quoted in the media or deliver keynote addresses at conferences. A select few focus solely on teaching. Whatever their education, experience, engagement or interests, the value of PoPs is clear.

“Coupling ‘in the trenches’ knowledge and skills of our PoPs with the groundbreaking research and innovations of our tenure-track faculty members creates a rigorous and relevant learning experience for our students,” explains Whitman Dean Ken Kavajecz. “We strive to strike and maintain an appropriate balance at Whitman, because a blended faculty is without question a critical component in realizing the lofty goals of reputation and influence we have in place.”

Whitman’s PoPs make up a growing number of the total faculty. Five were asked to share their perspective on the role of PoPs in business education and how they apply their real-world experience to enhance curriculum, classroom learning and real-world readiness of students. Although they come from different practical backgrounds, there is a common thread that brings them back semester after semester and that is the love of the “light bulb” moments they help realize for their students.

“Been There, Done That”

Professors of Practice Bring a Real-World Perspective
Barkley’s career before joining Whitman as a PoP was rooted both in business and teaching. His first professional position was at a branch of National Westminster Bank just outside of London, but he soon began to think teaching might be his calling. He returned to school, earned a graduate degree to become a high school math teacher and accepted (site unseen) a position at Kingsway Academy in Nassau, Bahamas. After five years, he decided it was time to further his own education, and left the island for the Thunderbird School of Global Management in Arizona to pursue an MBA. With the degree in hand, he landed what he thought was his dream job: pricing exotic options at the world’s leading wholesale energy marketer—Enron. He moved to Texas, but less than a year later, the company declared bankruptcy and he had to either look for another job or get a PhD. He chose the latter and enrolled in a quantitative finance program at the University of Florida. The PhD brought multiple offers in both academia and industry. The love of teaching won the tug of war and he accepted a position at Whitman. “I am delighted to say that I am as happy about that decision today, perhaps even more so, than when I first joined the school,” shares Barkley. When speaking of the things he enjoys most about academia, Barkley quickly points to the gratification he gets from working with students. “The thing I enjoy most about teaching is seeing the students’ expressions when they have been struggling with a concept and, after some coaching in the right direction, they finally ‘get it.’ I don’t think there’s a greater feeling as a teacher than being present in that moment.” Barkley believes the role of PoPs is an important one. He feels that years of working in industry—in different functional roles at different firms—give PoPs the ability to help students understand what they will experience when they get their first internship or full-time job, how to relate to others and traits of successful leaders. “There is great value in having researchers present novel ideas in classrooms and display new theories about how business and finance work,” says Barkley. “Where I think professors of practice have a great deal to contribute is sharing our knowledge of what actually happens day to day in the business world.” Barkley’s range of experience gives him a unique perspective. Having worked for different organizations, both large and small, in different countries, he can share insight into the differences between those work environments and the skills essential to be successful in each. “I stress the need to stay current by reading business newspapers and magazines, I talk about the business culture in different organizations, I provide ideas about career paths and I emphasize the importance of developing both “hard” skills, like quantitative analysis, and “soft” skills, such as communication.”

**Hometown:** The son of missionaries, Barkley was born in Brazil where he was raised until the age of 16.

**Education:** Bachelor’s in mathematics from Imperial College of Science, Technology and Medicine in London, post-graduate certificate of education from King’s College in London, MBA from Thunderbird School of Global Management in Glendale, AZ, and PhD in quantitative finance from the University of Florida

**Year Joined Whitman:** 2007

**Teaches:** Corporate Financial Policy and Strategy, Derivatives, Working Capital Management and Financial Analysis

**Noteworthy:** Barkley loves billiards. He plays in a couple of leagues that are part of the local division of the American Poolplayers’ Association and has competed in three U.S. Amateur Open competitions.
Cardarelli grew up working in his family’s large building materials business. He credits that early exposure to the various functions and facets of the company for igniting his interest in business.

He started down the accounting and finance (CPA/public accounting) path but gravitated to consulting assignments in troubled or turnaround situations. Prior to walking the halls of Whitman as a professor, Cardarelli had amassed nearly three decades of experience in executive management, operations, financial management and consulting, where many of his roles have been centered on resolving significant organizational and strategic challenges in the manufacturing, financial services, food distribution, energy distribution and aerospace sectors. He has served in division president and interim executive roles, and was most recently the CEO of a two billion dollar conglomerate.

“In what was to be a break between work assignments, I agreed to teach a few courses for the School of Management,” explains Cardarelli. “That was 10 years ago and I have never looked back.”

Aside from his consulting practice, Cardarelli devotes the bulk of his time to teaching Whitman’s undergraduate students in the areas of strategy, business ethics and human resources. For years, his wife had encouraged him to teach, and she was right about it being the perfect match for him. “I love interacting with our students. I am always inspired by the exciting challenges I know they will tackle in their careers. It makes me happy to play a part in helping them prepare for those challenges.”

Also among the benefits Cardarelli has discovered during his stint as a PoP are the relationships with colleagues. “It is a privilege to be around the talented faculty at Whitman where research, business experiences and teaching all merge. The connections with students and faculty make this an unexpected but fulfilling career turn for me.”

Cardarelli believes Whitman’s group of accomplished PoPs add significant value to business education in a couple of important ways. Certainly, sharing applied experiences is valuable to students, but he thinks the professors’ insights into specific career paths can help pull students toward specific pursuits. “Though learning about and solving real-world scenarios that we have encountered in our careers is beneficial, we can also help students understand the myriad of career paths they can take. That is a unique role that we can play … providing a window to the culture as well as the knowledge and skills required to succeed in each of our respective fields.”

Finding a variety of ways to leverage his practical perspective in the classroom to enhance learning is important to Cardarelli. “I have written cases from my own experiences that illustrate classroom concepts. I role-play with students and I constantly ask questions that put them in a problem-solving frame of mind.”

**Hometown:** Utica, N.Y.

**Education:** Bachelor’s in accounting (CPA) from Utica College, MBA with a concentration in management from the Whitman School and an honorary PhD from Nazareth College of Rochester

**Year Joined Whitman:** 2003

**Teaches:** Business Ethics, Strategic Management, Leadership, Human Resource Management

**Noteworthy:** Cardarelli is an amateur mineralogist and has been collecting rocks, crystals and gems for many years. While his collection spans the globe, he says that his home in the Finger Lakes region offers an amazing array of mineral deposits, rock formations and captured fossils. It also accounts for him looking down a lot on walks.
In her job as a marketing executive in the electrical manufacturing industry, Sue Smith felt the greatest sense of professional fulfillment when presenting at industry conferences and events. “I realized that I had the most fun when educating and informing an audience about a new product, a marketing program or my company’s position on an industry development,” Smith explains. “People often told me they learned a lot from me, and I found it very rewarding to pass along what I had discovered to be fundamental in the field of marketing.”

Smith started working at Corning Incorporated right after college graduation. Thirty-five years into her career (after leading the marketing team at Pass & Seymour in Syracuse, N.Y., during the company’s rise as a major electrical manufacturer and a turn as VP of marketing for IRWIN Industrial Tools division of Newell Rubbermaid in Huntersville, N.C.), Smith accepted a PoP position at Whitman. Although teaching energizes her, Smith knows the value of her practical experience in preparing students for careers in this ever-evolving discipline.

“As a professor of practice, I bring the “hands on” and “know how” of what works and what doesn’t work in the marketplace,” says Smith. “Marketing principles and processes are powerful “levers”, which help managers start a business, grow a business and drive ongoing profitability in their business. My own journey in marketing started with an MBA, followed by many years of applying what I learned in many experiments, which either worked (grew sales and profits) or didn’t (but taught me something I could apply to the next initiative).”

Smith is an example of female achievement both in industry and academia. A 2009-10 study by the Association to Advance Collegiate Schools of Business (AACSB) showed that women comprised 29 percent of business school faculty, which was up from 23.6 percent in 2001-02. Smith is encouraged by the growth in that number, but she sees room for growth for women in higher education and enterprise. “It’s a shame that there is still evidence of a glass ceiling, and I don’t mean it’s a shame for just women. It is a shame for everyone,” she shares. “I believe there is an invaluable perspective and way of thinking women bring to executive teams that positively impacts performance.”

Smith is happy to be a model of success for female students, but at the end of the day, her primary goal is to give all of her students an appreciation for the framework of marketing and the ability to see things from a marketing vantage point. “Every day, I strive to share my curiosity, interest and love of the field of marketing with my students. Everyone needs to understand the principles of marketing—no matter what business path you take.”

Hometown: Massapequa, N.Y.
Education: Bachelor’s degree in labor relations from Cornell University, MBA from Boston College
Year Joined Whitman: 2009
Teaches: Marketing Fundamentals, New Product Innovation and Sales Management for MBA and undergraduate students.
Noteworthy: The first marketing course Smith ever took was through an MBA extension program SU ran in Corning, N.Y. “It was taught by professor emeritus Ted Wallin, and it changed the course of my career. I was in HR at the time, but he opened my eyes to the power of marketing as a guiding principle of business, and his passion ignited mine. When I asked about him my first year teaching at Whitman, I learned he had similarly influenced many students, which I think is a pretty special thing and I try to emulate it every day.”
As is typically the case with successful entrepreneurs, John Torrens did not visualize himself owning a business when he took his first job as a speech-language pathologist. Also common to many entrepreneurs, he could not help but notice areas for improvement in the company where he worked. He had a knack for seeing where efficiencies could be gained and processes improved.

After a few positions in speech-language pathology, he started his own practice, InterActive Therapy Group (ITG), a provider of medical and educational rehabilitation services for young children with disabilities. It was a small, solo practice he started out of his home, but he began adding therapists and services and grew the company into five locations with 250 employees. “I was earning my PhD as I was growing the company. I treated the business as a lab experiment for all my courses,” explains Torrens. He decided to sell the company in 2008. In 2011, he bought back three of the sites.

While trying to organize an entrepreneurship boot camp for teenagers for an organization near to his heart, Torrens met Mike Haynie, the Barnes professor of entrepreneurship at Whitman and executive director and founder of the Institute for Veterans and Military Families at Syracuse, who helped him set up the program. “When Mike learned I was an entrepreneur with a terminal degree in business, he thought I should teach a course,” says Torrens. He was hired as an adjunct, and quickly fell in love with teaching. Today, he is a full-time PoP and engages more fully in his business and consulting practice during the summer months and on school breaks.

“We have a fun, collegial group of dedicated teachers and scholars,” Torrens shares of the entrepreneurship and emerging enterprises department. “It is a privilege to be part of this team.”

Torrens thoroughly enjoys teaching—and learning—at Whitman. “The thing I love most is the opportunity to connect with and learn from my students. They constantly teach me something new, and I enjoy staying in contact with them as they go out into the world and take on greater leadership roles. It is rewarding to watch their career trajectories.”

Including personal experiences in his teaching is common for Torrens. He believes those stories help illustrate the key takeaways of the lesson. “I find that making it personal on occasion really resonates with students. By sharing where things went wrong for me, they can learn from my mistakes.”

Beyond the obvious value of his first-hand business perspective, students also benefit from Torrens’ network of professionals and executives. “PoPs can help make classroom-boardroom connections in terms of opening doors for students,” shares Torrens. “I feel that a lot of the value I deliver comes outside of the classroom when I mentor or coach student teams and connect them to people in my network who may be of help in their career pursuits.”

**Hometown:** Wappingers Falls, N.Y.

**Education:** Bachelor’s degree in psychology from the State University of New York at Potsdam, master’s degree in speech-language pathology from Syracuse University and PhD in business administration from Northcentral University

**Year Joined Whitman:** 2009

**Teaches:** Senior Capstone Course, MBA Capstone Course, EEE Launchpad, and Exiting and Selling Your Business

**Noteworthy:** Torrens started his collegiate studies at SUNY Potsdam’s Crane School of Music to pursue a music education degree. He changed majors his first semester after a visit to an area elementary school to watch a clarinet lesson made it clear to him that was not the right career path. Today, he quenches his thirst for performing as a fill-in saxophonist in a local cover band called The Mere Mortals.
Joyce A. Zadzilka wanted to be a math teacher, but she was practical and teaching jobs were scarce. She pursued an accounting degree instead. Being practical paid off, because the experience Joyce amassed while working in accounting and finance helped her obtain the teaching position she had originally desired.

She spent her first three years out of college working in accounting at KPMG in Buffalo. Graduate school followed. She earned an MBA with a concentration in finance from Whitman, which helped her land a spot in Carrier Corporation’s Leadership Associate Program. She traveled to various Carrier locations around the world before settling in at the Carlyle Compressor Division as a financial analyst.

“I enjoyed the work I was doing at Carrier, but I had long been drawn to teaching.” That draw and a classified advertisement in the Post Standard for an accounting professor at Morrisville State College set Zadzilka on the path to her professional calling.

She applied for and accepted the position at Morrisville two weeks before the start of the spring semester. For five years, she divided her time between teaching and continuing a part-time presence at Carrier.

In late 2006, Zadzilka attended a student award dinner sponsored by a local women’s professional organization. Whitman professor of accounting Randy Elder was also in attendance. The two had met years prior and had maintained informal contact. At the dinner, Zadzilka expressed an interest in joining the Whitman faculty. The following year, she interviewed with members of the accounting department and was offered a position.

Today, she is happy to be a full-time PoP at Whitman. “Without question, it is just as fulfilling as I had imagined it would be,” she shares. “I feel so privileged that my students let me into their lives. My connections with them enrich my life immensely.”

One of Zadzilka’s favorite phrases is “Bloom where you’re planted.” She feels it speaks to giving fully of yourself so you may flourish in any situation. “We should always strive to grow personally and in ways that will help others. For me, it is an honor to be charged with helping to shape the potential of my students into marketable promise.”

Zadzilka believes the mix of PoPs and tenure track professors is key to helping students develop the skills and knowledge needed for the real world. “It is vital for students to be exposed to professors who are steeped in research and those who are experienced in the practice of the skills we are teaching them.” She regards the roles as complementary.

“Both types of faculty members together foster the student’s overall academic development. They may have different approaches, interests and objectives, but when the end goal of a well-prepared future business leader is embraced by both, the student is the obvious winner.”

**Hometown:** Buffalo, N.Y.

**Education:** Bachelor’s degree in accounting from Canisius College, MBA with a concentration in finance from the Whitman School

**Year Joined Whitman:** 2007

**Teaches:** Managerial Accounting, Advanced Financial Accounting, Principles of Fraud Examination

**Noteworthy:** Zadzilka is an avid traveler. She has visited 39 states and five continents. Memorable experiences include riding a mule down the Grand Canyon, hiking a glacier in Alaska, climbing the Sydney Harbor Bridge in Australia and embracing her ethnic roots in Poland. Zadzilka’s future wish list includes the Canadian Maritime Provinces, Glacier National Park and New Zealand.
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Financial Times
2014 Rankings of Worldwide Online MBA programs

#9

U.S. News & World Report
2014 Best Online MBA Programs

#39
Members of the Whitman Alumni Club of CNY gathered at the Sheraton Syracuse University last fall for a reception and dinner to celebrate the Club’s 25th anniversary. Dean Kavajecz addressed the group. He congratulated the Club on its significant growth from 20 members to 150 members, and he commended the members on their ongoing commitment to providing scholarships for Whitman students.

Syracuse University’s Warehouse was an ideal space for Club members to enjoy great food and connect with old friends and new acquaintances during the holiday season. The evening continued with a performance of “The Music Man” at the Red House Arts Center.

Plans for the 24th Whitman Alumni Club Golf Tournament are well underway. This year’s event will be held at Drumlins Golf Club’s private East Course in Syracuse on Monday, June 2. Syracuse University football head coach Scott Schafer will be the guest speaker.

FOR MORE INFORMATION visit: www.whitmancny.com.

To join the Whitman Alumni Club or become involved in mentoring and other activities, contact Emily Yakawiak at the Whitman School of Management at egyakawi@syr.edu or (315) 443-3850.

In January, WhitmanNYC held a retailing/fashion panel, titled “Orange is the New Black,” which included some of SU’s most prominent alumni, including Karen Allberg-Grossman ’71, editor in chief, MR magazine; Jonathan Greller ’92, senior VP, Hudson Bay Co., Lord and Taylor; Meg Newhouse, senior VP, Ross Stores; Maureen Baltazar ’89, senior VP Retail and Merchandising, Hermes of Paris; Danny Lieberman ’85, VP Apparel & Accessories, Fila, and Reena Amin ’02, senior planning manager, Coach.

Noted author Joyce Newman conducted a workshop for Club members in February. “Presenting Yourself” shared tips and techniques to prepare and deliver a compelling presentation designed to get results.

The Club’s annual meeting will be held June 9 at Lubin House. Later in the month on June 18, the Club will host the event “Builder, Buyer, Broker” featuring Whitman alumnus and advisory council chair Jimmy Kuhn ’70, president, Newmark Grubb Knight Frank and other accomplished alumni in Manhattan’s real estate scene.

FOR MORE INFORMATION about membership and upcoming events, visit: www.whitmannyc.com. To become involved with the Mentor Program or other committees, contact David Finkelstein at president@whitmannyc.com.
Barbara Wells ’72 BS, ’77 MBA retired last fall from her position as treasurer for Syracuse University after 38 years of service. In 1975, Wells began her career in the comptroller’s office while completing an MBA degree part time at Whitman. During her career at the University, Wells held positions in the comptroller’s office and the office of budget and planning, prior to being named university treasurer in 1990.

Chris DeVoe ’78 has been named to the Board of Visitors of the SU School of Education. The Board of Visitors serves as ambassadors for the School and advisors to the dean and senior faculty.

John H. Buhrmaster ’86, president of 1st National Bank of Scotia, N.Y., was appointed as chairman of the Independent Community Bankers of America® (ICBA).

Lisa Belodoff ’03 MBA has joined CABLExpress of Syracuse, N.Y., as vice president. Belodoff served as adjunct professor at Whitman from 2004 to 2007.

Michael Zyborowicz, CPA, ’03, a director with the accounting, tax and business consulting firm Citrin Cooperman in Philadelphia, has been named a top “40 Under 40” professional by the Philadelphia Business Journal. Zyborowicz is very involved in his community. He is an active member of the Greater Delaware Valley Chapter of the National Multiple Sclerosis Society and was part of the Philadelphia MS Leadership Class of 2011. In 2013, he was elected treasurer of the board of directors of the Legal Clinic for the Disabled, a nonprofit that provides free legal services to low-income people with physical disabilities and to the deaf and hard-of-hearing in Philadelphia and its suburban counties.

Ryan McDermott ’09 MBA was named vice president and relationship manager at M&T Bank for the Central New York region.
David Levy Honored as Holtz Alumnus of the Year

David Levy ‘84 has been honored with the 2014 Jonathan J. Holtz Alumnus of the Year Award. This recognition is presented each year to a distinguished Whitman graduate who has realized professional distinction while remaining actively engaged in efforts to support and progress the School.

Levy was a marketing major at Whitman. His father worked in media, so he often tagged along at meetings and conferences. He knew from a young age that he also wanted a career in media. His first opportunity came right after graduation as an assistant buyer at an advertising agency. After a year, he accepted a sales position at Cable Network, Inc. selling advertising time. In December of 1986, Levy took a job as an account executive at Turner Broadcasting System, Inc. Twenty-six years later, he was named president of the company. In the years between, he amassed some significant professional achievements—multiple promotions, industry acclaim and the brokering of a mammoth $10.8 billion, 14-year deal between Turner, the NCAA and CBS television to significantly expand the coverage of NCAA championship basketball tournament games.

Levy readily accepts the chance to share his career path with Whitman students through mentoring, speaking, hosting students on career exploration trips and teaching. He enjoys the interaction and believes it is mutually beneficial in keeping him abreast of the likes and trends among the newer generations of media consumers.

In addition to giving liberally of his time to students, Levy serves as a member of the Whitman Advisory Council and is a generous financial supporter of Whitman. By funding the David R. Levy Colloquium for Integrated Marketing Communications Program, he supports practical learning opportunities for Whitman students.

“David has done great things with his Whitman education,” says Thomas Foley, executive associate dean. “He is an exemplary alumnus who epitomizes the idea of sharing work, wealth and wisdom to enhance the experience for Whitman students as they prepare for the business world.”

Michalak and Finkelstein Awarded Dean’s Citation

Kim Michalak ‘70 BA (A&S), ‘73 MBA and David Finkelstein ‘82 BS, ‘82 BS (NEW) were chosen to receive the 2014 Dean’s Citation for Exceptional Service. The Citation recognizes alumni who exemplify what it means to be an outstanding Whitman School supporter.

Michalak (left), VP of Wells Fargo Advisors, LLC, is currently serving his second consecutive term as president of the Whitman Alumni Club of CNY. He was the first chairperson of the club’s mentor program and has been instrumental in the program’s success. Through his leadership, the Club has raised money to award seven annual scholarships to Whitman students and four Student Business Start-Up Awards.

David Finkelstein (right), principal, The Williams Capital Group, L.P., is serving his second consecutive term as president of the Whitman Alumni Club of NYC. During Finkelstein’s time at the helm, club membership has grown and new initiatives, including the Whitman speaker series, community service projects and a mentor program, have been launched.

“Kim and Dave are exceedingly deserving of this award,” shares Carol Heil, director of undergraduate recruitment and college relations. “Their passion for helping Whitman, our students and alumni is evident by the hundreds of hours they have spent leading the clubs. Their dedication has been extraordinary.”

Duneier Named 2014 Whitman Young Alumnus

Jake Duneier ‘10 was named the 2014 Whitman Young Alumnus of the Year. A dual entrepreneurship and emerging enterprises (EEE) and management major at Whitman, Duneier is now director of business development at Clyde Duneier, Inc., a NYC-based fourth-generation family business internationally recognized as a leader in the fine jewelry wholesale business.

Duneier works to develop new product lines in the diamond and color stone jewelry business. He has spearheaded partnerships with celebrities such as Randy Jackson, Badgley Mischka, Marc Ecko and several HSN (Home Shopping Network) on-air personalities, among others.

During his time at Whitman, Duneier ran a very successful liquidation jewelry business in the Couri Hatchery. Since graduating, he has been a generous supporter of Whitman’s newly launched family business career track in the EEE Department by funding case competitions, helping to expand the curriculum and sharing his experiences and perspective with students.

“Jake was instrumental in getting our family business work off the ground,” says Alex McKelvie, associate professor and chair of the EEE Department. “His insight led us to develop a unique two-course sequence and his support allowed our family-business students to gain important experiences that will influence them throughout their careers.”
Our “Five Under Five” column features a Q&A with a Whitman alumnus who graduated from the School within the last five years. For this issue, please meet Amanda Basler ’11, a accounting/finance graduate. Basler currently works in New York City as a financial services office advisory senior at Ernst & Young assisting clients with the regulatory reform agenda.

1. Who has been/is your role model or source of inspiration?
   My parents. They have always set a great example of how to work hard while, at the same time, enjoying life and pursuing your dreams.

2. What made you choose Whitman and your major?
   I wanted to go to a business school that was part of a broader university so that it had an abundance of extra curricular activities and a lot of school spirit. I chose the finance/accounting double major because I knew I wanted to go into financial services and the two majors complemented each other well. I really enjoyed working and learning with students from around the world, interacting with experienced, knowledgeable faculty and staff who care about their students and the opportunity to get involved in so many different activities.

3. Which class do you feel you use most in your job?
   I always thought I wanted to work in financial services, and the integrated core curriculum classes my sophomore year really solidified my decision. At Ernst & Young, there is a lot of on the job learning. However, the skills I learned during my senior year in the entrepreneurship and emerging enterprise class while completing the capstone group project provide a great foundation to hit the ground running when starting a career.

4. What has surprised you the most about working in the business world?
   Working is actually fun. It’s fast paced, different every day and interesting! I make sure to find ways to strike a balance. Outside of work, I enjoy spending time with friends and family, running, yoga, cooking and baking.

5. If you can give current Whitman students any advice, what would it be?
   Take advantage of the Whitman career center early, study abroad, get involved in extra curricular activities and enjoy your time at Whitman while it lasts, because it goes quickly.
Jeff Zell:

Pride, Passion and a Pioneering Spirit

By: Alison Kessler

Many nouns can be used to describe Jeff Zell ’77. Among those are “entrepreneur,” “pioneer,” “philanthropist,” “husband,” “father” and “mentor.” There is, however, one adjective that rings true in describing Zell’s approach to each of those roles, and that is “zealous.”

His enthusiasm for family, friends, work and pastimes is obvious within minutes of making his acquaintance—whether it’s speaking about his wife’s commitment to advance the School of Education at SU, his children’s accomplishments, a multi-million dollar deal he just brokered or the prized bottle of wine he donated from his vast collection to a charity auction.
It is evident that Zell is one of those people who found his professional calling. He considers Whitman and then Assistant Dean Marion Meyer as beacons on his path. When Zell began considering colleges, the counselors at his prep school just outside of Pittsburgh thought SU was a good fit. Shortly after arriving on campus, he hit a road bump. His course load was heavy in liberal arts classes, which meant writing—and lots of it.

Zell's parents were immigrants and holocaust survivors. They came to the United States speaking no English, and they only began speaking minimal English around the time Zell turned ten. Most of the lessons from his parents were taught verbally. His older brother helped him with studies, but when he left for college when Zell was 12, his parents knew they had to bridge the gap. Education was important to Zell's father who had little and had overcome significant obstacles to build a small woodworking shop into a successful company. So Zell went to prep school where he could receive the support he needed.

All of those verbal lessons (and weekends working in his father's factory) helped Zell develop a strong work ethic, but the lack of emphasis on writing had caught up with him in college. He knew he had to find a way around the writing courses, so Zell paid Dean Myers of the management school a visit. "I could analyze numbers and process statistics, so business was a natural choice, but there was still the issue of the English credits," shares Zell. "I had a problem, but she could see my potential. We talked options, and she suggested I transfer to the management school and take a public speaking class that qualified as an English course. That was pivotal for me."

"The class was ideal for a student like me. We learned how to sell products—goods, services, even ourselves," adds Zell. "Candidly, when you look at the world, that skill is more important than what you glean from a writing class." That course helped Zell meet an otherwise daunting requirement and it steered him toward a major in marketing.

"My father had some real estate investments, so I had been exposed to that side of business," continues Zell. "I was interested in the transactional aspects of business." Although there was no real estate department then, Zell says the fundamentals were there. "I gained knowledge and skills in marketing, finance and general business. I was confident I had the right tools when I left college."

He secured his first job in Washington, D.C. as an industrial real estate broker in 1978. "I understood from my education at SU and my father's business how companies organize warehouses and industrial space as well as how they manufacture and ship products," shares Zell. "I could analyze companies and uncover solutions for greater efficiency, so I added a layer of acumen that clients didn't expect."

Zell learned his clients' businesses and gave advice on current and future needs for space. "Most of my competitors focused purely on spaces that fit client's criteria," explains Zell. "I helped them question if their criteria reflected their true needs. I asked questions about inventory and storage. I got them thinking about using space effectively not just finding enough of it."

One of the clients that welcomed that wider perspective was a start-up called Federal Express. Zell worked with the company for ten years and helped open over 200 locations.

When his company was purchased by Arthur Rubloff, a large commercial real estate brokerage group, Zell continued to blaze trails under the new ownership. "Others couldn't quite understand what I did. I built my business model on differentiating my services."

When Rubloff decided to close the D.C. office in 1982, the higher-ups offered Zell an opportunity to lead the team. They gave him a monthly revenue goal and a commission percentage to keep him—and a Rubloff presence—in the market. Some of the staff parted ways. After all, Zell was only 25 years old and they needed stability. The other half decided to ride it out with Zell.

Fast forward seven years, and Zell was sitting on the parent company's board and was one of its largest shareholders. Then, just prior to the real estate market crash, Zell decided to take a hiatus to regroup. A few months later, he and some of his loyal cohorts emerged as JM Zell Partners, LTD. As the market plummeted, clients' anxiety rose. Zell knew he had to innovate to stem the tide. "In times of economic uncertainty, you can change your service product or change pricing. We did both," he explains.

He created a share agreement to make it more worthwhile for clients to use him over others. "We offered clients a rebate of commission for an ongoing consulting fee and incentive payment. "The quality of work is substantially better if the consultants aren't worried about having to make a deal to get compensation. If clients pay for work product as you go forward, you can be patient and focus on their best interest."

Zell had devised a new way of doing business. As with most innovations, everyone else soon caught on and created the tenant representation business. But pioneering processes and premiums in service was a trademark for JM Zell then and continues to be today as the company celebrates its 25th year.

JM Zell Properties is a thriving 25-person real estate brokerage, development and consulting boutique. The firm was just nominated for the Washington Business Journal's “Best Places to Work in 2014” recognition, a tribute, no doubt, to the culture Zell has created.

The firm consistently wins accounts valued at hundreds of millions of dollars and is up for four “Best Real Estate Deals of 2013” awards. United Way Worldwide, the National Geographic Society, Sanofi, the Architect of the Capitol and the Association of American of Medical Colleges are among the company's prestigious and geographically expansive client list.

In 2013, JM Zell closed $5 billion worth of transaction business, and growth is in the forecast for 2014. "We know we have to continue being inventive and add layers of value to be retained by the most coveted clients," adds Zell.

The company keeps its workforce lean. Zell can program clients' needs two years in advance. It comes instinctually for him, but teaching that to others is a process and takes the right kind of learner. So the firm remains an intimate group with a unified focus. However, at any given time, JM Zell can be engaged with up to 500 trusted partners and consultants.

After 30 plus years, Zell is still energized by his work, and he's equally enthusiastic about the people and causes he holds dear. Zell's wife, Lauri, was an education major at SU and is a member of the School of Education Board of Visitors. The couple recently funded a grant in Holocaust minor studies in the School in Zell's father's name. Zell is a generous and engaged alumnus of the Whitman School, giving support not only financially but also by serving as a member of the Whitman Advisory Council.

Their son, Ryan, has followed in his parents' footsteps and is studying liberal arts at SU. Jason, their oldest, is a graduate of the University of Arizona and is a member of the JM Zell team. Their daughter, Carly, who earned degrees at Wisconsin and the Fashion Institute of Technology, is an up and coming entrepreneur. Zell is also “dad” to Chablis and Porter, his beloved Labrador retrievers.

Zell is a proud parent, and he is passionate about his pastimes, which include wine collecting and philanthropy. He has just under 15,000 bottles of wine and enjoys helping others broaden their palates. He often supports the missions of non-profits by donating items from his collection to fundraisers.

"Working hard and being successful has many advantages,” shares Zell. “One of those is the ability to positively impact the community." Together with its staff, JM Zell has raised and donated around $10 million to worthy organizations like the United States Holocaust Memorial Museum, Juvenile Diabetes Research Foundation and Starlight Children's Foundation. "It goes without saying that we give back. It's an added bonus that we get to feel good doing it."

Zell counts his education at Whitman as one of the keys to realizing some of the good fortunes in his life. "My experience there was hands on. The faculty was engaged and invested in our success. It is a really special place. I think how close I came to not having that experience. That meeting with Dean Meyer set me on the path to many of the great things I have been able to achieve."
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Zachary David Agler
Paul Agrapidis
Alexander Sidney Aigen
Yuuki Brian Akiba
Omar W. Albanawi
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Pan Wang
Chaoyi Wang
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Zane Robert Whitney
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Julia Erin Wilner
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Brandon Matthew Wimberly
Melanie Gabrielle Witkower
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Margo Ann Woodring
Asha Brianna Wright
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Warsame Yusuf
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Andrew Ryan Zelin
Guo Jing Zeng
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Jeremy Zorrilla
Christopher Antonio Zuniga

MBA
Jay Abendroth
Anas Almaletti
Erik Anderson
Janet Avery
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Michael Biggiani
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Graduation 2013
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Tommy Neal Jr.
Justin Nobile
Wen Ying Ou
Grace Pierce
John Redmond
Brett Rieders
Randy Roberson
Kyle Rogers
Zachary Rosengard
Shuo Hao Ruan
Ethan Ruhalter
Kaarina Santala
Tyler Sass
Tyler Schapiro
Li Shen
Shundan Shen
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Jiameng Shi
Brian Spitler
Ilesha Stephenson
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Xunyang Shu
Emily Slingluff
Ben Song

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Yunda Wang
Siyu Wang
Yiwen Wang
Yong Yan Wang
Yu Wang
Zirong Wang
Wei Wu
Qing Xia
Lijie Xiao
Shi Xin
Nawei Xiong
Nan Xu
Jiadi Xu

MS Entrepreneurship
Jordan Frank
Bin Lin
Susan Masters
Tarun Kumar Pala
Dharmil Pankaj Sheth

MS Finance
Xin Che
Cheng Chen
Wentao Chen
Wenqi Cui
Shiru Da
Nianchao Ding
Xiaoda E
Xiao Fang
Min Gao
Mengyang Gao
Xiangtian Gong
Yaqin Guo
Bingjie Hou
Xi Hu
Xiaqian Hu
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Chuanli Yi
Yaqun Yu
LiYuan Yu
Ting Yuan
Wei Zhang
Yichi Zhang
Yipin Zhang
Yufan Zhang
Chao Zhang
Zhibo Zhang
Di Zhao
Jiahao Zheng
Mengyao Zhou
Lin Zhou
Chuanshi Zhu
Jingyun Zhu
Naining Zhu
Diya Zou

**MS Supply Chain Management**

Mary Andrejack
Robert Aronin
Chantel Barringer
Edward Dillard
Bradford Eastman
Charles Fisher Jr.
Scotty Hayes
Michael Kozma
James Lachapelle
Benjamin Latz
David Manchin
Samuel Sistare
Megan Waite
Xian Zhang
Timothy Zitkevitz

**CAS in Sustainable Enterprise**

Ali Alshehri
Lina Carmargo Salcedo
Andrew Hayman
Chao Jiang
Edward Milde
Preston Oakley
Aayushi Patel

**PhD**

Robert Nason

**DCP**

Janet L. Avery
Emeline A. Bacani
Adam C. Beem
Theresa M. Bodnar
Joan M. Bower
Laura H. Boyle
Tammara A. Buckey
Christopher Cascardo

Patricia A. Cour
Milagros J. Delgado
Pacheco
Daniel K. Fenzau
Michael S. Frankel
Shannon R. Frazier
Paul A. Goodrich
Yunsong Han
Howard G. Hiestand
Timothy J. Hopper
Wesley J. Kwasney
Kristian D. Mroczko
Jeff M. Ostendorff
Carl W. Otis
Chad A. Pedigo
Timothy E. Prince
Amanda M. Schmitt
Christopher C. Warren
James E. Weaver
Molly J. Weaver
Demetrius R. White
Gregory R. Worley
Joanne L. Zillic

**LOGTECH**

Mary C. Andrejack
Robert W. Aronin
Chantel M. Barringer
Edwin B. Dillard Jr.
Charles Fisher
Scotty W. Hayes
Michael F. Kozma
James Lachapelle
Benjamin Latz
Dave P. Manchin
Samuel A. Sistare
Megan C. Waite
Timothy J. Zitkevitz
Bradford Eastman
2014 DEGREE RECIPIENTS

UNDERGRAD 595

Including December 2013, May 2014 & August 2014

- MSE 5
  [Entrepreneurship]
- CASSE 7
  [Certificate of Advanced Study in Sustainable Enterprise]
- MS SCM 15
  [Supply Chain Management]
- LOGTECH 14
  [Logistics Technology]
- MSF 97
  [Finance]
- MSA 103
  [Accounting]
- MBA 159
  [Business Administration]
- DCP 30
  [Defense Comptrollership Program]
'14 Sam Whitaker

HOMETOWN: Cazenovia, N.Y.
MAJOR: Marketing Management
MINOR: Public Communications
FUN FACT: Red Sox baseball is his religion.

Sam Whitaker is no stranger to the spirit of the Orange. Following in the footsteps of his father, David ’84, and older brother, John ’11, Whitaker knew he was destined to go to Syracuse University. But there was a special draw about Whitman that brought him to SU. "Whitman offers it all," Whitaker says. "Great academic programs, extracurricular opportunities, top-notch facilities and, best of all, great people."

Whitaker feels he has made the most of his four years here and credits much of his involvement at Syracuse to Whitman and to the excellent guidance he has received. He has held an on-campus job since his freshman year, spent fall 2012 studying abroad in Spain, and completed a marketing internship at Macy’s, a company he connected with through Whitman’s career resources. After graduation in May, Whitaker will begin his life in the “real world” in Information Management Software sales at IBM in Boston. When asked about his college experience and his time in Whitman, Whitaker says, “My expectations have been blown away. I have learned more than I could have imagined.”

'14 Christina Dzielski

HOMETOWN: Rochester, N.Y.
MAJORS: Finance and Marketing
MINOR: Psychology
FUN FACT: Her favorite movie, “The Dangerous Lives of Altar Boys,” is the source of her life motto, “risk leads to greatness.”

Whitman senior Christina “Chrissy” Dzielski tells incoming freshman to enjoy their time here and appreciate all that Whitman and Syracuse University have to offer because she herself has done just that. On top of her rigorous academic schedule—two majors and a minor—and her deep love of the SU basketball team, Dzielski is the project leader for the SU-Enactus Chadwick Project, as well as treasurer for the Beta Gamma Sigma National Honor Society. Her experience has been enhanced by the semester she spent abroad in Florence, Italy, in the fall of 2012 and her most recent internship in the finance department of Carestream Health in her hometown of Rochester, N.Y. “All of these activities have enriched my SU experience because they have really helped me find my place at this school,” Dzielski says, “I have done and accomplished more in college than I ever would have expected.”

Dzielski credits Whitman’s competitive yet inclusive community for helping shape her into the driven, passionate and successful student she has become. She knows it will carry over into her career after graduation, when she will join J.P. Morgan Chase in New York City as a financial analyst.

Although she is looking forward to a bright future, Dzielski says she will miss her friends and the people she met who made her SU experience so memorable, but she plans to stay active as an alumna and remain engaged in clubs and organizations. “I am going to miss this campus, because I think it is the most beautiful place in the world,” she says.
**'14 Carlos Ferrari, MBA**

**HOMETOWN:** Guatemala City, Guatemala  
**SPECIALIZATION:** Supply Chain Management  
**FUN FACT:** He is the oldest of three siblings

“I feel it is impossible not to stay in touch with peers, professors and staff of Whitman and SU,” says Carlos Ferrari, just one month before he graduates from Whitman with an MBA in supply chain management.

So, how did a student from 3,000 miles away, with a background in chemical engineering end up at Syracuse? Ferrari says it was a number of factors, ranging from the reputation of the supply chain program to the knowledge and skills he has gained and his strong business acumen as appealing assets—he obtained an internship last year with the EMC Corporation. He has since been hired by EMC and will return to work for the company after graduation.

As for advice to first-year students, Ferrari believes the key to success in Whitman and at SU is balance. “Take advantage of all the activities, professors and development opportunities you are given,” encourages Ferrari. “Find a balance between extracurricular activities and academics. In today’s world, you need to be multi-faceted to be successful.”

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**'15 Nupur Gokhale, MBA**

**HOMETOWN:** Mumbai, India  
**SPECIALIZATION:** Marketing  
**FUN FACT:** Her favorite artists are Beyoncé and Kanye West. She also considers herself a Grammy-winning bathroom singer.

Nupur Gokhale calls herself a storyteller. After receiving her undergraduate degree in mass media and advertising from St. Xavier’s College in Mumbai, Gokhale said she needed to take her creative storytelling ability and turn it into meaningful business results. This desire to gain a strong business background led her to Whitman’s MBA specialization in marketing.

Aside from the proximity to Marshall Street and the variety of food options it provides, Gokhale says her favorite things about Whitman are its size and the work ethic inside the building. “Every time I feel lethargic and not in the mood to do any work, I go sit in the lab and always manage to get motivated,” said Gokhale.

As an MBA student, Gokhale also says she wants new, challenging and diverse experiences created not only in, but also out of, the classroom. Her involvement in three different clubs in Whitman, her social entrepreneurship class with Professor Alejandro Amezcua in which she consults with a real-world company, and her first snowboarding class have all given her those experiences.

Although she has one year left until she graduates, Gokhale has big plans for the future and knows that with the help of the Whitman Career Center and the networking opportunities it provides, she can reach her goals in no time.

“I aspire to work for digital marketing agencies in the role of an account manager or strategist,” said Gokhale. “I feel that’s the path that marketing is taking, and I find the prospect of combining business with creativity exciting.”

One year from now, when she makes the move to the real world, Gokhale says there are plenty of things she will miss about SU including the people, the campus and even the snow. “In spite of the nuisance it causes,” said Gokhale, “the campus covered in a sheet of white has a certain charm.”
Whitman students gain invaluable exposure to hundreds of corporate recruiters and businesses at the bi-annual Whitman Career Fair.

Members of the latest group of Whitman students inducted into Beta Gamma Sigma—the honor society for undergraduate and graduate scholars in business.

Whitman’s partnership with Macy’s continues as students interact with a key corporate partner during the spring Career Fair.

Students mingle with newly installed Dean Kenneth Kavajecz during a reception celebrating his appointment as the 17th Dean of the Martin J. Whitman School of Management.

The 63rd Harry S. Salzberg Memorial Program gave Whitman students the opportunity to engage with award recipients from Old Dominion Freight Line, Inc. and Kuehne & Nagel.

Students take notes during panel discussions featuring industry recruiters and experts at the fall Career Madness program.
Whitman faculty and staff serve ice cream to students to celebrate the conclusion of another great academic year.

Students network with faculty and undergraduate advisors during the first Whitman Major Carnival.

Dean Kavajecz poses with Frankel Scholarship recipients.

A team of students represent Whitman at the 2014 Collegiate Entrepreneurs Organization™ (CEO) conference in Chicago.

Students fill the Lender Auditorium during the spring Capstone Competition.

iMBA students traveled to China for an international residency in March. During the trip, they visited the Shanghai Stock Exchange where they were joined by Whitman alumnus Yanwei Chen ’02 MS, ’03 MS, ’05 PhD.

Winners of the annual Case Competition hosted each spring by the Whitman Graduate Student Organization celebrate their achievement.
The term “Syracuse passionate alumni” has been used by several people this fall as the Whitman Career Center continues to secure the support of alumni across disciplines. The support of these alumni has created pathways for students within highly competitive career placements. Because of the effort and support of these corporate partners, students will be working in capital market internships at Credit Suisse, Citi and BNP Paribas. In addition, the CFO office at the global corporation TTi will host two Whitman students in a newly created leadership development program. These samples highlight the positive outcomes for Whitman students because of the energy and commitment of our alumni.

This spring, the career center used the time and talents of alumni in two new professional development programs. Sophomores who wished to learn more about careers in brand management, market research and sales had an opportunity to spend time with alumni from ConAgra, Fisher Price, NPD and Google. Finance professionals representing investment banking, sales and trading, and research offered a different perspective, thereby helping students understand the level of preparation required to compete in these fields. The goal of these workshops is to prepare the next candidate pool that the career center will promote to our “Syracuse passionate alumni.”

In the months to come, the career center will provide updates on our corporate development activities that bring great opportunities to our talented students. Alumni partnership is critical to the success of our students and the Whitman School. If you wish to help create a partnership between your firm and the Whitman School, we suggest you set a strategy with Assistant Dean Angela Petrucco or Associate Director of Corporate Relations Kristen DeWolf. Remember, “Syracuse passionate alumni” make a difference!

Career Exploration Opportunities Made Possible through Alumni Partnerships

“Syracuse passionate alumni” help enrich the Whitman experience for students in many ways. The most popular programs made possible through the support of accomplished alumni are the opportunities to visit executives in their work environment for an up close perspective of how business gets done.

• Whitman on Wall Street

Every January, a group of students converge in Manhattan to visit leading financial institutions, such as Morgan Stanley and JPMorgan Chase & Co., to learn about careers in finance. They visit investment banks, commercial banks, insurance companies and auditing firms. The trip culminates with a networking social attended by Whitman alumni who have achieved success in the finance arena.

• The Goldberg Marketing Career Exploration Trip

Whitman alumnus Lee Goldberg ’07, president of Vector Media Group, supports—both in funding and in sharing of his experiences—an annual visit to NYC by a group of Whitman marketing majors. Panel discussions, visits to prominent companies, such as Turner Broadcasting, Bloomberg and Macy’s, and a networking event give students an invaluable opportunity to learn the inner-workings and necessary skills for a successful career in marketing.

• Real Estate Janmester

The “Janmester” is a three-credit real estate course held in NYC in January that is packed with curriculum, networking opportunities and site visits. Accomplished alumni, including James D. Kuhn ’70 BS, ’72 MBA, naming benefactor of the Kuhn Real Estate Center at Whitman and president of Newmark Grubb Knight Frank, and Jeff Grasso ’09 of Silverstein Properties, host students for site visits at landmarks, such as the Empire State Building and World Trade Center, to learn the ins and outs of real estate brokerage and development.

Are You Among the “Syracuse Passionate Alumni”?

Provision of opportunities such as these career exploration experiences that significantly enhance the classroom experience for students would not be available without the support, connections and engagement of Whitman alumni. If you would like to discuss how you can participate in one of these programs as a host or speaker or even help initiate a new program, please contact Kristen DeWolf at (315) 443-2325 or kbdewolf@syr.edu.
Over the course of two days in April, student entrepreneurs of Whitman’s Couri Hatchery amassed $286,000 in prize money to support the growth of their business ventures. Hatchery tenants won $86,000 through the Panasci Business Plan competition (run by the Falcone Center) and RvD IDEA (run by SU):

• **First Place ($20,000)**: Melanie Witkower ’14, Screen-Bridge
• **Second Place ($7,500)**: Courtnee Futch ’15, ThunderCakes
• **Third Place ($2,500)**: Daniel Goldberg ’15, Golden Gear

Recent Whitman graduate Michael Smith ’12 and MS ’13 and his Centscere team won $150,000 in cash and $50,000 in in-kind services from the StartUp Labs competition sponsored by CenterState CEO. One of the things that stood out about the Panasci grand prizewinner Melanie Witkower was her network of key industry players.

“Melanie’s success reflects the importance of getting alumni support,” shares Alex McKelvie, associate professor and EEE Department chair. “We need to leverage the expertise and networks of our alumni to help take our student entrepreneurs to the next level.”

To find out more about serving as a mentor to student entrepreneurs at Whitman’s Couri Hatchery, please email EEEinfo@syr.edu.
Moises DeLeon ‘15 and Siara Sutton ‘14 represented Syracuse University at the 2013 KeyBank and Fisher College of Business Leadership & Creativity Undergraduate Minority Student Symposium, hosted at Ohio State University last fall. The top 50 minority student leaders from 25 universities across the nation were selected to attend the symposium.

Moises’s and Sutton’s experience began with a tour of Ohio State University’s campus followed by a welcome dinner and speeches by Fisher College of Business and KeyBank representatives. KeyBank young banking professionals led a workshop, “From the Campus to the Corporation,” during which they gave advice on how to prepare for future careers in business. Following the panel, participants were split into case study teams of five to six students, and began immediately reading and researching for a Harvard Case study on Coca Cola Inc. to design and present a business plan to capture additional market share for Coca Cola Inc. to improve sales of carbonated beverages.

The agenda for day two included a panel of post-graduate professionals who discussed topics of leadership, creativity and product innovation. Workshops were held on spreadsheet analysis and financial modeling, presentation skills and leadership. That evening, groups reconvened to work on case studies.

On day three, the students met with the dean of Fisher College of Business and attended workshops on innovation and entrepreneurship and building personal brands. Lunchtime was spent learning more about KeyBank, then students met to finalize their case studies for presentation that evening to symposium directors and staff. DeLeon’s team won first place for the idea of launching a new product line of drink mixers and canned alcoholic pre-mixed beverages to serve a new market segment.

The benefits of this experience were many and meaningful and included learning about critical business skills needed in a competitive field, networking with representatives and recruiters for both Fisher College of Business and KeyBank and working with students from diverse backgrounds.

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Whitman Students Among Select Group at Leadership & Creativity Symposium

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Spring Capstone Winners Announced

Whitman’s Capstone experience is an experiential program during students’ senior year that brings together all of the elements of the Whitman education in the context of an original business concept and plan that students conceive and develop as a viable, sustainable and truly innovative new venture. The experience culminates during the spring Capstone Business Plan Competition. Student teams present their business plans before panels of judges composed of entrepreneurs, venture capitalists and others from the entrepreneurial community in Central New York. The competition takes place in two rounds over two days, with typically between 30 and 45 teams competing each semester. The Spring 2014 winners were:

1st Place: Sneak Release
Team members: Samila Alemic, Lauren DeCarlo, Mitchell Heckman, Chiyu Ren & Jiayi Zhang
Description: SneakRelease is a smartphone application that will help eliminate the time consuming and inefficient process of purchasing limited edition sneakers.

2nd Place: MedPen
Team members: Kelly Thompson, Kevin Kettell, Christian Harley, Wesley Yu and Won Joon Cho
Description: MedPen offers practitioners the ability to utilize technology that will immediately and securely upload patient data onto an internal database.

3rd Place: Sleep Cycle
Team members: Kelley Wares, Darian Bridgers, Hanqi Zhang, Ross Friedman and Emmalis Torres
Description: Sleep Cycle is a recycling service for mattresses and box springs.

Honorable Mention: Car Cam 360
Team members: Keith Zubrow, Maryanne Dao, Shijin Li, Adam Arywitz and Erica Jackson

Honorable Mention: Ethosee
Team members: Fernando Soto, Max Kessler, Zane Whitney, Zihan Liu, Xiaodan Wang and Angelica Cabunoc

William S. Burns ’80, EVP & chief financial officer at ConnectOne Bank, addressed the students of Professor Pierre Yourougou’s financial management class.

Patricia Betron ’88 WHIT/NEW, senior vice president, Multimedia Sales, ESPN, visited Whitman in March to speak to several classes taught by marketing professors Sue Smith and Ray Wimer.

Whitman’s Women in Business Club hosted two prominent speakers earlier in the semester. Kimberly Boynton ’13 MBA, CEO of Crouse Hospital, and Ellen Auster, Deloitte Tax Consulting, visited Whitman to share their career experiences.

Andreas Stathopoulos, assistant professor of finance and business economics at the University of Southern California’s Marshall School of Business, visited Whitman in January to present “The Term Structure of Currency Carry Trade Risk Premia.”

Darlene DeRemer ’77 BS (MAR) ’79 MBA (TDM), SU Board of Trustee member, Whitman Advisory Council member and partner, Grail Partners, returned to Whitman in March to speak to Professor Fernando Diz’s control investing class and to Professor Bill Walsh’s venture capital class.

Last fall, retail management professor, Linda Cushman, welcomed several Ross Stores executives to her buying and planning class. Vanessa Baque-Stanton, executive vice president of Planning, gave a lecture. Meg Newhouse, senior vice president - Kids, and Adam Nemeth, senior director of Planning - Kids, participated in writing a case study for the course and then came to discuss the results with the students after they had analyzed the case.

Hamish Walker, chief procurement officer of Molson/Coors, visited Whitman last fall to speak to the fundamentals of sourcing class.

Carol Britton, chief procurement and realty officer of BNY Mellon, spoke to the green supply chain class in March.

Mihai Ion of the Krannert Graduate School of Management at Purdue University traveled to Whitman to present “Policy Uncertainty and Corporate Investment.”

The Management Department hosted several speakers last fall as part of its Leadership Speaker Series:

• Jason Singer, Whitman Management Advisory Board member and managing director and lead portfolio manager at Goldman Sachs
• Arthur F. Grant, Management Advisory Board Member, president and CEO of Cadaret, Grant & Co., Inc., a privately-owned independent broker/dealer based in Syracuse, N.Y., that services over 900 financial advisors nationwide
• Jeffrey B. Vancouver, PhD, professor of psychology at Ohio University, teaching in the PhD program in industrial-organization
• Lisa Shaw, executive director, Editorial, Corwin Press, Inc.
• Britta Riede, Management Advisory Board member and senior manager at Accenture Technology Consulting

On April 8, Whitman’s Falcone Center presented the 12th annual Women Igniting the Spirit of Entrepreneurship WISE Symposium. More than 1,000 women attended the event that featured a variety of seminars and panel discussions. Notable speakers included Jessica Herrin (founder, Stella & Dot), Melinda Emerson (Small Biz Lady), Judy Wicks (author/entrepreneur/ local movement pioneer), Amy Cosper (editor-in-chief of Entrepreneur magazine), Karen Hough (ImprovEdge), and many others.
The weeks between the fall and spring semesters are considered a break, but “busy” can be an applicable word to describe this time for many Whitman faculty. Read on to learn how a few of the many professors who kept busy over break spent their days “off” by accompanying students on career exploration trips, taking a student team to compete in a case competition, teaching executive education classes, making a presentation or leading a doctoral workshop.

Whitman Professors Teach Newhouse Grad Students in NYC: In January, Clint Tankersley, associate professor of marketing, and Ravi Shulka, associate professor of finance, spent five days at SU’s Lubin House teaching students enrolled in the Newhouse MS in communications management program. The students all have a minimum of five years of experience (most with many more). Tankersley taught marketing management (ISM 613) to the nine students in the second-year class. Shulka taught Managerial Finance for Communications Managers (ISM600) to the first-year class, also containing nine students. The program was established in 1995 and, to date, 327 students have completed the coursework. It is one of the few MS programs that combine public relations and management courses.

Professor Tom Barkley Takes to the City to Help Students Explore Careers in Finance: According to Tom Barkley, professor of finance practice, “Whitman on Wall Street is one of the best discovery trips that any undergraduate student can take when it comes to finding out about careers in finance.” In January, Barkley took a select group of 30 finance students to Manhattan to visit two investment banks, two commercial banks, a global insurance company, an auditing firm and a company offering careers in corporate finance. The trip included stops at leading financial institutions such as EY, AIG, Citi, General Electric, Morgan Stanley and JPMorgan Chase & Co. The trip culminated with a networking reception during which students had the opportunity to hear a presentation from Richard Yamarone, senior economist with Bloomberg.

Professor Mike Haynie Speaks Out on the Situation of American Military Veterans: Mike Haynie, executive director of the Institute for Veterans and Military Families and the Barnes professor of entrepreneurship at Whitman, attended a TEDx event at the University of Nevada in January to present “The Moral Obligation to Know Our Veterans.” Haynie discussed how, as a result of the all-volunteer approach to military service, most people in the United States do not understand the challenges facing our veterans. Founded in 1984, TED is a nonprofit devoted to spreading ideas, usually in the form of short, powerful talks. Independently run TEDx events help share ideas in communities around the world.
Students Learn from Industry Leaders and Faculty During Jammester: Yildiray Yildirim, chair of the finance department and associate professor of finance, led a course for 16 undergraduate students and 10 graduate students in New York City from January 6-10. The “Jammester” was co-taught by Yildirim and James D. Kuhn, naming benefactor of the Kuhn Real Estate Center at Whitman and current chair of the School’s advisory council. Kuhn serves as president of Newmark Grubb Knight Frank where the course was hosted. Speakers included David Nass and Chris LaBianca, both managing directors at UBS; Hal Fetner, CEO of Durst Fetner Residential; Mike DeMarco from CCRE and Mitchell L. Konsker of Jones Lang LaSalle, among others. Students toured two NYC landmarks—the Empire State Building, owned by Newmark Grubb Knight Frank and the World Trace Center where former Whitman student, Jeff Grasso ’09, made a presentation about the Center’s development group, Silverstein Properties. The students also visited Brookfield Office Properties to learn about the company’s downtown Manhattan development.

EEE Competition Showcases Strength of Whitman’s Family Business Program: Alex McKelvie, chair, department of entrepreneurship & emerging enterprises and associate professor of entrepreneurship, traveled to Vermont with a team of students to compete in the second Annual Global Family Enterprise Case Competition (FECC) held January 8-12 at the University of Vermont. The FECC matched 19 teams of undergraduate and graduate students from family business programs in Canada, Chile, Colombia, Italy, Malaysia, Mexico, the Netherlands, Sweden and the United States. The 70 judges of the event represented 27 countries. The Whitman team, made up of students Hillary Dzialowski, Oscar Hugoson and Sakina Kader (all EEE ’14 students) did increasingly well throughout the competition, including winning the final round-robin competition. Dzialowski received an award as “best presenter” within Syracuse’s round-robin group.

Whitman’s family business program, situated within the School’s entrepreneurial and emerging enterprises department, has seen significant growth recently. The program now offers two courses in family business management, a student-run club has developed, there is a paid internship program and alumni have contributed generously to support new learning experiences and opportunities for students.

“Our success at the case competition in Vermont, facing some of the best family business programs in the world, further illustrates the quality of our programming and our students,” says McKelvie. “Keeping the entrepreneurial spirit alive in the family business across generations is going to be one of the core challenges for businesses over the next decade as many baby boomers retire and look for their kin to take over. Whitman is well positioned for preparing students for that challenge.”

Minniti Travels to Chile to Lead Doctoral Workshop: From January 19 to 25, Maria Minniti, Bantle chair in entrepreneurship and Public Policy, visited the Universidad del Desarrollo in Santiago, Chile, where she held the annual Global Entrepreneurship Monitor (GEM) PhD Students and Junior Faculty Workshop. Founded in 1999, GEM is the largest ongoing research project on entrepreneurial dynamics. The Workshop was attended by students from Argentina, Australia, Bahrain, Belize, Canada, Chile, Czech Republic, Ecuador, France, Ireland, Latvia, Nigeria, Palestine, Panama, Spain and Taiwan.
George Burman: A Man of Many Hats (and a Helmet)

By Edward Byrnes
In early December 1963, the National Football League held its annual player draft, a process in which professional teams lay claim to college football players who, like Northwestern University Academic All-American George Burman, would be graduating the following spring. However, Burman wasn’t paying much attention.

“I didn’t expect to get drafted. I didn’t find out until a teammate of mine at Northwestern came up to me and congratulated me on being drafted by the [Chicago] Bears. I said, ‘What? You’re kidding!’ It was a complete shock to me,” he says.

George Robert Burman was born in Chicago, the youngest of three children, and raised in the small city of Whiting, Ind., just a few miles south of the Windy City. His mother, Britta, ran the local Red Cross chapter while his father, George, was a math teacher and high school principal who eventually became superintendent of the local school district. On being the superintendent’s son, Burman says, “It kept me on my toes. You could say I felt an obligation to stay out of trouble and get good grades.”

Burman did not disappoint. Not only was he a star football player, but he was president and salutatorian of his senior class. Burman graduated from Whiting High School and accepted a scholarship to attend Northwestern University, just like his father.

“I started out in mechanical engineering, thinking I’d go into the automotive industry. I’ve always been kind of a motorhead,” he admits.

The 6’3”, 230-pound Burman studied industrial engineering while playing tight end and defensive end for legendary football coach Ara Parseghian, who went on to achieve immortality as one of the best coaches ever to lead the storied football program at Notre Dame.

Following graduation, Burman was drafted; however, to make it into the NFL, he still had to do well in training camp to make the team. Remaining humble and more than a bit doubtful of that prospect, he looked at the graduate schools at Stanford and the University of Chicago, before finally settling on Chicago, thinking it was a better fit.

To his surprise, not only did he make the team, but he spent the next ten years playing professional football for the Bears, Los Angeles Rams and Washington Redskins. In his final season, he was a member of the 1972 Redskins team that faced former Syracuse football star Larry Csonka and the Miami Dolphins in Super Bowl VII.

In the off-seasons, Burman also managed to earn his MBA and then a PhD in economics from the University of Chicago in 1967 and 1973, respectively.

In summer 1974, with a good 10-year run of pro football under his belt, Burman felt it was time to retire from football. By fall, he was on the faculty at Carnegie Mellon University, serving as the assistant dean of the School of Urban and Public Affairs (now the H. John Heinz III School of Public Policy and Management).

Burman joined the corporate planning group in 1976 as manager of planning and analysis for Gulf Oil Corporation, headquartered in downtown Pittsburgh and, ironically, controlled by the Mellon family.

“We’d analyze business plans and performance and make recommendations,” Burman explains.

Burman was transferred to Denver, San Francisco and then Houston. Finally, he landed in Salt Lake City, Utah, just after Gulf merged with Standard Oil of California to become Chevron Corporation. Chevron named him president of its American Gilsonite subsidiary in 1988 and he turned the struggling company around with a combination of innovation, strategic redirection, new market development and the installation of a culture of teamwork and respect throughout the company.

“We were like a stand-alone company. [Chevron’s headquarters in] San Francisco didn’t bother us much—they were more concerned about the bigger oil and gas companies. So, it was almost like running your own business. I was enjoying it,” he says.

Meanwhile, the School of Management at Syracuse University was facing a difficult time in its history and was mired in a fruitless search for a dean. The School had recently been put on probation by the Association to Advance Collegiate Schools of Business (AACSBS),

“George stood out among the other candidates for the dean’s position because of his unique combination of academic background and business experience.”
which criticized the school’s lack of direction and shortage of faculty, money and research.

“We just couldn’t find the right person. Every time we thought we were making progress, something would happen to set us back,” says David Wilemon, Whitman professor emeritus of marketing and a member of the dean’s search committee.

Peter Koveos, Whitman’s Kiebach chair of international business and another member of the dean’s search committee, was told by a colleague at the University of Minnesota that they had interviewed Burman for a dean’s position there and were impressed. After speaking with Burman by phone, Koveos had convinced him to take a look at Syracuse.

“George stood out among the other candidates for the dean’s position because of his unique combination of academic background and business experience,” says Koveos. “He showed an easygoing personality and a genuine interest in working with all School stakeholders to move us forward.”

Burman became the 14th dean of Syracuse University’s School of Management on July 1, 1990. The problems at the SU School of Management were not a secret, and the news did not get better for Burman as budget cuts swept across the SU campus just before he arrived.

Undeterred, Burman set out immediately to right the ship that was the School of Management. He immediately began work with the University administration to increase and better allocate the School’s funds. He quickly identified the need for a placement director position at the School and a search was soon underway.

In addition, he engaged all faculty in a revision of the undergraduate curriculum. By fall, six badly needed faculty positions had been filled. Furthermore, the School was taken off of probationary status and reinstated in good standing with the AACSB.

One of the larger projects Burman started came as he saw an untapped opportunity to raise the School’s presence in higher education.

“We recognized an opportunity for the school to create a brand. There was a sense in the country back then that a boom in venture creation and entrepreneurship was really getting off the ground. The timing was important because there were not that many entrepreneurship programs in business schools at the time,” says Burman.

Wilemon traveled across the country benchmarking the few other programs other colleges had started and he concluded that two basic types of entrepreneurship programs existed. One kind employed adjuncts to teach a few courses in entrepreneurship and that sufficed to call it a program. The other employed full-time faculty, followed specific entrepreneurship curricula and invested additional resources into the program.

Thus, in the fall of 1994, the Entrepreneurship and Emerging Enterprises Department (EEE)

Today, as the program approaches its 20th birthday, the EEE program consistently ranks as one of the top in the nation. Its faculty is a mixture of experts from both academia and industry. Over the past four years, the program has attracted a new cohort of top teachers and researchers.

“If you go down to the Couri Hatchery (located in Whitman’s Falcone Center of Entrepreneurship), the number of student businesses that students are working on is astonishing. We were at the forefront and had an opportunity to establish our brand and it has worked out.”

The following year, Burman worked with Whitman professor (then director of Executive Program Development) Dennis Gillen in launching an upgrade to the MBA program aimed at updating the curriculum and expanding its delivery to meet with the changing times. In 1996, Burman and Gillen announced the launch of a certificate program in conjunction with the EEE program. And, today, the EEE program is one of the few to offer not only an MBA specialization, a master’s in entrepreneurship (MSE), but also a PhD.

“Once you build a brand that is ➔
attractive and clearly includes research, teaching, graduate programs and doctoral programs, it attracts high quality research faculty. You must have the faculty to teach those programs,” says Burman.

Burman believed that for the School to succeed, more had to be done to connect and collaborate with management alumni. With the help of Tom Foley, executive associate dean, together they expanded the Corporate Advisory Council. Other expansions that Burman championed were fostering global business perspectives and experiential learning for students. But above all, his selfless leadership and emphasis on teamwork endeared him to faculty and students alike.

“He always acted as a gentleman, was always straightforward no matter what the situation was,” says Clint Tankersley, professor of marketing and former senior associate dean under Burman. “He is personable, easy to work with and easy to talk to, and he always has the faculty and students at heart.”

The seeds of the largest expansion the School hadn’t seen yet, at least in real square footage, were also planted during Burman’s tenure as dean. In 1998, Burman announced the $40 million fundraising goal (and the site in the 700 block of University Avenue) for the new home of the School of Management.

In early December 2002, Burman announced his intention to step down, after 13 years as dean, on June 30 the following year.

“I am sure George Burman will go down as one of the finest deans the School of Management has had,” said Deborah Freund, who was the SU vice chancellor and provost at the time. “I am especially grateful for his getting the school accredited and for the development of the entrepreneurship program. Of course, his lasting legacy will be the new School of Management building. He has done all of the things to position the school to make its next step.”

Burman took a year sabbatical and then quietly slipped into the faculty ranks in 2004 where he continued to inspire and lead. He served as chair of the EEE department from 2007 to 2013. Now, he is looking forward to retirement in August of this year.

In retirement, Burman says he’ll spend his time pursuing his two passions, the first being riding his motorcycles, the second, downhill skiing. He and his wife, Janet, are also considering a move.

Both of Burman’s adult children from a previous marriage, Jennifer and Jon, live in Indianapolis, so that’s a possibility. There’s also the possibility they will return to Colorado or Texas, where they lived briefly during the Gulf Oil/Chevron days. But the Burmans have a little time to think as their youngest son, Doug, continues his education at Onondaga Community College.

Burman’s accomplishments as dean and his impact on the Whitman School of Management are immeasurable. It is clear that, without his influence and leadership, the School would not be the thriving hub of activity it is today.

In retrospect, Burman says, “It’s been a fascinating ride, particularly if you include these three distinct careers: football, corporate and Syracuse. They couldn’t be more different. It has been an honor to be able to do all these different things, have a reasonable level of success and be able to look back on it with some pride. I certainly feel that with Whitman.”

Likewise, those who have worked and studied with Burman will not soon forget him after he leaves campus.

“One night after work, I went out to my car in the lot and couldn’t get it started. Dean Burman came out of the Building, in his suit and tie, to help out,” says S.P. Raj, distinguished professor of marketing. “He opened the hood and then bent down to look underneath the car. He had absolutely no airs about him. A few of my colleagues saw the dean fixing my car and they said, ‘Wow, Raj, you must really have some power over the dean,’ but I said, ‘No, that’s just his personality.”’

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Three Professors Take the Helm as Chair of Their Departments

Professor Eunkyu “Kyu” Lee has been appointed chair of the marketing department. Lee has been a part of the Whitman faculty for 14 years, and is highly regarded among his peers and students. “Kyu brings a thoughtfulness, inclusive nature and drive for excellence that I am confident will be a catalyst for the Marketing Department to build upon its past successes,” says Dean Ken Kavajecz.

Lee obtained his PhD in marketing at Duke University. His primary research interests include marketing channel strategy, product category management and consumer survey methodology. His work has been published in numerous leading industry journals including *Marketing Science, Quantitative Marketing and Economics* and the *Journal of Marketing*. He is a past recipient of the Best Reviewer Award from the *Journal of Retailing* and is often looked to for an expert perspective in broadcast and print stories.

Whitman Dean Ken Kavajecz describes newly appointed management department chair Kris Byron as “bringing an energy, vision for excellence and collaborative nature that I am confident will propel the department forward.”

An associate professor of management and affiliated faculty of the SU psychology department, Byron obtained her PhD from Georgia State University. Since joining the Whitman faculty, she has received numerous research and teaching awards including the outstanding reviewer award from the *Academy of Management Review*, numerous recognitions for Best Paper Proceedings at Academy of Management meetings, the Whitman School Research Fellow and the Guttag Junior Faculty Award.

Byron has been quoted as an expert in a variety of national and local media outlets, including *The New York Times, ABCNews.com* and *Time.com*. Her primary research interests lie in nonverbal communication and how it affects employees, emotion in the workplace, nonverbal and electronic communication, employee responses to mistreatment and the intersection of employees’ work and non-work lives. She has been published in the *Journal of Management*, the *Journal of Organizational Behavior* and the *Academy of Management Review*.

Alex McKelvie is the new chair of Whitman’s entrepreneurship and emerging enterprise (EEE) department. A graduate of the PhD program at Jonkoping International Business School in Sweden, McKelvie has received numerous awards including Syracuse University’s Meredith Teaching Recognition Award, *Family Business Review*’s Excellent Reviewer Award, the Whitman School’s Guttag Junior Faculty Award and the Research Promise Award from the Entrepreneurship Division of the Academy of Management, among many others.

McKelvie’s research concerns how and why new firms grow, and how entrepreneurs and entrepreneurial firms pursue opportunities. His work has been published in a number of leading peer-reviewed publications, including *Entrepreneurship Theory & Practice*, the *Journal of Business Venturing, Technovation*, the *Sage Handbook of Family Business*, the *International Small Business Journal* and the *Journal of Business Research*. He is a member of the editorial board for the *Journal of Management Studies, the Journal of Business Venturing, the Family Business Review*, the *International Small Business Journal* and the *International Journal of Entrepreneurial Behaviour & Research*.

Whitman Dean Ken Kavajecz praises McKelvie’s “deep engagement with the research, teaching and outreach missions of the EEE department” and says, “I know he will take the department to the next level.”

Catherine Maritan, associate professor of management, has been appointed senior associate editor of the *Journal of Management*, effective July 1, 2014. In this capacity, which is second in line to the editor-in-chief, Maritan will be in charge of the strategy, organizational theory and entrepreneurship sections. She will be assisted by a team of associate editors.
Dharwadkar Named Meredith Professor, Torrens Receives Meredith Teaching Recognition Award

Ravi Dharwadkar, professor of management, and John Torrens, professor of entrepreneurial practice, were recognized with prestigious university-wide honors at a ceremony held this spring in the Goldstein Alumni & Faculty Center on the SU campus. Dharwadkar was named a 2014-15 Laura and L. Douglas Meredith Professor of Teaching Excellence and Torrens received a Meredith Teaching Recognition Award.

The Laura J. and L. Douglas Meredith Professorships were created in 1995 to recognize and reward excellence in teaching, encourage faculty members to look upon the many dimensions of teaching as manifold opportunities for constant improvement, emphasize the great importance the University places upon teaching, and improve the teaching and learning processes on campus. The Meredith Professors receive a supplementary salary award and additional funding for professional development for each year of their appointment.

Dharwadkar teaches a variety of undergraduate and graduate courses in international business, corporate governance, organization theory and corporate strategy. In his current teaching, he emphasizes the importance of a global mindset in terms of business and also in approaching the future more generally. He tries to make students aware of both short- and long-term opportunities in the global environment and engages current students in discussions with former students about their SU Abroad experiences.


He has also influenced the teaching styles of many of his doctoral students, giving them access to all of his teaching materials and letting them teach a class.

Dharwadkar is a previous recipient of the Meredith Teaching Recognition Award.

The Meredith Teaching Recognition Awards program was established in 2001 through an expansion of the Laura J. and L. Douglas Meredith Professorship Program. The program recognizes excellence in teaching by non-tenured faculty and adjunct and part-time instructors. Recipients are selected for teaching innovation, effectiveness in communicating with students and the lasting value of courses. Candidates must have completed two years of service to the University and not yet received tenure. Each recipient is given $3,000 to further his or her professional development.

In addition to other Entrepreneurship and Emerging Enterprises (EEE) classes, Torrens is responsible for teaching the senior capstone course at Whitman.

He has also been involved in the cross-campus entrepreneurship courses, IDS 401 “What’s the Big Idea?” and IDS 401 “Idea2Startup.” Torrens has been active in the Institute for Veterans and Military Families, teaching in the Entrepreneurship Bootcamp for Veterans with Disabilities, the Veterans’ Women Igniting the Spirit of Entrepreneurship symposia and the online Boots to Business training program. Torrens was recognized as an “Outstanding Entrepreneurship Educator” by the Consortium for Entrepreneurship Education in 2012.

Torrens is also an adjunct professor at Nova Southeastern University and teaches in the area of business practices to doctoral students in the speech-language pathology program. He has co-authored several technical papers and position statements for ASHA in the area of business practices and telepractice; is a contributing author for “Business Matters: A Guide for Speech-Language Pathologists;” and has recently contributed a chapter to a new textbook titled *Professional Issues in Speech-Language Pathology and Audiology*.  

John Torrens
What Does 3D Printing Mean for Supply Chains?

By Gary LaPoint, assistant professor of supply chain practice and co-director of both the H.H. Franklin Center for Supply Chain and the Harry Salzberg Memorial Program

While individual customization may become the new norm, 3D printing also brings with it a cache of new issues. For example, what might be the impact to transportation service providers? From an accounting perspective, how will inventory be valued? Traditional metrics used to measure the operational or financial health of an organization may no longer apply. This technology is advancing quickly, but it is likely to be many years before we see dramatic changes to supply chains. Rest assured, these changes will eventually come. The combination of 3D printing, robotics and automation is what will allow U.S. manufacturing to compete with the low-cost production regions of the world. Skilled tradesmen who were once found in our factories will, in the future, be needed in the maintenance and software design for these machines. Most industry professionals agree that 3D printing is a game changer that will force a rethinking of manufacturing and supply chain practices.
COMING UP AT WHITMAN

A Sampling of Events & Activities at Whitman

Currently scheduled Whitman Advisory Council Meetings
• Thursday, June 5 – Lubin House – NYC
• Friday, September 12 – Whitman School of Management – Syracuse University
• Wednesday, December 10 – Lubin House – NYC

MONDAY, JUNE 2
→ 24th Annual Whitman Alumni Golf Tournament
Join us for Central New York’s premier golf tournament and an important fundraiser for Whitman student scholarships to be held at the private East Course of Drumlins Country Club. The day’s activities include golf, lunch, raffles, auctions and a sit-down dinner. Contact Emily Yakawiak at eyakawi@syr.edu or 315.443.3850.

FRIDAY, AUGUST 1
→ DCP Graduation
Whitman celebrates the graduation of its Defense Comptrollership Program students. Contact Wendy Frye at wafrye@syr.edu or 315.443.1387.

MONDAY, AUGUST 25
→ First Day of Fall Semester Classes
For more information on the complete 2014/2015 academic calendar, please visit http://www.syr.edu/registrar/acadcalendars/index.html.

→ Fall Career Planning
The Whitman Career Center actively promotes the School to global employers and offers venues to these employers for the recruitment of Whitman students. Contact Mary Kate Imboli at mimbolli@syr.edu or 315.443.4140.
• Friday, September 19 – Career Madness
• Monday, September 29 – Career Fair