

Spring 2022

Whitman

FROM CAMPUS TO COMMUNITY



S Syracuse University
Whitman School
of Management



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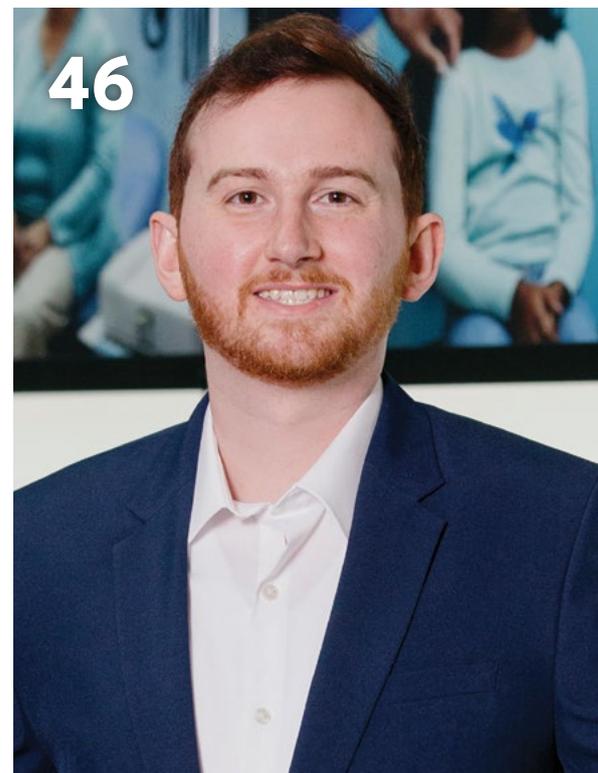




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FROM THE DEAN

A central theme of our strategic plan, the Roadmap to Whitman's Second Century, is to leverage the breadth and richness of our sister schools and colleges here on campus. In a time when interdisciplinary talent and solutions are at an increasing premium across all types of businesses and geographies, being able to draw on strengths across so many vital areas is a distinct advantage.

Whitman has a long tradition of seeking out and developing interdisciplinary educational and research programs. When we embarked upon our strategic plan, the School had already established a number of cross-campus partnerships, including dual undergraduate degrees with the School for Information Studies (iSchool) and the Newhouse School of Public Communications (Newhouse); combined degrees with the School of Engineering and Computer Science (ECS—3+2), College of Law (Law—3+3), and the College of Visual and Performing Arts (3+2); a dual master's with Law; and a Certificate of Advanced Study in Sustainable Enterprise with ECS and the SUNY College of Environmental Science and Forestry—long supported by Whitman Advisory Council member and Syracuse University Trustee Hal Fetner '83 and his wife, Nina.

Since that time, we have become even more deeply engaged with our sister schools and colleges. Whitman faculty have approved new dual undergraduate degrees with Arts & Sciences (applied math; statistics), Falk College of Sport & Human Dynamics (Falk—public health; sports management), the iSchool (data science; information, society, and technology), and Maxwell School of Citizenship and Public Affairs (Maxwell—international relations). Whitman has also led the launch of a new University-wide infrastructure minor with support from Whitman Advisory Council member Steve Charney '81, and a new summer program in real estate with the School of Architecture, also supported by Hal and Nina Fetner.

At the graduate level, we have been equally busy creating new strategic partnerships that leverage the richness of the University to strengthen our graduate programs, especially the MBA. The new dual master's degrees approved by the faculty include programs with Arts & Sciences (M.S. biotech/MBA); Falk (Master of public health/MBA); Maxwell (Master of public administration/MBA, M.A. international affairs/MBA), and a new MD/MBA with SUNY Upstate Medical University, the University's first dual degree with our neighbors here on the Hill. The goal of these exciting new strategic partnerships is to help revitalize the MBA and attract an even stronger set of students who otherwise would not consider attending Syracuse University and Whitman.

Whitman faculty have also just approved a timely new joint-master's program with Maxwell, the M.S. in sustainable organizations and policy. We can all take a lot of pride in this time of unprecedented innovation in our programs.

Whitman has also been fortunate to participate in several Invest Syracuse Clusters, enabling us to expand our faculty by bringing in



talented individuals working in mission-relevant domains such as big data & analytics; AI & autonomous systems; innovation & entrepreneurship, and social differences/social justice.

Our success both here at Whitman and more broadly with the other schools, colleges, and institutions who share our location here on the Hill, depends on making one another and our collective home even better. Our best efforts will be those that focus on topics aligned with our strategy of producing future-ready talent and ideas, in which we can excel and be recognized for doing so, and where there is a confluence of interest from faculty, prospective students, recruiters, donors and other partners.

As always, I invite ideas and recommendations about where we should focus our energies next. What do you see as our highest priority interdisciplinary opportunities that will advance academic excellence at the School and the broader University in a way that is both distinct and in which we can excel? I welcome everyone's creativity, collaboration, and support as we work to further advance Whitman as a leader in preparing the next generation of business professionals and leaders.

Ultimately, of course, our community's ability to achieve the goals we have for our students and our School depends on the generous support of alumni, parents and partners. Together, we can develop the professionals the business world needs today and the leaders it needs for tomorrow. Every gift of time, talent, or treasure has a meaningful impact and helps us reach our goals. I encourage you to make a commitment to the School and, on behalf of all our faculty and staff, extend heartfelt thanks to those who have already come forward.

Best Wishes,

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

Gene Anderson
Dean

FROM CAMPUS TO COMMUNITY

Whitman Initiatives Provide Programs, Services and Connections to the Surrounding Community

by Caroline K. Reff

Syracuse University looms large on “the Hill” overlooking the City of Syracuse, with the silhouette of the Dome visible from almost every angle in the skyline. The campus is home to approximately 22,000 students—3,000 at the Whitman School alone—and is one of the area’s largest employers. The site of over 40 research centers and institutions across almost every academic discipline, the University is infused with a strong sense of entrepreneurial spirit and love of learning, and has the good fortune to be supported by an Orange network that totals a quarter of a million alumni.

But the University does not exist in isolation, nor does it want to. It is an intricate part of the local community and committed to being a good neighbor and sharing its resources for the betterment of those around us. The Whitman School of Management plays a big role in this effort.

On the following pages, you will read about how our students roll up their sleeves to engage with those in the community—particularly underserved populations—and use their know-how to help others thrive. And you’ll see how many of our graduates stay to make the city their home, using their professional skills and leadership abilities for the benefit of those who live and work in Central New York. →



“If we don’t have a high-school-to-college pipeline within a diverse community, then how can we increase the diversity of our student body?”

— Diane Crawford, executive director for institutional culture





New Service Engagement Initiatives Reach Out to Assist Syracuse City Communities

While Whitman School students are required to complete 50 hours of community engagement for their degrees, they have many ways to do so. However, Diane Crawford, executive director for institutional culture at the Whitman School, noticed that not many students were choosing to get involved with volunteer opportunities off-campus, particularly within the underserved communities in the City of Syracuse. She also realized that many students were struggling to meet their requirements because they wanted an opportunity that would hold some personal meaning or connection for them.

“I thought, ‘Let me find ways to engage and help the Whitman internal community and the City of Syracuse external communities come together,’” she says. So, Crawford began looking for solutions, and two new initiatives were born: Future Leaders and Build Back Local.

Future Leaders

Future Leaders is a partnership among the Whitman School, the YMCA, the Imagine Initiative and Say Yes to Education; it helps high school students within the City of Syracuse prepare for college and careers under the guidance of leaders, mentors and students who can answer their questions, offer advice and guide them through the process. Additionally, the program focuses on helping the students build their leadership competencies by exposing them to successful leaders within the community. While the program targets 10th through 12th graders from underserved communities, approximately 38 students are currently participating, ranging from eighth graders to high school seniors.

“The Whitman School wanted to assist local high schoolers in their college and career exploration,” says Crawford. “Syracuse University and the Whitman School want to continue to be pillars of this city, and you don’t get there by just bringing students in from all over the country and not doing the same in your own backyard. We want to be good corporate citizens and demonstrate our care about the community we live in.” →

“This is so much more than service hours to me. I am someone these students can reach out to for guidance, someone they can relate to as a friend and mentor.”

— Grismeldys Beato '22 (WHIT/iSchool)



To that end, Future Leaders began in September 2021, meeting monthly at the Whitman School for approximately two hours on a Saturday to focus on leadership skills and work with students to prepare them to meet the requirements for college acceptance. Crawford and her student volunteers are committed to doing whatever needs to be done to overcome the barriers that prevent interested high schoolers from attending these sessions on campus, including providing transportation, if needed. Each meeting is centered around a theme tailored to the group's needs and features a guest speaker, while also serving students a hot lunch and giving them time to ask questions and work with their mentors. Other activities include learning how to write a college admissions essay, investigating how to access the necessary funds to pay for college, establishing values and goals for themselves, and exposing them to people of color in positions of leadership.

“There were multiple agendas as to why this initiative was put into place,” says Crawford. “If we don’t have a high-school-to-college pipeline within a diverse community, then how can we increase the diversity of our student body? We know this isn’t something that is going to happen overnight, and we’re just getting started, but it is our responsibility to give underserved students who live in the communities around the University a better chance of gaining admission into college and hopefully to the Whitman School.”

Grismeldys Beato '22 (WHIT/iSchool) needed community engagement hours toward her degree, but she hadn't yet found an opportunity that truly meant something to her until she came upon Future Leaders.

“Connecting with students is my favorite, as I was once in their shoes,” says Beato, a triple major in entrepreneurship and emerging enterprises, retail management, and information management. “In high school, I knew

I wanted to study business, but I had a lot of questions. What was I going to major in? Did I want to go away to school or stay local? And, how was I going to handle the finances?”

Beato was fortunate that a teacher at her high school was a Whitman graduate, Andrew Cursio '83, he saw her potential and encouraged her to apply to the Whitman School even though the deadline was near. That push gave her the opportunity and practical advice she needed to attend Syracuse University that fall.

“This is so much more than service hours to me,” Beato says of Future Leaders. “I am someone these students can reach out to for guidance, someone they can relate to as a friend and mentor. I came to Syracuse with the intention of leaving a legacy, and this program is a stepping stone to that. I’m hoping I can motivate them to do more than they ever thought they might be able to do.”

Future Leaders is only in its first year but, according to Crawford, the intent is to continue to recruit more student mentors and resources, while working to attract underrepresented students through nonprofit organizations within the community.

Build Back Local

Another program from the Whitman School that is engaged in the local Syracuse community is Build Back Local. Working with a local supplier and diversity business consultant, Duane Owens, Crawford came up with an idea to connect Whitman students and their growing business expertise with minority- and women-owned small businesses within the City of Syracuse. Associate Professor of Entrepreneurship and Chair of the Department of Entrepreneurship and Emerging Enterprises

Todd Moss and Mirza Tihic, a postdoctoral researcher, were doing something similar in the entrepreneurial space at Whitman, which also helped Crawford create a feasible template for what recently became the Student Volunteer Consulting Build Back Local Program.

“Small-business owners tend to wear all the hats, and they often don’t know what it is that they don’t know,” she says. “We wanted to start something that brought real value to both women-owned and minority-owned businesses in the city, as well as the students studying at the Whitman School. We didn’t want them to just be used as go-fers. Instead, we developed a plan for them to use business skills they were learning in their various classes to create real value for these companies.”

A pilot program was rolled out last year, and Crawford selected Sam Katzman ’24 (WHIT/NEW) to test the model for Build Back Local. A business analytics and advertising dual major, Katzman was a first-year student when he approached Crawford about helping her. While she was at first unsure whether he had enough experience to handle the responsibility, he was so passionate that she took him on.

Katzman got straight to work, logging 32 hours over a few months last spring and summer helping an area IT company create Excel spreadsheets, build marketing lists and bring in new clients. He made such an impression that Crawford kept him on as her intern this academic year, where part of his responsibility is to continue to grow the Build Back Local program.

“Many people who attend Syracuse University and the Whitman School are privileged, while the city itself is a pretty underserved economic zone. A lot of students don’t ever leave campus to see that,” Katzman says. “We’re taking this one step at a time with the idea that we, as students, gain experience and get the chance to help others access some of the skills they need to thrive. That makes for a better community for everyone.” →



“We’re taking this one step at a time with the idea that we, as students, gain experience and get the chance to help others access some of the skills they need to thrive.”

— Sam Katzman ’24 (WHIT/NEW)

Whitman Degree Includes 50 Hours of Community Engagement

All undergraduate students at the Whitman School are required to complete 50 hours of community engagement for their degrees. These hours can be completed at up to two locations, preferably within the Syracuse community. The parameters require that the experiences must be unpaid and for a nonprofit with a public service or community participation emphasis, such as work with the homeless community, environmental efforts, minority- or women-owned businesses, religious organizations, governmental bodies or commissions, or activities that benefit other underserved or underrepresented populations.

“The Whitman School not only offers an outstanding business education but also the ability to ensure that our students become lifelong learners and engaged citizens who understand the importance of giving their time and talents to those who need it most,” says Lindsay Quilty, assistant dean for undergraduate programs. “While community engagement is a requirement, we have come to see the joy and satisfaction that these experiences can bring to our students, as well as the benefits to organizations on our campus and within the greater Syracuse community.”

Students have the opportunity to volunteer on campus for organizations like the Office of Multicultural Affairs, Enactus, Hendricks Chapel and various programs through the Shaw Center. Within the greater community, students have given their time to places like the Rescue Mission, Ronald McDonald House, American Red Cross, VA Medical Center and Meals on Wheels, as well as a host of small businesses and organizations affiliated with underrepresented groups in the community.



**“We were established here,
and it felt right to continue
growing the business in the
City of Syracuse, where I got
my start.”**

— Scott Friedberg '14



Whitman Alumni Add Value to the Syracuse Community

While Whitman alumni are located all over the world, some can be found just minutes away from the University campus, sharing their talents and enriching the city of Syracuse and its surrounding communities. Scott Friedberg '14 and Ryan Benz '11 M.S. are doing just that, as they not only run their existing businesses locally but continue to share their entrepreneurial spirit in the place they call home.

Scott Friedberg: Young Alumnus Syracuse Business Owner Has Gilded Dreams

Scott Friedberg '14 started his first business in middle school, building a snow removal company in his northern New Jersey hometown. As a seventh-grader, he hired a team of friends and matched the pricing of area landscapers. His competitive edge was developing the logistics around allowing customers—many of whom needed to be shoveled out before their commute to New York City—to schedule a specific time for service. Friedberg continued growing the business until he left for college six years later.

When he started college at the Whitman School, he wasn't sure what major interested him, but he knew he wanted to start his own business. The Whitman School's top-ranked Entrepreneurship and Emerging Enterprises Program drew him in and, by his sophomore year, he had built a profitable TV-based advertising network with a client list that grew to include not only Syracuse University but also nearby SUNY Upstate Medical University and Turning Stone Resort Casino, as well as local favorites like Varsity Pizza, J. Michael Shoes and Tully's. He grew the business, Gilded Social, while also earning a degree in finance from the Whitman School and completing an entrepreneurship engagement fellowship in 2015 from the Syracuse University School of Information Studies.

Clients liked Gilded Social's advertising network, and several asked Friedberg for guidance with their social media accounts. A viral campaign developed by Friedberg led to a lucrative new contract for a client. It also led to a handful of business owners looking for help from Friedberg and Gilded Social for their online presence.

When Friedberg graduated with a degree in finance, he considered moving the business to New York City, but ultimately decided to stay in the Syracuse community. →

“We were established here, and it felt right to continue growing the business in the City of Syracuse, where I got my start,” he says. “Moving it would have been a little bit like starting over.”

Gilded Social is in its 11th year and is now a full-service marketing company with eight employees. As CEO, Friedberg extended the brand a few years ago when he opened Gilded Club, a speakeasy-style bar in the popular Armory Square area downtown and, just last year, started a media business called cardbreaks.com, covering the sports cards industry.

Friedberg continues to stay involved with the Whitman School and Syracuse University, speaking to students every semester to offer inspiration and frequently judging various business competitions. This spring, Friedberg completed his initial commitment of donating \$25,000 to the Panasci Business Plan Competition with his Gilded Social Rising Entrepreneur Award, which he started in 2018.

He says, “Starting a business was always my dream, and while there have been many people and places that have helped along the way, Syracuse University played a pivotal role. I knew I would give back to the program as soon as I could.”

Ryan Benz: Cultivating a Community

Malls today differ from their glory days of the '80s and '90s. Gone are the neon lights beckoning shoppers in, music stores filled with rows of cassettes and later CDs, and kids using up a month's worth of allowance in quarters at the arcade. The modern mall is becoming less about being a place to shop and more about bringing a community together. This is exactly what Ryan Benz '11 M.S. had in mind when his company, Redev CNY, and his partners put in their bid to redevelop ShoppingTown mall in DeWitt, New York.

“What I focus on first and foremost is the impact a project makes on the people,” says Benz, who earned a master's degree in entrepreneurship and emerging enterprises from the Whitman School. “From a civic perspective, this needs to add greater value to the quality of life of Central New York.” Culture is the reason why Benz first focused his efforts on opening several high-end apartment buildings and restaurants in the area, including Oh My Darling and its basement speakeasy The Fitz, which have been in operation for about three years. He and the development team are currently evaluating anchor stores for the new space, which they are calling District East, and envisioning what the overall atmosphere will look and feel like. “You're seeing greater interest in experiences,” Benz explains. “A traditional mall environment is not an experience. It's a place where you go shopping. Shopping is not the experience; the experience is how you feel when you're there.”

To that end, the site will include restaurants, apartments and condominiums, a movie theater, offices and medical suites, a grocery store and other entertainment attractions, and may connect to the local pedestrian and bike path along the Erie Canal. “Restaurants are cultural anchors.

That's what brings the community together and that's what's important in terms of establishing cultures. A culture, which then leads to businesses, people wanting to come downtown and more jobs coming downtown.” By the time the project is finished, which will likely take several years, it will hardly resemble the mall that currently sits in the location.

Redeveloping and starting businesses may seem like a far cry from playing trumpet, which is what Benz studied as an undergraduate at Montclair State University in New Jersey, but the entrepreneurial spirit was always in his blood. His first job was as a paper boy when he was 12 years old and while he was studying music, he ran a driveway repair company and invented a music notebook that he sold to college bookstores and music stores. “I grew up with this mentality that said, what else are we doing? Let's go.”

Benz credits his education at the Whitman School with giving him the experience and knowledge he needed to start working in real estate. After graduation, he took a job as a leasing agent for Destiny USA with Pyramid Management Group. “I would not have been qualified nor would I have had the opportunity to take my first job in real estate right out of school without my degree from Syracuse University.”

Saying his degree made him more marketable to take that leap into real estate, it also gave him the confidence he needed. He and his wife, Leigh Ann, opened a chain of retail stores in New York and New Jersey called Lee Lee's Forest before coming back to Central New York, where Benz grew up, to raise their son.

Now, as he works on District East, his restaurants and apartments, Benz also finds time to give back to his alma mater. He's come back to share his experiences as an entrepreneur with the Entrepreneurship Club and the Real Estate Club, and to judge the Orange Tank Pitch Competition in which current students and alumni entrepreneurs from the Whitman School pitch their business ventures to judges and vie for a cash prize. “It's such an honor to come back to Syracuse and help foster young entrepreneurs or real estate developers. I think it's an obligation as an alumnus to support current students and one I absolutely love to participate in,” he says.

Benz has even had some undergraduate Whitman School students intern for his company, saying they've all been impressive and have gone on to do great things, including attending law school. He says being part of the “vibrant” alumni network gives him the chance to rise to a level of expectation that is set for the professional network. “Having those alumni connections, both professionally and casually, means the world to me,” he says. “It's important to maintain and grow the caliber of our students and ultimately maintain and grow the caliber of our school. I believe that through that growth, our students will have better opportunities in their futures and be in the best position to continue the culture of excellence. It's a lot of fun, and rewarding, to have an impact on the next generation of leaders.” 

—Ryan Benz article written by: Lisa Maresca



“What I focus on first and foremost is the impact a project makes on the people. From a civic perspective, this needs to add greater value to the quality of life of Central New York.”

— Ryan Benz '11 M.S.



Engage Syracuse: Whitman Interdisciplinary Programs Offer Students the Opportunity to Combine Business with Medicine or Law Degrees

One of the goals of the Whitman School is to continue to be a leader in providing undergraduate and graduate students with the interdisciplinary skills they need to be more marketable and more engaged citizens on campus, within their workplaces and in the community. These efforts are components of Whitman's goal in our strategic plan to "Engage Syracuse," aimed at broadening the School's portfolio of dual and/or joint major and degree opportunities, while also building academic partnerships with the other colleges and schools across the University and in close vicinity to campus. The list continues to grow (see sidebar on page 14), including two relatively new programs: an MD/MBA program with SUNY Upstate Medical University and a 3+3 Whitman/Law program with Syracuse University's College of Law. These interdisciplinary degrees historically have attracted more high-quality and diverse students to the Whitman School but in many cases, also motivate current students to stay and take advantage of additional opportunities that will further enhance their Whitman education.

A Business Background Is Good Medicine

Himani Akula is completing her undergraduate degree at the University at Albany, majoring in human biology with minors in psychology, anthropology and biology. She had originally planned to graduate in 2023 and take a gap year to save for medical school. Instead, she pushed herself to complete her graduation requirements by spring 2022, so she could start on an even more challenging adventure—a dual degree in both medicine and business.

Akula is one of three students admitted into an MD/MBA program through a new partnership with the Whitman School and SUNY Upstate Medical University, where outstanding students can concurrently earn an MBA and a medical degree in five years. The first year is running as a pilot project.



“In addition to a medical degree, I’ll earn my MBA and have a great business background to help me further my goal of running my own practice, clinic or even hospital one day.”

— Himani Akula

“The plan was always medical school,” says the Ohio native. “In exploring my options, I talked to a lot of physicians and others in the health care field, and what kept coming up was how important it was for doctors to understand the business side of medicine, insurance, how to manage a practice, etc. I started to understand that having that kind of business acumen would really give me autonomy.”

She applied to the MD/MBA program and was accepted. Not only does she like the idea of earning two degrees, but she is excited to participate in the first year of the program, so her experience can contribute to the MD/MBA as it moves forward.

While Akula considered other universities with similar joint programs, she liked the geographical proximity of Whitman and Upstate—just blocks from one another—and is eager to get to know the area and start building a community when she begins the MBA portion of the program in fall 2022. Akula will start her dual degree at the Whitman School, completing much of her MBA throughout the 2022-23 academic year, including the summer. Medical school will start in fall 2023, with a practicum focused on medical-related business planned for the following summer. Her MBA will be awarded after she completes both programs.

“In addition to a medical degree, I’ll earn my MBA and have a great business background to help me further my goal of running my own practice, clinic or even hospital one day,” she says.

The Whitman School is delighted to begin this program with Upstate, according to Associate Dean for Undergraduate and Master’s Education and Professor of Entrepreneurship Alex McKelvie. “There is an increased need for medical professionals to have a deeper understanding of the business aspects of health care, which is not traditionally part of medical school education. Future doctors can walk away with the business knowledge needed for careers in health care leadership positions and also as entrepreneurs, thanks to their MBAs from Whitman,” he says.

“This joint effort provides further support to areas where our community is investing in health care, biotech and med tech,” he adds. “Leveraging the expertise from both the MD and MBA programs supports these investments and helps ensure that our students thrive during and after graduation by having a strong set of support organizations and partners.”

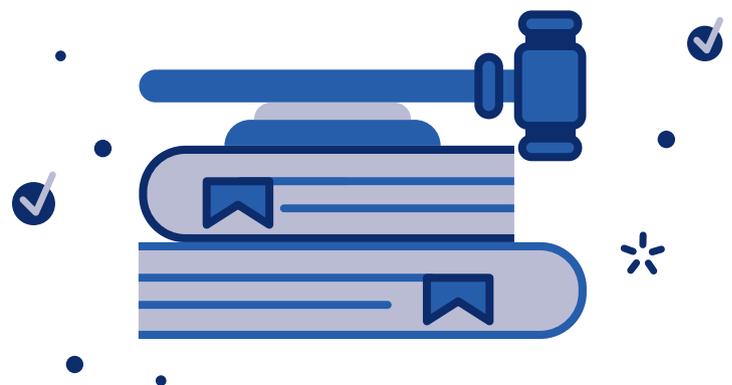
Taking on the Law

Another interdisciplinary program that gives Whitman students an advantage is the 3+3 Whitman/Law joint degree. While it started a few years ago, fall 2021 marked the point when the Whitman students began the law school portion of the program.

“Business students should understand the law, the regulatory environment and the legal processes needed to conduct business,” says McKelvie of the program. “Having a robust understanding of business and an in-depth legal knowledge in areas such as contracts, intellectual property and tax, among others, better prepares students for a future in business and law.”

Those interested in the 3+3 program are typically outstanding students who are ready to take on the rigors of completing their Whitman degree in only three years, sitting for the LSATs in their sophomore year and starting classes at the College of Law during what would typically be the senior year of their undergraduate program. When accepted to Whitman under this program, students are given a conditional acceptance into the College of Law, as they still must meet the stringent criteria for law school admissions.

Roommates Christopher Salotto ’22 and Michael Mayor ’22 are completing their first year of law school as part of the 3+3 program. At Whitman, Salotto majored in supply chain management and Mayor in real estate. Salotto started school with some advanced college credits earned through his high school, which was an advantage in completing the undergraduate requirements in only three years. →





“I was kind of nervous finishing four years of undergraduate work in three, but it helped me prepare because now law school is a whole other level,” he says. “But you have work to do, and you do it. It’s far from impossible.”

Mayor has wanted to be a lawyer from the time he was in middle school, and it was the dual program that

drew him to Syracuse University from Long Island. “I had to take more classes at Whitman to stay on track for this program,” he says, noting that he took 18 credits per semester for two years to meet the requirements. Still, he found it manageable.

“All the organizational and communication skills I learned at Whitman certainly helped me because law school is a lot of work,” he says, noting that there are plenty of resources and mentors to help. Despite the demanding workload, Mayor is pleased that he chose to come to Syracuse and participate in the 3+3 program.

“We live in a very competitive world,” he says. “I’m 21 now, and I’ll only be 23 when I graduate from law school. I hope that will give me a distinct advantage.”

McKelvie believes that Whitman’s interdisciplinary programs such as the MD/MBA and the 3+3 programs are building bridges across campus and leveraging opportunities that better prepare students for the future.

“The Whitman School has a history of innovation and constantly thinking about other perspectives and how to make education more relevant, novel and valuable for students,” he says. “Too many business schools tend to operate in isolation, but we don’t want our students working in silos. Whitman, the other schools on campus and our community partners are creating programs that attract those who might not otherwise consider coming to Syracuse University. That creates a much more unique, rich and diverse experience for our students and helps raise the bar for the Whitman School.” 

“The Whitman School has a history of innovation and constantly thinking about other perspectives and how to make education more relevant, novel and valuable for students.”

— Alex McKelvie, associate dean for undergraduate and master’s education

Engage Syracuse Programs Offered by the Whitman School

DUAL/OTHER UNDERGRADUATE PROGRAMS

- College of Arts & Sciences (applied math, biology, biotechnology, chemistry, math and statistics*)
- Falk School of Public Health * (public health)
- School of Information Studies (data analytics*, information management & technology, innovation, society & technology*)
- Maxwell School of Citizenship and Public Affairs (international relations)
- S.I. Newhouse School of Public Communications (all majors)
- Bachelor of Professional Studies in Business Management* (College of Professional Studies)
- Integrated learning major in environment, sustainability & policy (multiple schools on campus)
- Minor in engineering & computer science management (College of Engineering and Computer Science)
- Minor in infrastructure, cities & the future (College of Engineering and Computer Science)

COMBINED UNDERGRADUATE/GRADUATE PROGRAMS

- 3+3 B.S./J.D. (College of Law)
- 3+2 B.S./MBA (College of Engineering and Computer Science)
- 3+2 B.Mus./MBA with Music Industry (College of Visual and Performing Arts)

DUAL/JOINT GRADUATE PROGRAMS

- Applied Data Science (School of Information Studies)
- Executive Master of Public Administration/MBA (Maxwell Defense Comptrollership Program)
- J.D./MBA (College of Law)
- J.D./MBA Online (College of Law)
- MD/MBA* (SUNY Upstate Medical University)
- Master of Public Administration*/MBA (Maxwell School of Citizenship and Public Affairs)
- Masters of Public Health/MBA (Falk)*
- M.S. in Biotechnology/MBA (A&S)*
- M.A. in International Relations*/MBA (Maxwell School of Citizenship and Public Affairs)
- M.A. in International Relations/Master of Science in Finance (Maxwell School of Citizenship and Public Affairs)
- Certificate of Advanced Study in Sustainable Enterprise (CASSE) (College of Engineering and Computer Science, SUNY College of Environmental Science and Forestry, and Syracuse Center of Excellence)
- Certificate of Advanced Study in Technology Law and Entrepreneurship* (CASTLE) (College of Law)

** designates new for fall 2022 semester and/or pending final approvals*

Note: Many other programs have significant Whitman course requirements; only those that lead to a Whitman degree or Certificate of Advanced Studies (CAS) are listed here.

Two interdisciplinary programs were just recently approved this spring to move forward: the master of public administration/MBA and the M.A. in international relations/MBA, both offered jointly through Whitman and the Maxwell School of Citizenship and Public Affairs. These programs will give students a greater understanding of the critical role business plays in policy, international relations and public administration.



Gary Cole was appointed academic advisor for master's programs.

In this role, he will oversee academic advising for full-time master's students, including those in the MBA program and the six specialty master's programs. Cole joins Whitman from SUNY Morrisville's campus-wide advising office, where he advised students on degree completion requirements and procedures. He also was the administrator of the Starfish Early Alert System, which is the underlying system for Orange SUccess. Cole has a bachelor's degree in communication and a master's degree in student personnel administration from SUNY Buffalo.



Erin Draper was appointed director of experiential programs.

Draper will oversee Whitman's commitment to experiential programming, both on- and off-campus. She will manage and coordinate with Whitman's stakeholders for programming in New York City and other locations globally, directly oversee company-supplied projects for project-based learning, coach students to represent Whitman at national competitions, and identify corporate partners for school-wide engagement. Draper joins Whitman from Clarkson University, where she was the founding managing director of Clarkson Ignite, a university-wide experiential innovation and entrepreneurship ecosystem. She has a bachelor's degree in business administration and technical communications and an MBA from Clarkson University.



Edward "Teddy" Ellison was appointed systems administrator.

This senior role provides leadership in developing and supporting network and desktop services using various technologies for general distribution to the Whitman community. Before joining Whitman, Ellison was a VMware-certified professional who assisted Salesforce in auditing customer accounts. Ellison has previously served nine years as a nuclear electronics technician (IT specialist) for the U.S. Navy. In 2021, he was given the Navy and Marine Corps Achievement Medal for his leadership on complex work projects. He also attended Syracuse University before enlisting in the military.



Anand Samuel was appointed graduate and global student career advisor.

His primary focus will be on guiding full-time students in the MBA and M.S. programs toward career success. Before joining the Whitman Career Center, Samuel provided guidance, support, resources and programming for undergraduate students majoring in the collective disciplines of engineering and computer science for the College of Engineering and Computer Science at Syracuse University. Additionally, he has a background in the food service, retail, financial services and business management sectors. Samuel has a bachelor's degree in psychology from Le Moyne College.

'23 REHAN "REH" BALSARA**Hometown:** Mumbai, India**Majors:** Accounting, Business Analytics and Finance**Minor:** Psychology

Rehan "Reh" Balsara '23 was initially drawn to the Whitman School's finance program and its emphasis on experiential learning. He says, "During my first two years, I became aware of the strong interrelationship between quantitative management disciplines and their imminent transformation by technology and data science."

This realization prompted him to take on a challenging triple major in accounting, business analytics and finance. As if that weren't enough, Balsara is also minoring in psychology through the College of Arts and Sciences at Syracuse University, not a typical combination for a quantitative thinker, but one that links his decision making to a studied understanding of human behavior.

In only his first three years, Balsara has made a name for himself on campus.

His Whitman experience transcends the classroom. During his sophomore year, he was selected as an academic research assistant to work with Assistant Professor Cameron Miller. Balsara explains that in this position he "harnesses the power of statistical computing programming languages and machine learning to innovatively develop business strategy models."

Balsara is a member of the Renée Crown University Honors Program; his honors capstone project has significant real-world applicability. He is providing strategic consultancy for industry-first mutual funds to a leading international asset management company. He has also been recruited as a business analytics intern by EY-Parthenon for summer 2022.

Additionally, Balsara has been honored for his academic achievement and contribution to Whitman and the University through numerous awards and scholarships including, most recently, the Dean's Inclusive Excellence Award, which recognizes his leadership role in Whitman's service-oriented, collaborative and inclusive learning environment.

Many might also know Balsara as one of Whitman's lead admissions ambassadors and a University 100 mentor. He has been the face of Syracuse University to over a thousand prospective student applicants and their families.

Balsara says, "I'm proud to inspire incoming generations of outstanding students who, in turn, will shape the future of Whitman and Syracuse University."



'23 ANUSHREE JAGDISH

Hometown: Thane, India

Degree: MBA

Concentrations: Marketing and Supply Chain Management

Anushree Jagdish '23 MBA came to the Whitman School after working in advertising in her home country of India for a number of years. Equipped with an undergraduate degree in finance, she hopes to expand her knowledge and pursue her passion at Whitman with concentrations in marketing and supply chain management to reach her goal of becoming a product brand manager.

While Jagdish knew she wanted to earn an MBA, she didn't know much about supply chain management. However, when the pandemic hit, she came to realize its critical nature and thought it would be a valuable addition to her business education. Her research led her to the strong program offered in this field at the Whitman School. Having the option of choosing a dual concentration was a bonus; she could explore her interest in supply chain while also pursuing her passion for marketing. Jagdish was quickly impressed with the support she received from the Whitman School, particularly as an international student preparing to move halfway around the world.

She finds the MBA program rigorous but likes the challenge. The level of personal interaction and in-person learning facilitated by smaller, close-knit classes, as well as the teaching style rooted in case studies and faculty experiences, have been the building blocks of her experience at the Whitman School.

She is grateful for "healthy discussions" with classmates, where she is free to debate and learn from others' experiences and says she is "focused, eager to learn and ready to power up my skills."

In addition, Jagdish leads the communications team for the Whitman Women in Business club. She sees the number of women in business changing for the better and hopes to contribute to making the business world more diverse, equitable and inclusive. Additionally, she is part of Enactus, working toward creating a sustainable impact in local and global communities.

Never one to shy away from a challenge, she is also adapting to the Central New York winters, even going skiing for the first time. Her goal before graduating is to participate in the University tradition of sledding down the hill at Crouse College.

Pleased with her decision to attend the MBA program at the Whitman School, Jagdish is grateful for the welcome she has received from the entire University community.

"I was not able to understand the warmth that was coming towards me until I got here," she says. "I am so glad to have found a family in my home away from home, one big Orange family."



'23 DELANIE WEST**Hometown:** Cleveland, Ohio**Degree:** Online MBA**Concentrations:** Marketing and Supply Chain Management

Delanie West '23 MBA has always been a creative thinker. From her 14 years at Wilton Brands to her own firm, Be Super Creative, she has helped hundreds of women- and girl-focused companies execute creative ideas. However, she says, Whitman's online MBA program has allowed her to go beyond product development and design to understand the foundational knowledge needed to plan and execute business strategy.

West's Aha! moment in her career came when she was working to develop the Martha Stewart product line through Wilton Brands. She says, "The lightbulb went on for me. We were selling knowledge and creativity. So over time, I started my firm, Be Super Creative, and was marketing my talent and value of being a creative thinker."

Searching for a deeper understanding of why she was doing what she was in her career, West was on a mission to pursue a degree to arm herself with the assets necessary to manage her own business. She spent five years researching MBA programs. When the pandemic hit, she knew that was the push she needed to apply. The time she gained from working from home and not traveling globally allowed her to manage classes, work and numerous volunteer opportunities.

So, what stood out to her about Syracuse University's online MBA program? She says, "The breadth and depth of the total program offerings across the entire University, the convenience factor, school reputation and the fact that Whitman has been offering the program for some time."

One key aspect of the online program for West are the in-person residencies. Students are able to consult with clients on a project and assist in solutions through the Whitman Challenge. During the three-day residency, students gain hands-on experience by collaborating with a company to understand, analyze and develop an action plan to resolve an issue they are facing.

West worked with Excite All Stars—a nonprofit organization in New Orleans that empowers kids to become leaders who change the world. The recommendations led to significant improvements for the organization, and the unexpected outcome from the residency project was that her firm has continued consulting with them.

Beyond her business and classwork, West is active in giving back and supporting women-led businesses, solopreneurs and nonprofits. Another area of passion is diversity, equity and inclusion efforts within organizations.

"It's our rent for living on Earth. I've always believed in giving back to causes that support women and girls, as well as women's leadership," she says.

'23 MINGWEI "MAX" LIANG

Hometown: Foshan, China

Degree: Ph.D. in Finance (emphasis Real Estate)

Max Liang '23 Ph.D. came to Syracuse University with a passion for finance. It wasn't until meeting his mentor, Associate Professor of Finance Milena Petrova, that he discovered his enthusiasm for real estate research.

"I learned that real estate is essential for capital markets, making it an important area of the finance industry," Liang says. "Real estate properties not only represent a significant store of wealth for many investors but also directly link to the collateral value of mortgage loans, which are vital to the banking system."

Liang was able to work with Petrova to co-author research early on in his program. His study, "The effect of fair value method adoption: evidence from real estate firms in the EU," was published in *The Journal of Real Estate Finance and Economics* in 2020. The key findings imply that the improved transparency of financial reporting due to the fair value accounting method adoption of investment properties in the EU in 2005, led to reduced information asymmetry and increased liquidity for public real estate firms. This research contributes to the growing literature on the impact of fair value reporting, particularly on reducing information asymmetry of real estate firms.

In his current research, Liang is working on two projects. The first focuses on the essential role of media in reducing information asymmetry in the real estate market, and the second the diversification benefits of including real estate as an asset class in the investor's long-term mixed-asset portfolio.

Benefits of the Whitman Ph.D. program include not only diving into research interests early on, but also learning with a small cohort, Liang says. He describes the five students in his cohort as excellent resources to share ideas with. Thanks to the setting of the Ph.D. program, he is able to build close relationships not only with faculty but also with peers.

Beyond the research, Liang enjoys teaching classes to Whitman and Syracuse University students. "I try to be a supportive instructor to all of my students," he says. "I have learned how to tailor the teaching materials, adapt to student learning levels and effectively organize the class."

He is grateful for the opportunities to work so closely with his mentor, other faculty and peers. Liang is applying for faculty positions to continue his passion for real estate.





New Ph.D. Students Show Strength in the Face of Adversity

by Olivia Hall

Moving to a new city and starting a Ph.D. program can be challenging under the best of circumstances. But for three international students, the COVID-19 pandemic turned the journey to the Whitman School into a lengthy, nerve-racking and costly odyssey.

For more than a year after the coronavirus began to upend lives across much of the world in March 2020, Wenxin Zhang from China, and married couple Ghonche Khalaj and Ali Kozehgaran, from Iran, struggled to make their way past geopolitical, public health and bureaucratic hurdles to begin their studies in the United States. Their stories are testaments to the resilience, determination—and luck—that ultimately brought them to their destination.

Wenxin Zhang

In February 2020, Zhang's joy at receiving her acceptance letter from Whitman was great, but short-lived. When the native of Nanjing, a city in Jiangsu province, applied for a visa to the United States, the process was soon shut down as the extent of the pandemic became apparent the following month.

A graduate from the master's program in management science at the University of Science and Technology of China, Zhang was eager to get started preparing for an academic career (she hopes to return to China to teach) and working with the renowned faculty at Whitman, whom she had learned about from a friend. "I felt nervous," she says. "I did not know when the visa application would be reopened." It took more than a year, during which, fortunately, she was able to participate in Whitman classes online.

As late as the summer of 2021, with a visa and an expensive plane ticket in hand, Zhang lived in uncertainty for several more months as flights were being canceled regularly, including hers. After rebooking in August 2021, she finally made it to Syracuse.

Ghonche Khalaj and Ali Kozehgaran

Ghonche Khalaj and Ali Kozehgaran, for their part, knew going in that obtaining their visas would not be without challenges, since the United States has not maintained an embassy in their country since the Iran

hostage crisis of 1979. But they could hardly have predicted the financial and emotional toll the process would extract from them or the dedication it would teach.

Both had spent much of their lives in Iran's capital, Tehran, only leaving to obtain their undergraduate degrees in industrial engineering, which Kozehgaran earned from Shiraz University of Technology while helping to expand his family's apparel distribution company, and Khalaj completed at Tafresh University.

Each was enrolled in a master's program in Tehran—Khalaj at Tarbiat Modares University and Kozehgaran at Sharif University of Technology—when they met at a gathering for industrial engineering students. It didn't take long for them to realize how much they had in common.

"We had been doing almost everything together, participating in classes, studying, learning a new programming language," says Kozehgaran.

For their next steps, they decided to move to the United States together to pursue doctoral degrees. "We had been each other's best friend and biggest supporter," says Khalaj. "Now everything was conditioned on getting admitted into the same university. This was our biggest challenge." Or so they thought.

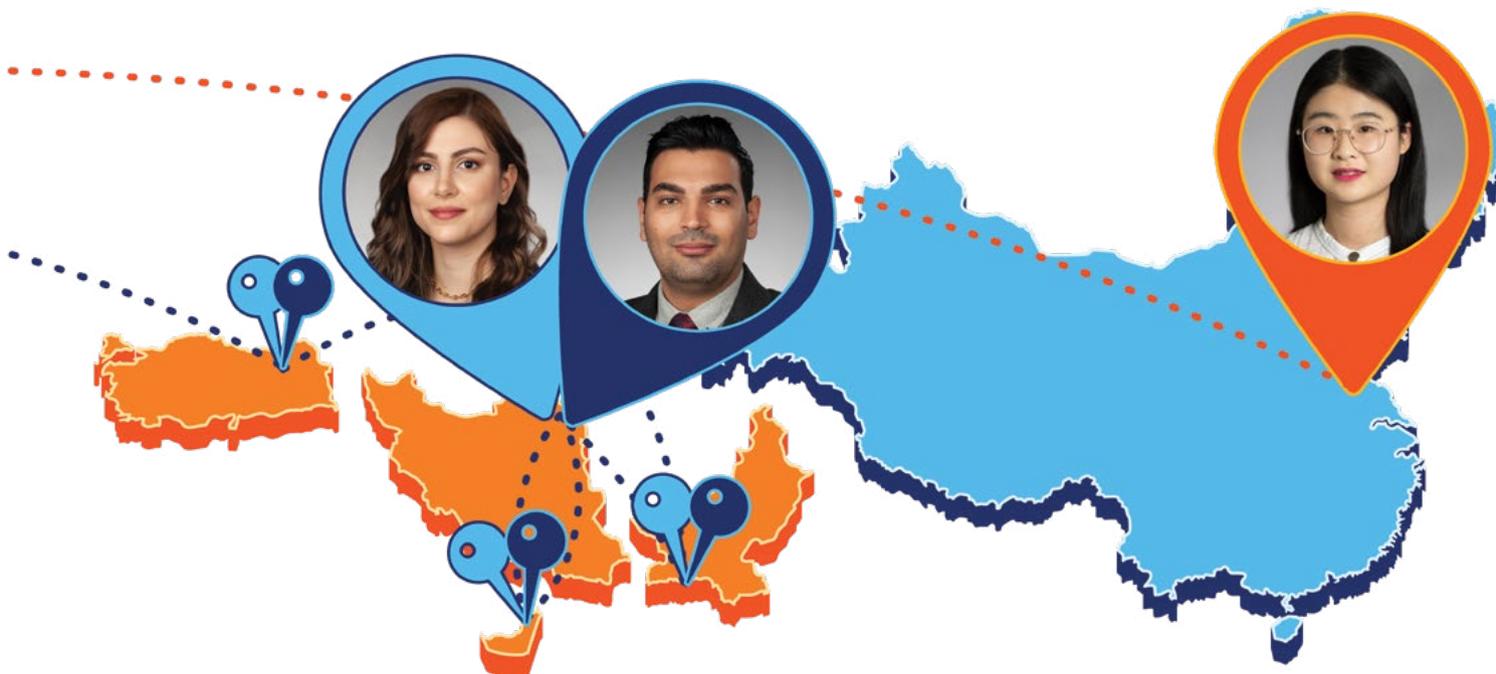
Whitman—which caught their attention thanks to its notable faculty, dedicated students, first-rate research facilities, wide range of research opportunities and location in New York State—fit the bill and accepted both Khalaj and Kozehgaran to pursue their interests in finance and marketing, respectively.

First, they had to make an appointment with a U.S. embassy in one of three neighboring countries—Armenia, the United Arab Emirates (UAE) or Turkey. They chose Armenia as the most cost-effective. "Everything was perfect for a short time, and we were so happy that finally we can reach our dreams and be together," says Kozehgaran.

But when war broke out between Armenia and Azerbaijan, all visa appointments were canceled for the next two months in all three countries. The couple's application fees and travel costs were lost. Still, they considered themselves lucky. "A lot of students like us didn't have any other options and lost their admissions," he explains.

Then, due to rising COVID cases in Iran, all neighboring countries closed their borders, making the couple's situation appear hopeless. They credit assurances from Michel Benaroch, associate dean for research and Ph.D. programs at Whitman, that they could defer their admission for a year, alleviating the worst of their stress.

Toward the end of the summer, Khalaj and Kozehgaran decided to try their luck in the UAE. It took writing an official letter to two Iranian ministries to obtain negotiated permission from the UAE to enter Dubai for 14 days of mandatory quarantine and the interview at the U.S. embassy. Two cohorts of students successfully made the trip, but before



the couple could get on the plane, COVID cases rose sharply in the UAE and their permission was withdrawn. Again, they lost significant sums of money.

Two more months passed before the news that an Iranian medical student had received a visa in Karachi, Pakistan, renewed their hope. The problem this time: They had to be on Pakistani soil to deposit the interview fee in person. “We took the risk and paid \$1,000 each for a round-trip flight to Karachi,” Khalaj says. After a two-week quarantine, they finally completed their embassy interview on Nov. 27, 2020.

The ensuing clearance process took 110 days, a period that passed with relative calm—only to be followed by a two-week mad dash.

“Our marriage and everything related to it depended on getting our visas, because Kozehgaran would have had to complete his mandatory military service and not work otherwise, and we might have had a hard time covering the wedding expenses,” Khalaj says. “In Iran, couples are not allowed to live together without being officially married. So as soon as we got our visas, we planned and did almost everything for a memorable wedding in only 15 days.”

They negotiated a complicated schedule of four countries’ quarantine mandates, visa requirements, and religious holidays to leave Tehran, pick up their visas in Karachi, spend a waiting period in Turkey, and finally arrive in the United States at the end of June 2021. “We were out of Iran for more than two months before getting to Syracuse, but as we were a newly-married couple, we had such a great time in Istanbul,” Kozehgaran says. A few weeks later, their classes began.

A New Life in Syracuse

So has all the trouble been worth it? The answer from the doctoral students is a resounding “yes.”

Khalaj and Kozehgaran have been impressed with Whitman’s friendly and welcoming atmosphere as well as the academic opportunities the School offers. “Moreover, compared to my friends’ situations in other universities, Syracuse University and the Whitman School provide lots of

amenities for better living conditions for their students,” Kozehgaran says.

Zhang mirrors their joy at being here, though not without a tinge of regret. “It is excellent,” she says. “I feel pity that I could not come here earlier.”

In the meantime, the students have settled in comfortably and ventured out to discover their new surroundings. Khalaj and Kozehgaran especially enjoy hiking and camping and exploring small villages around Syracuse. Zhang has found Green Lakes State Park a favorite spot and enjoys watching wildlife around the city. Coming from a humid, subtropical climate, she has only found the cold to be a bit of a challenge, though she enjoys skiing. “I have had to buy a very thick down jacket,” she says.

All three students expressed a deep sense of gratitude, not least for the support they received at Whitman throughout the ordeal. “At home, my mother helped me a lot, and at Whitman the faculty and Dean Benaroch made many adjustments for me,” Zhang says.

Khalaj and Kozehgaran also relied on Juan Tavares, director of the Slutzker Center for International Services. “He made many things easier for us,” Kozehgaran says. “We believe we are so lucky that we are not only studying at the same university but also at our favorite school.”

Getting to this point was a journey full of valuable lessons. “We understand each other better, are more patient during hardships, and can handle unprecedented situations better,” Kozehgaran says. “Most importantly, we realize that we have to fight for what we want. The only one who is responsible for our future is ourselves.” 

“Moreover, compared to my friends’ situations in other universities, Syracuse University and the Whitman School provide lots of amenities for better living conditions for their students.”

— Ali Kozehgaran

[CLASS OF 2022]



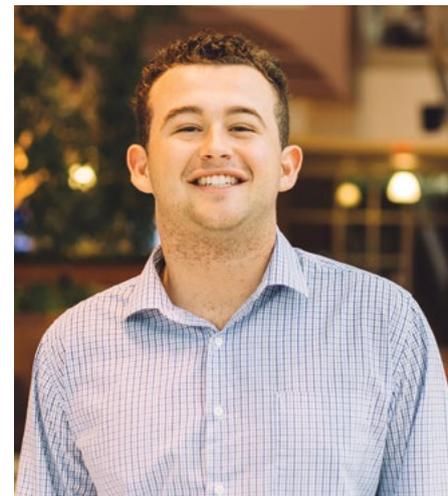
CLASS OF 2022

A Year of Resilience

You have weathered an incredible experience, whether you were locked-down somewhere on campus or battling masks and distancing during the in-person return to classes this fall. You should be proud of how you have navigated these different sets of learning experiences. Your ability to manage this experience makes you truly unique. Remember this journey and when you look back, reflect on the resilience you have learned here.



Congratulations to the Whitman Class of 2022! Go Orange!



BACHELOR OF SCIENCE

Basil W. Aburn Jr.
Brian Adams
Thatcher Magoun Adams IV
Salvatore Emilio Albanese
Christopher J. Alf
Samy R. Alloui
Joshua Bernie Alter
James Amarante
Kaerod Amare
Walker T. Anderson
Nicolas Richard Andrade
Robert Michael Annino
Ben Michael Arie
Jordan M. Armour-Foster
Luciana Arteaga
Benjamin Taylor Austin
Luc N. Ayoub
Noah Christian Aznoian
Christopher Brendan Baker
Ryan L. Baker
Rachel Emily Bartolotti
Kristen Sharon Bednarczyk
Jordan David Bellin
Lauren M. Berbrick
Christina Emily Bergen
Maxwell Louis Berger
Eleanor J. Bilodeau
Justin Bisson
Jake J. Block
Soli B. Bloom
Michael J. Bluish
Amanda Blutig
Haley Boden
Aaron Matthew Bolinsky
Jason Robert Boyle
Charles Matthew Branca
Emma Braun
Matthew J. Bromberg
Andrew W. Brown
David Charles Browne
Kimball M. Bruning
Laura M. Budwick
Preston Kenneth Buhrmaster

Malcolm Southack Burr III
Matthew Caceres
Ann Marie Caine
Antonio Campomanes Gonzalez
Rolando Cabral
Christopher Wyatt Campos
Juliana Raffaella Canestrare
Matthew L. Cardon
Alexa Clare Carlton
Timothy R. Casey
Nicholas J. Catandella
Matthew Barrett Celmer
Benjamin H. Chalup
Justin Paul Chambers
Krit Chatikavanij
Xihan Chen
Yuxin Chen
Xu Cheng
Yinuo Cheng
Robert B. Child Jr.
Ashley Choi
James Mark Christos
Tyler Cianciola
Jaime Martin Ciesinski
Juliana Nicole Cirillo
Michael Tucker Clifford
Joshua M. Cohen
Alyssa Cohn
Sadie C. Coleman
Michael J. Comalli
Lauren Marie Comstock
Mary K. Conan
Jordan E. Concolino
Veronica Dolan Connly
Griffin A. Cook
Jenna Marie Cooper
Ryan Copeland
Nelson A. Correa Jr.
Joshua W. Costolnick
Malia Cruchley
Victoria Jane Curley
Christopher Dalo
Zoe Daniel
Claire M. Dardis

Rachel J. DaSilva
Elana Kefira Datkowitz
Zachary G. Davis
Chad Evan de la Rosa
Kaviyan Deenathayalapandian
Kaicheng Deng
Diana Lynn Denney
Rohan Desai
Aryamaan Dhawal
Ryan N. Diaz
Mary Elisa Di Lucia
Mark M. Di Meglio
Halley Dollar
William Domeniconi
Alexander Wilson Don
Andrew Max Dranoff
Christopher William Dreese
David Paul Dugan
Edwin E. Duke
Sean J. Durrang
Kyle R. Dutton
Mary Shinno Dyer
Ryan F. Eckert
Vasilios Econopouly
Alyson Ann Edwards
Conner S. Elias
Jackson S. Ensley
Gabriella L. Esposito
Jeffrey Paul Estes
Jack Jameson Evleth
Rachel Ewanechko
John Fabian
Ethan Ruven Enzer Fajerman
Endian Fan
Xuhong Fang
Dante Federici
Elizabeth Jules Feldman
Joshua Ryan Feldman
Madeline Elizabeth Ferguson
Marco F. Fernandes
Sophia J. Ferreri
Regina T. Figaro
Benjamin Fischer
Jack A. Fisher

Liam Stephen Flanagan
Thomas John Flynn
Logan Randolph Forbes
Ian Fox
Jason Samuel Fox
Quinn Francis
Haley Jean Francois
Ryan C. Freeley
Thomas Matthew French
Mark W. Fridman
Jenna Hope Fusco
Paul Gordon Gagliardi
Ashley Galiano
Trey W. Gates
Kurt T. Gerckens
Zachary Evan Gertler
Madeline Sofia Ghysel
Hannah C. Gibbons
Megan E. Gillard
Derek Goldberg
Ben H. Goldhar
Sebastian Gonzalez Calderon
Mitchell D. Gordon
Michael Daniel Graff
Jonathan P. Grainger
Elizabeth Granowsky
Caroline Greenwood
Justin Grey
Nathalie Mae Grobe
Spencer Gross
Matthew James Grover
Ashley N. Haag
Feeras Habbab
Kathryn Elizabeth Hageman
Khalil Hamrouni
Declan T. Harding
Michael R. Harris
Richard R. Harrison
Casey Morgan Harrop
Allie Beth Hausman
Leanne D. Hayden
Kieran Heffernan
Taylor Hines
Nathan Harris Hirschberg

List current as of April 13, 2022. The Whitman School has made every effort to ensure the accuracy of this list. Inclusion does not verify degree completion.

**BACHELOR OF SCIENCE
(CONTINUED)**

Louise Rose Hochberg
 Andrew Stephen Hollander
 Samuel Parker Hollander
 Natalie E. Holsinger
 Mackenna Brynn Honigfeld
 Dylan Honis
 Dayna Beth Hornung
 Jonathan A. Hoyt
 Xinran Huang
 Ziyu Huang
 Brianna Hui
 Eddie Husremovic
 Christine Imposimato
 Sumeyye Ince
 Ethan Innes
 Zachary M. Jaffe
 Alexander Jude Jebaily
 Daniel Jeon
 Diya Jethi
 Madeline Johnson
 Garrett M. Jones
 Ryan Joseph Jones
 Connor Joyce
 Alexis L. Juszczyszyn
 Nolan Kagan
 Nikalette Marie Kaminski
 Mohamed A. Kane
 Priscilla Kang
 Savreen Kang
 Jack Kaplan
 Khyal Kapoor
 Lena Michelle Karakash
 Charles Serge Karamanoukian
 Gregory Matthew Karr
 John F. Karson
 Dylan Z. Katz
 Jolie Miriam Kavakeb
 Cullen Kavanaugh
 Matthew Frank Keenan
 Caroline Kelly
 James M. Kessler
 Sarah Laila Khan

Arsen Khanin
 Laura Catherine Kick
 John Anthony Kiely
 Annastacia Marie Kilgallon
 Christie Soo-Jung Kim
 Won Bae Kim
 Jonathan M. Kimel
 Laura Rita Kirchner
 Jared Ethan Klein
 Zachary Michael Knab
 Jake-Ryan Kober
 William J. Kofman
 Jacob Aaron Kogan
 David L. Koslow
 Mateusz Koziara
 Ian B. Kranis
 Ellie Lauren Krantz
 Kyle J. Kuminski
 Yung-Hsuan Lai
 Andrea Lan
 Daria Ludmila Latvis
 Andrew James Lawrence
 Shayla Le
 Eunice Sojung Lee
 Heidi J. Lee
 Luke Joseph Leonard
 James Lepage
 Carly Frances Clark Lescenski
 Lauren Levin
 Matthew Diker Levine
 Haotong Li
 Tianyi Li
 Yishi Li
 Yuzhuo Li
 Zhixuan Li
 Karen Lin
 Hannah L. Linker
 Hsin-Hang Liu
 Vinci Liu
 Yunfan Liu
 Benjamin J. Lombardi
 Joseph L. Lombardi
 Matthew L. Lombardi
 Matthew Paul Lombardo
 Christopher Rudolph Lorenz

Ally J. Losardo
 Bailey Loughnane
 Hao Lu
 Vanessa Lisa Luangaphay
 Jacob A. Lubell
 Katherine Claire Ludgate
 Ryan Heng Luo
 Cooper J. Lutz
 Khanh Cong Ly
 Daphne C. Lymberopoulos
 Jack William Lyons
 Hee Jin Lyou
 Shiming Ma
 Yiming Ma
 Julianna Victoria Macdonald
 Tara L. MacGregor
 Jamie E. Madsen
 Ian Manzares
 Lucas Ranieri Marchi
 David H. Marcou
 Colin Andrew Margraf
 Alexander A. Mayani
 Michael Christopher Mayor
 Hayley Patricia McCormick
 Daniel Paul McElrath
 Kieran P. McGowan
 John McKenzie
 Emma McSherry
 Anjika Mehta
 Zeyu Mei
 Arianna Mendez
 Omar Mere
 Guglielmo Meriggi
 Alec Gary Miledi
 Caryn Charlotte Miller
 Matthew Eric Miller
 Rena Miller
 Samantha K. Mims
 Jason S. Mindich
 Anna Bassette Mino
 Donya Aliza Mishkin
 Jackson D. Modico
 Maxwell Moltzan
 Brandon Scott Moore
 Anna Marguerite Morello

Andrea Moreno
 Kai A. Morris
 Madelyn Maureen Morrissey
 Samuel T. Moses
 McKayla Eileen Murphy
 John Eugene Murray
 John T. Murray
 Tyler A. Muttillainen
 Nicole Napoli
 Natalina Natoli
 Anaka L. Negin
 Sam Austin Negrin
 Reese Nesbitt
 Thomas Neville
 Crystal Ng
 Trang Nha Uyen Nguyen
 Floriana C. Niamonitakis
 Shamar Habi Niang
 Taejun No
 Thomas James Nolan
 Timothy Reid Nolan
 Nqobile Matipa Nyabonda
 Alec William Andrew O'Del
 Andrew O'Donnell
 Hannah G. Oemcke
 Benjamin J. Olender
 Avery Marie Olivar
 Mats E. Olsen
 Catherine A. O'Mara
 Jessica Kristen O'Neill
 Olivia Osminski
 Stephanie S. Pagan
 Kyle Patrick Parker
 Niklas Parsch
 Melissa J. Parzych
 Aaron A. Patashnik
 Ying Pei
 Salvatore Loong Pepe
 Erin Katherine Perna
 Tara Perroncello
 Joseph A. Piacitelli
 Nicholas Pierleoni
 Franklyn Pimentel
 Lauren Pitti
 Madison Leigh Plotkin

Nicholas Powar
Rachel Shira Price
Ripley Georgia Price
Noor Qazi
Matthew Rajan
John J. Ramza
Blake Malcolm Reed
Ian C. Reilly
Isaac Reisman
Matthew Francis Ricciardi
Evan A. Ridge
Gretchen Riemer
James Rim
Alexandra Rodriguez
Thomas Rodriguez
Sofia Elle Romanoli
Jeuny Rondon
Samuel Leo Roschelle
Emily M. Rosen
Julian Francisco Rossi
Ryan Roth
Brett Rubin
Jake Oliver Runyon
Charles C. Ruotolo
Coby Garth Ryan
Joseph A. Saccomano
Alexander Labroo Safaya
Eileen B. Saganey
Christopher Angelo Salotto
Cristy Sanchez
Justin J. Sanchez
Maia D. Santoro
Connor T. Sargent
Emma Rose Sargent
Pakamon Sawatyanon
Colby Docharty Schmidt
Robert Joesph Seebach Jr.
Jacob Andrew Segal
Yoojeong Seo
Charles Joseph Sevola III
Jai Jayesh Shah
Shivam Om Sharma
Caitlyn N. Shea-Katz
Yixin Sheng
Leah P. Sherman

Ethan M. Silver
Dorothy Lauren Silverman
Sydney Chow Silverman
Luca Sinatra
Nicolas Peter Sinatra
Nicholas Edward Sklavos
William R. Slaski
Joseph Timothy Slavik
Chase Smallback
Christopher J. Smallwood
Jenna M. Smooke
Whitney M. Sossou
Djenaba Sow
Sophia Noelle Sparrgrove
Amanda M. Spindler
Brooke A. Stanton
Jacqueline P. Stevens
Riley M. Stevenson
Harrison J. Stier
William Frederick Stoddard
Alexandra Elizabeth Stolfe
Jolie Lara Strauss
Kyra Edie Strong
Nicole L. Surella
Zachary Michael Misciagna
Sussman
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Ze Zeng
Chenghao Zhang
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Lijia Zhang
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Caleb M. Dill
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Alexis Lima
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Lisa London
Lisa Marie London
Daniela Lopez

*Graduates of the Defense Comptrollership Program

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Ama Sefah
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Lindsay Wilbur
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Kelly Woodruff
Priscilla Yeboah
Steve S. Yeu
Jennifer Yori
Christian Zapata
Alexander Zenor
Paul Zielinski

**JURIS DOCTOR-BUSINESS
ADMINISTRATION, J.D./
MBA**

Roland J. Lindmayer
Diana Rogatch

**BUSINESS
ADMINISTRATION, PH.D.**

Ying Zhang



Rise for the next generation.

Being Orange means staying engaged. Beyond classrooms, campus or graduating classes. Thanks to generous donor support, our students and faculty continue to elevate our impact worldwide. Join us.

< Salvatore '22

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The Campaign for Syracuse University

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2022 Whitman Scholars

Each year, Whitman Scholars are chosen from the senior class through a competitive selection process. To be considered, students must have a minimum GPA of 3.65 and a demonstrated history of engagement and leadership at the Whitman School and Syracuse University. On the following pages, the 2022 Whitman Scholars share their thoughts on their experiences and the knowledge and skills they have gained during their time at Syracuse University.

“



JENNA FUSCO

Hometown: Massapequa, New York

Majors: Supply Chain Management, and Economics and History (MAX)

Future Plans: Incoming Sourcing Coordinator for Kohl's Corporate

“When reflecting on my time at Syracuse University, one word comes to mind: opportunity. Walking into Whitman for the first time, I remember feeling nervous and excited. Nervous, because I was unsure of what the next four years were about to bring, but excited because I knew that there were endless opportunities. These past four years were filled with opportunities to grow; whether that was networking with professionals in New York City or gaining valuable leadership experiences, I found myself flourishing. Whitman became the support system I didn't know I needed when coming to college, and for that I am forever grateful, and forever Orange.”

“



HILLI GOLDHAR

Hometown: Toronto, Canada

Majors: Finance, and Information Management & Technology (iSchool)

Future Plans: Global Markets at RBC Capital Markets

“What makes the Whitman School so special is that it allows everyone to move at their own pace. Whitman has been a place of self-discovery that has provided me with all the resources I needed to define my career interests. As a four-year member of the Syracuse University men's soccer team, I have developed leadership and collaboration skills. Whitman has given me the opportunity to apply these in an academic setting. The support I've received from professors, alumni and peers demonstrates a generosity of spirit that reflects the close-knit values fostered at Whitman. I feel very prepared for my career and intend to follow in the footsteps of the gracious alumni who helped me along in my journey.”

KRISTEN BEDNARCZYK

Hometown: Rochester, New York

Majors: Finance, and Information Management & Technology (iSchool)

Future Plans: Privacy and Data Protection Consultant at Crowe LLP

“One of the most valuable lessons I've taken away from Syracuse University and Whitman is the importance of investing in relationships with those around you. While grades certainly matter, the connections you build with your professors, advisors, peers and alumni are even more important. Syracuse University has graduated so many knowledgeable professionals, and you shouldn't take for granted the incredible Orange alumni network. I have learned so much from the network that I have built during my time at Syracuse, and I am excited to continue growing this community.”



”

**UNIVERSITY AND WHITMAN SCHOLAR:
SALVATORE “SAL” PEPE**

Hometown: Yorktown Heights, New York

Majors: Entrepreneurship & Emerging Enterprise, Supply Chain Management, and Information Management & Technology (iSchool)

Minor: Environment and Society (MAX)

Future Plans: Incoming Enterprise Operations Business Leadership Program for Synchrony

“Syracuse University and the Whitman School have truly prepared me for the real world. Both the classes and the connections played an integral part in shaping the person I am today and making me confident in my abilities to succeed post-graduation. College is an opportunity to grow, learn and challenge yourself. Nowhere is that truer than at Syracuse University. I have lived my life wanting to finish everything without regrets. I’m so grateful for every opportunity, and proud to call myself a Syracuse alum. Go Orange!”



MITCHELL GORDON

Hometown: Santa Clarita, California

Majors: Accounting and Finance

Minor: Psychology

Future Plans: Finance Rotational Analyst at Paramount

“Traveling across the country to attend Syracuse University was an exciting, yet frightening, experience. I jumped into the unknown head-first and had no idea where I was going to land. Getting involved in Delta Sigma Pi and becoming a Whitman ambassador provided me with a group of my closest friends, and I can rely on them for anything. My coursework and extracurriculars have helped me develop an abundance of skills I’ll be able to use to enhance my professional career. I cannot thank my professors enough for guiding me along this incredible journey.”



LEANNE HAYDEN

Hometown: Cohasset, Massachusetts

Majors: Finance and Retail Management

Future Plans: Research Analyst at EF Hutton

“Of all the opportunities I have experienced at Syracuse University and the Whitman School, I’ve been most appreciative of the chance to explore a variety of fields and meet people from many walks of life. I’ve gained an understanding of various business-related subjects and career roles. This exposure helped direct my job search more specifically and facilitated my final decision to enter the world of finance. I will be forever grateful for the opportunities.”

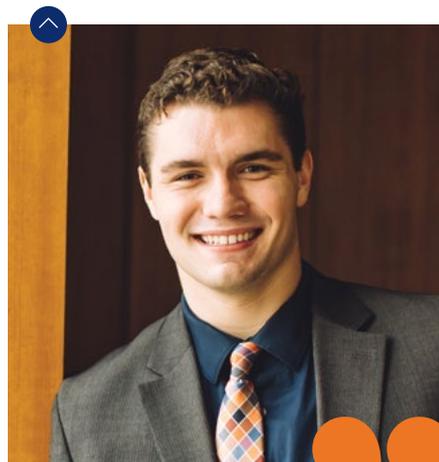
ANDREW HOLLANDER

Hometown: Greenwich, Connecticut

Majors: Accounting and Finance

Future Plans: Technology Investment Banking at DH Capital

“The most important lesson I learned throughout my time at Whitman is that you should never pass up on an opportunity that will bring you closer to your long-term goal. Fortunately, I learned this lesson early on and took advantage of the extracurricular activities that Whitman had to offer. Through Whitman on Wall Street, the SU Investment Club and the Orange Value Fund, I developed strong teamwork, leadership and financial skills that allowed me to secure a full-time job in investment banking.”



2022 Whitman Scholars

“



ANDREA LAN

Hometown: Basking Ridge, New Jersey
Majors: Finance, and Psychology (A&S)
Future Plans: Research Associate at the Foundation for Individual Rights in Education

“My time at Syracuse University has demonstrated for me the importance of making the most out of the opportunities presented to undergraduates. I think this is one of the key lessons I learned during my time at Syracuse, and it has played a huge role in my personal and professional development. Having the ability to take classes in Syracuse’s many colleges pushed me outside my comfort zone and exposed me to a diverse set of experiences, from understanding neurological and psycho-social factors of development to financial products and risk factors in business development. I will bring these lessons with me.”

JOHN “JACK” RAMZA

Hometown: Mission Woods, Kansas
Majors: Accounting, and Advertising (NEW)
Future Plans: M.S. in Business Analytics at Syracuse

“There is a lot that Syracuse University and Whitman have taught me about myself personally, academically and professionally over the past four years. When looking back on my educational experiences, however, I am most grateful for Syracuse providing that growth and the encouragement to pursue my passions. I never would have found passions in social corporate responsibility or data analytics and privacy if I hadn’t tried things outside the realm of the classroom. Simply having the encouragement to pursue your interests without regard for failure has allowed me to find what I want to do later in life.”



“



EMILY ROSEN

Hometown: Dresher, Pennsylvania
Majors: Finance, and Information Management & Technology (iSchool)
Minor: Psychology
Future Plans: Incoming Wealth Management Analyst at Jefferies

“Syracuse University and Whitman have helped shape me into the innovative business-woman that I am today. I’ve learned that cultivating a relationship with your professors not only helps you succeed in your courses but also provides an overall enriching experience. Some of my best and most insightful conversations at Syracuse were with professors during office hours or after class. In fact, I am excited and grateful to begin my post-graduate life working in New York City thanks to the support I had here.”

”

JACOB SEGAL

Hometown: Dresher, Pennsylvania

Majors: Accounting and Finance

Future Plans: Mergers and Acquisitions Tax at PwC; M.S. in Taxation at Fordham

“When I started as a first-year student at Whitman, I was uncertain as to what career path I wanted to pursue. It was only after my first semester that I gravitated toward accounting. Reflecting on my undergraduate journey, I’m proud to say I’ve formed incredible relationships with my professors and have acquired a strong academic foundation in business for my future. My growth, both intellectually and professionally, embodies what Whitman is all about, and I am grateful for my experience.”



CAROLINE WHINNEY

Hometown: Doylestown, Pennsylvania

Majors: Accounting, Finance and Real Estate

Future Plans: Pursuing opportunities in financial consulting with a focus in the art industry

“I’ve always had a wide array of interests, and being a Whitman student has allowed me to pursue all of them. Taking on a triple major, as well as a variety of extracurricular activities, has not always been easy, but it has always been rewarding. These experiences have allowed me to grow into a more confident and well-rounded professional. My time at Syracuse University has presented me with more opportunities than I could have dreamed of, and I hope to continue challenging myself and expanding my skill set in all my future endeavors.”

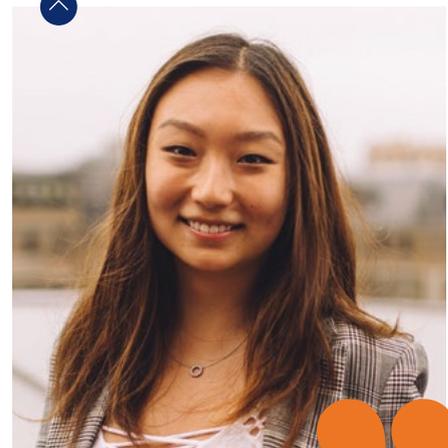
TIFFANY YANG

Hometown: New York, New York

Majors: Finance, and Information Management & Technology (iSchool)

Future Plans: Markets and Securities Services Analyst at Citi

“My time at Whitman has become more than just a college experience. This School has allowed me to explore different career paths and challenged me to be more confident. I’ve learned to be open to opportunities and join organizations that encourage personal growth, like the Orange Value Fund, which introduced me to finance. Not only have I gained professional skills that I’ll take into industry, but I’ve also made lifelong connections that turned Whitman into a second home. I can confidently say I would not be where I am without this School and its resources.”



Graduate Student Spotlights



ELIZABETH GORDON '20 (ECS), '22 MBA

Hometown: Radnor, Pennsylvania

Degree: MBA

“I decided to continue my education with Syracuse University because I loved my undergraduate experience here. My career goals are to learn as much as possible and one day start my own business. My dream is to start an all-female engineering firm. My MBA program at Syracuse will help me achieve my goals by giving me the background in entrepreneurship and the business acumen I’ll need to pursue this dream. Many professors and students have shared their experience and inspired me to be the best I can be and stand out in my field.”

FAYE JOHNSON '22 M.S.

Hometown: Huntsville, Alabama

Degree: M.S. in Entrepreneurship and Emerging Enterprises

“I am currently serving my country in the U.S. Army as a company commander. Several service members I know attend Syracuse University and they recommended the program. My plan is to start a nonprofit for women, children and teens, giving them a safe place to sleep and a warm meal they otherwise wouldn’t have. Once I retire from the military, I plan to look for a building in the Washington, D.C., area and come up with a business plan to get my nonprofit started. The Whitman School has been a great foundation for me to start the business of my dreams.”



MATTHEW STOCKHAUS '22 MBA, '22 M.S.

Hometown: Springfield, VA

Degree: Online MBA, M.S. in Business Analytics, Certificate of Advanced Studies (CAS), Data Science

“As an analytics professional in big tech, I specifically sought out a master’s program that would allow me to complete my graduate studies while still working full time. I chose the Whitman School because it was an exceptional opportunity to complete the MBA and M.S. in business analytics programs concurrently under the instruction of dedicated and experienced faculty. I have found being bilingual in both business and analytics creates a greater impact within my organization and in my career path. To further challenge me and deepen my understanding of how data can move both people and business forward, I also completed a CAS in data science. I am grateful to have been able to be a part of a program that challenges students to think beyond textbooks and focus on how they can make a difference. Go Orange!”

KURIAN GEORGE '23 PH.D.

Hometown: Trivandrum, Kerala, India

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

“I joined Whitman’s Entrepreneurship and Emerging Enterprises department to pursue an academic career in the field of entrepreneurship. I hope to carve a name for myself in entrepreneurship research, particularly research on immigrant entrepreneurship and the legitimacy of founders. I would also like to make teaching a fundamental component of my academic profile. During my time here, I have been able to learn from and work closely with some of the best scholars in the field. I believe that the training and close mentoring I received from Whitman faculty members will help me in my career as a researcher and teacher. My time here has helped me gain a much broader understanding of entrepreneurship as problem solving, and not just about small businesses.”



2022 GRADUATES

466

UNDERGRADUATE

317

MBA

60

MSA (ACCOUNTING)

26

MSE (ENTREPRENEURSHIP
AND EMERGING ENTERPRISES)

20

MSF
(FINANCE)

12

MSM
(MARKETING)

12

MSSCM (SUPPLY
CHAIN MANAGEMENT)

90

MSBA
(BUSINESS ANALYTICS)

2

CASSE
(SUSTAINABLE ENTERPRISE)

2

J.D./MBA

24

DCP (DEFENSE
COMPTROLLERSHIP
PROGRAM)

1

PH.D.

FROM THE DIRECTOR OF ALUMNI ENGAGEMENT

Quantity and Quality

“It is quality rather than quantity that matters.”

Variations of this quote are attributed to different people, but we’ve all heard it before—perhaps regarding our friendships, pairs of shoes in our closet or other things we might count or value.

When I was considering what to share with you in this issue’s letter, and I started thinking about all the alumni who have engaged with Whitman since my last writing, I was struck first by the quantity. There were many! Then, considering the quality of those interactions reinforced what I knew to be true: at Whitman, we are fortunate to have both.

After the last issue went to print, we hosted our Whitman Advisory Council and Young Whitman Advisory Council on campus for their fall meetings. The council lists on pages 60-61 reflect quantity and quality. There are dozens of names, and the impact of these advisors—and the members of our department boards—can’t be overstated. They read lengthy reports, sit in on Zoom meetings, provide thoughtful counsel, share industry insights, give generously, open doors of employment and show up for students, as many did in November. How lucky were the students who had breakfast with council members who represent leading firms and have collectively amassed centuries of extraordinary careers? I can tell you, however, that the advisors counted themselves lucky to have spent time with the future leaders.

As we moved through the fall semester, alumni continued to engage and give back as Capstone judges, classroom lecturers and guest speakers. And, while those interactions were taking place, Whitman staff and faculty were liaising with dozens of other alumni to make plans for the January 2022 Whitman in NYC career trips and short courses that we were so glad to have back in person after virtual programming in January 2021. But, the Omicron variant had other plans and forced yet another January of virtual career programming, and our alumni pivoted with us!

The number of alumni who host students at their firms, sit on panels, lecture and attend networking events during that January week in New York City each year is impressive. The quality of the opportunities made possible by the alumni is immeasurable. Despite having to be virtual, 135 alumni gave their time and shared their perspectives with students via Zoom.

With the spring semester well underway, the number—and impact—of alumni interactions this academic year have continued to grow. Nine virtual IMPRESS industry panels (one for each of our undergraduate



majors) gave more than 200 students the chance to learn about the career journeys of 46 alumni. For several of the alumni, the panel was their first time engaging with students, while many familiar alumni friends also made time for students this semester by participating in various student engagement events hosted through the Whitman Leadership Scholars, Future Leaders, and the Multicultural and First-Generation Student programs.

A more favorable COVID climate than we faced in January allowed us to finally hit the road with students for New York City spring break career trips in March. Dozens of alumni stepped up to host site visits, sit on panels and attend networking events. You can get a glimpse of the impact of these career exploration trips (and the joy of FINALLY being in the Big Apple) from the photos on the opposite page.

In addition to all the alumni interactions I’ve mentioned, many, many more happen every day under the radar when an alum reaches out about an opening at his/her firm or another responds to a student’s LinkedIn message.

Whether an alum is engaging for the first time or for more times than we can count, the time spent is meaningful to our students. From panels to career trips, to Zoom chat rooms, interactions with our dedicated alumni are significant in both quantity and quality. Every college student should be as fortunate as ours.

With gratitude,

A handwritten signature in black ink that reads "Alison Kessler".

Alison Kessler

Director of Alumni Engagement



ORANGE CENTRAL 2021

Honoring Exemplary Alumni with Awards of Distinction

During the 2021 Alumni Awards Ceremony held during Orange Central 2021, María Meléndez '89 and Dan Mezzalingua '60 (A&S/VPA) were among four alumni presented with the George Arents Award, the University's highest alumni honor which recognizes professional excellence. Also honored was Ivan Robles '15 (WHIT/MAX) who, along with three other alumni, received the Generation Orange Award, recognizing graduates of the last ten years for their continued commitment to Syracuse University.

María Meléndez, chief diversity officer and a former partner at Sidley Austin LLP and member of Syracuse University's Office of Multicultural Advancement Advisory Council, was recognized for excellence in law and diversity initiatives. As chief diversity officer, Meléndez leads her firm's efforts to advance and increase diversity and inclusion across 20 global offices and within the legal profession as a whole. A frequent speaker on issues surrounding equity and fairness, Meléndez is dedicated to bolstering the framework of policy and practices that have advanced Sidley's recognition as a top law firm for women and lawyers of diverse backgrounds. She is a member of the Association of Law Firm Diversity Professionals and proudly serves on the boards of The Thurgood Marshall College Fund, Latino Justice PRLDEF and the Advisory Board of the Institute for Inclusion in the Legal Profession.

Giving credit to Syracuse University for her success, Meléndez says, "Syracuse University was incredibly impactful in my life. I experienced and was met with all kinds of opportunities that allowed me to grow and develop as a person." Earlier that day, she discussed those opportunities and shared her professional perspectives with students during a career conversations event at the Whitman School.

Dan Mezzalingua, a former member of the Whitman Advisory Council, was recognized for excellence in business and philanthropy. An investor and past president of Production Products Company, Mezzalingua says he and his wife Kathy feel honored to be able to give back to Syracuse University. "Philanthropy is very important to us. We believe in sharing the wealth. We believe that we have been blessed. We want to give a platform to others to have the same opportunities."

Mezzalingua is a Syracuse University Life Trustee; he gives generously to his alma mater including a gift to fund the Kathy and Dan Mezzalingua Scholarship Program and contributions to Syracuse Athletics, the Whitman School and the Entrepreneurship Bootcamp for Veterans with Disabilities Program.

In addition to his exemplary commitment to Syracuse University, Mezzalingua was also a trustee of the Witherspoon Institute, Ave Maria University and St. Bonaventure University, and a former council member of the American Enterprise Institute.

Ivan Robles and his fellow honorees were recognized for their leadership in growing the Generation Orange Leadership Council into one of the most engaged and dedicated volunteer groups on campus. The Council spent countless hours over the last four years creating innovative ways to engage young alumni and to support the University. A few examples include becoming the first board to achieve 100% participation during Syracuse University's Boost the 'Cuse day of giving over the last three years, creating the Generation Orange Professional ("GO Pro") event series and helping to create young alumni city guides for recent graduates.

Syracuse Samplings: Showcasing Alumni Entrepreneurs and Local Businesses

After a virtual-only homecoming in 2020, it was wonderful to host Orange Central 2021 in person. The full schedule of programming and events across campus included Whitman's Syracuse Samplings event.

In the spirit of entrepreneurship, Whitman showcased alumni entrepreneurs and locally-owned businesses during the event. Alumni and friends visited Whitman for a taste of selections from various food and beverage purveyors, including a chocolatier, a winery and a beloved barbecue eatery.

Syracuse University alumni entrepreneurs whose creations were offered for sampling included 27 Teas (Margaret Gay '13), City Girl Coffee (Alyza James '08), Funk 'n Waffles (Adam Gold '06 (NEW)), Nutsola (Adam Kukoff '12), Chocolate Pizza Company (Ryan Novak '11) and Baked by Melissa (Melissa Ben-Ishay '06 (FALK)).

The locally-owned New York establishments featured at Syracuse Samplings were Dinosaur BBQ (founded in Syracuse in 1988), Saranac Brewery (founded in Utica in 1888), Middle Ages Brewing Company (founded in Syracuse in 1995), 1911 Established (founded in LaFayette in 2010) and Bully Hill Vineyards (founded in Hammondsport in 1970).

This was the second annual Syracuse Samplings at Whitman; the first was hosted during Orange Central 2019. Whitman plans to expand the event each year to feature more alumni and student entrepreneurs, as well as offerings from more businesses founded in the Syracuse area. This year's Syracuse Samplings will be paired with Whitman's Orange Tank alumni and student business pitch competition to create an entrepreneurship extravaganza during Orange Central 2022.



CALLING SU ALUMNI AND STUDENT ENTREPRENEURS:

If you have a product you would like to showcase at Whitman's Syracuse Samplings event on September 30 during Orange Central 2022, please contact Alison Kessler, director of alumni engagement, at ahkessler@syr.edu by August 1.



Jim Morris, María D. Meléndez, Keith Cartwright, Dan Mezzalingua.



From left, John Torrens, professor of entrepreneurial practice and Bruno Gonzalez Hauger.

Orange Tank 2021 Awards \$41,000 to Student and Alumni Entrepreneurs

Atrue entrepreneurial spirit was in the air as the Whitman School held its seventh annual Orange Tank business pitch competition on Nov. 4, 2021.

The event brought Whitman students and alumni entrepreneurs together to pitch unique ventures to a panel of alumni judges, who themselves have proven successful in the entrepreneurial space. The competition gave participants the opportunity not only to pitch their ideas but also to answer questions, receive feedback and win cash prizes to advance their businesses. Thanks to the generosity of Whitman Advisory Council member and Syracuse University Life Trustee John Couri '63 (A&S), H'08, a grand prize of \$25,000 was awarded. Cash prizes totaling \$41,000 were presented at the 2021 Orange Tank competition.

Moderated by John Torrens, deputy department chair of entrepreneurship and emerging enterprises (EEE) and professor of entrepreneurial practice, the event welcomed judges Ryan Benz '11 M.S., a local restaurateur and Syracuse-based developer; Steven Bettinger '93, founder of the Insurance Specialist Group and an experienced entrepreneur in real estate, technology and insurance; Nathaniel Cotanch '12, founder of Zia Hatch Chile Company; Molly Fisher '08, '12 M.S., vice president of finance and operations at Dig; and Scott Friedberg '14, CEO at Gilded Social, back to campus to listen to the competitors pitch their ideas.

Only the top six ventures (three alumni and three student ventures) out of 20 alumni and student entries were selected to pitch at the Orange Tank event. While the judges deliberated, EEE Department Chair Todd Moss, who is also an associate professor of entrepreneurship and the faculty director of the Sustainable Enterprise Partnership (SEP), updated the audience on some of the recent accomplishments of the EEE department. The judges then returned to announce their decisions.

Alumni Category

First place and \$5,000 went to Joe 2.0 and Brian Mellin '15. Joe 2.0 is a company offering coffee blends designed to reduce stress and caffeine jitters using organic beans combined with other stress-relieving natural ingredients.

Second place and \$2,500 was awarded to Veas and Victoria Vasil '97 (NEW), '20 MBA, '21 M.S. Veas is a line of women's golf wear that takes female body preferences into account. The clothing is made from tree-based performance fabrics, supports multiple body types, and has street appeal.

Third place and \$1,000 went to Aphinity and Sardor Askarov '20. Aphinity is a social app that uses artificial intelligence to create platonic connections for those with specific common interests, like playing a



From left, Molly Fisher, Scott Friedberg, Nathaniel Cotanch, Steven Bettinger and Ryan Benz.

musical instrument, speaking a foreign language or participating in a particular sport.

Student Category

First place and \$5,000 went to MUNCH Jerky and Selim Dangoor '23 (WHIT/NEW) for a new take on the stereotypical, rubbery beef jerky found at the corner gas station. Dangoor passed out samples of his premium, artisanal, gluten-free flank steak jerky to the judges, while explaining how he is tapping into the \$1.4 billion jerky business in the U.S. by targeting Gen Z and Millennials willing to pay a premium for natural ingredients and great taste in their snacks.

Second place and \$2,500 was awarded to Out2Win with Jack Adler '23 and Sam Holland '23 (WHIT/NEW). Out2Win is a sports marketing agency run by college students for college students with a particular emphasis on leveraging the newly opened space for NCAA athletes to profit off their names and likenesses. The company connects the right brand with the right athlete, also providing guidance to help student athletes capitalize on their personal brands while staying in compliance with NCAA rules.

Grand Prize Category

The highlight of the Orange Tank competition was the presentation of the \$25,000 prize to Ambassador Technologies and Bruno Gonzalez Hauger '21 (WHIT/NEW), '23 M.S., Ambassador Technologies helps small brick-and-mortar companies stand out in social media through the use of nano-influencers. The company has created both a business app and an influencer app, bringing together influencers with only 100 to 10,000 followers and brands without giant media budgets in order

to target audiences based on location, category, gender, age or engagement rate.

“Instead of pushing out content, we’re engaging with people. These nano-influencers are pushing out content to their friends, not their followers,” says Gonzalez Hauger of the concept, which he says has been successfully tested on the Syracuse University campus. “We’re about empowering, automating, optimizing and de-risking influencer marketing for small businesses, while enabling anyone on Instagram with a voice and engagement to be an influencer.”

With this \$25,000 prize, Ambassador Technologies has won approximately \$75,000 in funding to further the company. “The Orange Tank win was one of the most special,” Gonzalez Hauger says. “It is the most money we’ve ever won, and we’ve now won more prize money from Syracuse University than any other startup coming out of the University. It was fantastic and it meant the world to me.”



**ORANGE TANK 2022:
SAVE THE DATE**

The date for Orange Tank 2022—our eighth consecutive student and alumni business pitch competition—is set for the afternoon of Friday, Sept. 30, during Orange Central weekend. Please save the date and look for information on applying to pitch and registering to attend in the coming months.

5

UNDER

5

**YUHONG
(ELLE) CHEN
'18**

Our Five Under Five column features a Q&A with a Whitman School graduate of the last five years. In this issue, meet Yuhong (Ellee) Chen '18 (WHIT/iSCHOOL), a native of Guangzhou, China, who now resides in New York City. At Syracuse University, Chen earned a dual degree in marketing management from Whitman and information technology from the iSchool. Today, she works as a user experience (UX) interaction designer at Synchrony. In this role, she designs and optimizes the digital experience for cardholders servicing their credit accounts online. Before joining the UX team, Chen participated in Synchrony's Business Leadership Program, a two-year rotational program that allowed her to develop transferable skills in various IT disciplines, including solutions architecture, project management and Java development, which helped hone her UX design skills.

1 What factored into your decision to pursue a dual major from Whitman and the iSchool?

I initially applied to Whitman with the intention of majoring in marketing. I was not familiar with the Whitman/iSchool dual program until I attended a new-student orientation at Lubin House in New York City. The presentation sparked my interest and helped me realize the importance of technology in business. Moreover, I knew technology was a high-growth area and saw the increasing demand for tech talent. Therefore, I decided to pursue the dual major to better differentiate myself from other traditional business students and to be better positioned for the future.

2 Are there classes or experiences from Syracuse University that you especially draw from in your career?

As a UX designer, I often need to present my work and research findings to project stakeholders. I was never great at presenting and used to get very nervous standing in front of an audience, but Professor Bruce Kingma's Information Reporting and Presentation class taught me how to overcome that and be more persuasive. Great presentation skills are never acquired overnight but can be improved with practice over time.

3 Where would you like to be professionally in five years?

I hope to broaden my skill set and knowledge in user experience design and research by going back to school and pursuing a master's degree in human-computer interaction. It is important never to stop learning and growing, especially in today's world, where tech companies are innovating at unimaginable speeds.

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

I encourage students to take on any opportunity that could give them practical work experience. The only way to find out whether you will like working in a particular role or field is by doing it. It is OK to experiment because it is ultimately your career path. One of the reasons I joined the rotational program at Synchrony was so I could try different roles within the technology field and determine where my skills and interests align best. It is completely OK not to know what you want to do, whether you are a freshman or senior, but you must be open to exploring different paths.

5 Is there an experience from your time at Whitman that was transformative or particularly impactful?

I loved being part of the IMPRESS program. Believe it or not, it was one of the primary reasons I chose Syracuse and Whitman. I took full advantage of the program from day one and attended as many events as I could, knowing they would help develop my professional skills and provide additional insights into the business world beyond textbooks. Eventually, I had the honor to lead Harrison House as the lead peer mentor, and it was one of the most rewarding experiences I had at Syracuse.





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Ensuring the Future of Business is Orange!

Class Act is a giving campaign held each year and led by student ambassadors who encourage their peers to make a gift in honor of their graduation. The campaign is a way for students to adopt an early understanding of the importance of giving back and, through philanthropy, to help the enhance the experience of those who follow them. The students can express their gratitude for their own education and experiences at Syracuse University by making a gift to a fund that supports a place, program or opportunity at SU, such as the Whitman Dean's Fund, that is significant to them. Students are asked to give at least the amount of their graduation year, i.e. \$20.22 for this year's class, and, in recognition of their generosity, donors are given special Orange, white, and silver Class Act cords to wear at Commencement.

The campaign promotes friendly competition across the schools and colleges on campus to see which will finish with highest number of donors. Whitman has earned the top spot several times in the past few years, and this year's Whitman Class Act Student Committee is working to do the same in 2022.

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

If you would like to support this year's Class Act campaign by honoring a graduating student you know with a \$20.22 matching gift, please visit cusecommunity.syr.edu/classact and add his/her name in the "My Gift Is a Tribute" box. If you don't have a connection to a graduating student, we can help you find one—perhaps someone from your hometown, with the same major or in a club or organization you hold dear. Just contact Alison Kessler, director of alumni engagement, at ahkessle@syr.edu.

On behalf of the Class of 2022, thank you for your support!

Whitman Class Act 2022 Student Committee

Luna Brkljac '22 MBA

Sadie Caywood '22 M.S.

Mitchell Gordon '22

Bailey Loughnane '22

Stephanie Pagan '22

Salvatore Pepe '22

Emily Rosen '22

Emma Sargent '22

Sophia Sparrgrove '22

Jacob Segal '22

Tiffany Yang '22

CLASS ACT 2022

Barbara Ashkin: From Malls to Microchips, Alumna Helps Put Syracuse on the Map

by Caroline K. Reff



When Barbara Ashkin '74 (A&S), '77 M.S. was studying accounting at Syracuse University in the mid-'70s, there weren't many women accountants in the workplace. That didn't stop her, however, as Ashkin built on her business education and her natural leadership abilities to leave her mark on the greater Syracuse landscape.

Graduating with a master's degree in accounting, Ashkin at first assumed she would take the usual route into one of the big accounting firms. And she did, as she was hired by Coopers & Lybrand (now PwC). Within a short time, she decided she wanted something else. After a stint with Agway, an agricultural business, she took a job in Syracuse with The Pyramid Companies, a major commercial developer, and was soon involved in what was certainly one of the biggest contributions to the Central New York economy: Carousel Center. The giant shopping mall would not only attract visitors from all over the Northeast and Canada, but would also beautify a site that had long been an eyesore known for its huge oil tanks, contaminated soil and a polluted lake.

In 1988, Ashkin worked as a Right to Build specialist for the mall (which today has been expanded and renamed Destiny USA), playing a key role in navigating the obstacles to transforming the area into a thriving hub of shopping and entertainment. Once the mall opened in 1990, Ashkin was named general manager, a job that kept her busy night and day.

"Working for Pyramid taught me to believe that anything is possible," she says of the lessons she has carried with her throughout her career. And,

while her position at the mall was not directly related to her background as a CPA, she credits the education she received during her time at the Whitman School for helping her understand the countless business transactions necessary to succeed on the job.

In 2000, she decided it was time for a change and joined CABLExpress, now called CXtec, as vice president of operations. She is now vice president and chief financial officer, responsible for the company's strategic financial direction; information technology; financial planning and analysis; and accounting. The Syracuse-based company is a global provider of new and certified pre-owned computer networking and technology equipment, as well as North America's largest secondary market network hardware provider. In 2009, she was instrumental in launching a sister company, TERACAI; today, she is vice president and CFO of both companies.

In the midst of the pandemic, CXtec's equal2new brand has become increasingly in demand given the scarcity of microchips, which are primarily sourced outside the U.S. The company has been helping its customers around the world overcome this supply chain issue and keep their businesses going by providing the highest quality pre-owned computer network and technology equipment through this brand.

In addition to her impressive career path, Ashkin finds time to engage in the success of the Syracuse community in other ways. She is a member of the board of directors of Crouse Hospital, just blocks from the Syracuse University campus, where she serves as the chair of the finance and audit committee. Ashkin is also a past board member of the Everson Museum of Art in downtown Syracuse.

From the classrooms at the School of Management to the C-suite of an international company, Ashkin has made her mark. And, while she branched out from her original intention to be an accountant, Ashkin is forever grateful for the fundamentals her degrees in accounting gave her.

"The information I absorbed during my time at Syracuse University has stayed with me throughout my career," she says. "It helped me build a solid foundation to be an effective businessperson and leader at various companies that have made this community an even better place to live and work. I'm proud to continue to contribute to that." 

Melanie Littlejohn: Seizing the Moment to Offer Real Value to the Syracuse Community

by Caroline K. Reff



Melanie Littlejohn '97 MBA was six months pregnant when her boss at National Grid suggested she pursue an MBA at Syracuse University. She liked the idea but assumed she'd have to put it off until after the birth of her son. Instead, her boss told her to "seize the moment." So, just a few weeks later, Littlejohn found herself a member of one of the first cohorts of the Whitman School of Management's Executive MBA Program.

She credits her MBA experience for giving her leadership skills and insight into the overall business ecosystem. "It was an extremely aggressive program with 35 other amazing people," she explains, noting that classes were held Fridays through Sundays over a two-year period, while she still held a full-time job and was raising a family. "I've always been thankful that my boss pushed me, because it allowed me to see what I was capable of doing."

She also found that what she could do was make an impact in her adopted hometown of Syracuse, where she has raised her two boys with husband, David, built a 25-plus year career with Syracuse-based National Grid and become a community leader helping to address some of the area's greatest needs regarding poverty, social equity and sustainability.

"What we do here matters," she says of her position as vice president for customer and community engagement at National Grid, which delivers gas and electricity to more than 20 million people across New York, Massachusetts and Rhode Island.

"Mine is a front-facing role," Littlejohn adds. "It's about communicating with our customers and communities during times of great stress or

crisis—such as a storm or a power outage—but it's also how we connect with our neighbors on what I call 'blue sky days.'"

Littlejohn is an intricate part of National Grid's new corporate social responsibility initiative, Project C, which focuses on connecting communities to clean and sustainable energy, supporting neighborhood revitalization, compassionately addressing challenges of environmental justice and social equity and creating the workforce that will help build New York's clean energy delivery system.

She credits this commitment to community to her parents, who quietly instilled service and leadership in their children, including Littlejohn's brother and 24 foster siblings. "They were my first and strongest role models," she says of her mother and father. "They didn't talk about service; they just demonstrated it."

Following that legacy, Littlejohn is also actively involved in promoting other aspects of service in the Syracuse community as board chair for CenterState CEO, an independent economic development strategist, leadership organization and chamber of commerce dedicated to fostering success and prosperity in Central New York.

"You couldn't have scripted the story of what we were about to encounter when I took on this position in 2019—issues of social injustice, the pandemic, the politicization of everything, elections, insurrections and the pandemic recovery," she explains. "Being chair during these defining moments has been both difficult and extraordinary, and sometimes these moments occurred on the same day. To see the unlikely collaboration to heal and change a community has been transformational. These have been powerful and exhausting years."

Littlejohn's sense of service also extends to her alma mater. She enjoys visiting the Whitman School and the Syracuse University campus, where she has served as an Our Time Has Come student mentor and a guest speaker; she is also involved in projects like City Limits, which encourages community-wide discussions on reversing poverty and other social issues through the campus radio station, WAER-FM.

There is no doubt that Littlejohn has "seized the moment" more times than she can count, but she clearly takes it all in stride. "Syracuse is a wonderful community. There are issues, of course, but we are working hard at every level to find solutions that help create a seat at the table for all," she says. 

WHITMAN AT WORK:

Dual Degree Program Helps Recent Grad Carve Out Career Opportunities Combining Business, Engineering

by Caroline K. Reff



Patrick Riolo '20 (ECS), '21 MBA always had an interest in health care, and a desire to create things that “would give value to people.” This led him to pursue a degree in bioengineering at Syracuse University’s College of Engineering and Computer Science (ECS). However, the entrepreneurial atmosphere he discovered on the University campus led him to the Whitman School where, in his sophomore year, he decided to combine engineering and entrepreneurship through the H. John Riley Dual Engineering/MBA Program. Today, this up-and-coming professional is using both skill sets as a marketing leadership development program associate at Hillrom, now a part of Baxter International Inc.

Established in 2017, the H. John Riley Dual Engineering/MBA Program, a 3+2 dual degree program, allows students to earn both a bachelor’s degree in engineering from ECS and an MBA from Whitman in just five years. Riolo knew the dual program would help him “grow into a well-rounded candidate” in the job market by combining his interests in engineering, medicine, business and entrepreneurship. He excelled in his collective interests and was encouraged to pursue an internship with

the New York State Science and Technology Law Center at the Syracuse University College of Law. There, he was part of a team working on intellectual property, market research and regulatory issues for outside clients.

“A few of the projects we worked on involved medical devices, which I found especially interesting,” Riolo says. “The duality of my skills allowed me to work on reports that gave people guidance not only to find success with their innovative products but also to give value to the world, and that was cool to be able to deliver to an actual client.”

The experience, along with his background in bioengineering and business, paid off even before Riolo graduated, as he received an offer for a two-year marketing leadership development program with Hillrom—a global manufacturing medical device company which, after his hire, was acquired by Baxter International Inc., one of the world’s leading medical technology companies. In his first of three eight-month rotations, he worked in upstream marketing in the frontline care business unit out of the Skaneateles Falls, New York, branch of the company. While the skills he learned were invaluable, he also appreciated the opportunity to see firsthand how a large acquisition happens.

Next, Riolo rotated to the second part of the development program, located in Chicago. There, he is working in downstream marketing with the Hillrom Latin America marketing team; their projects include primary research looking at heart procedures and learning how clinicians in countries like Mexico commonly monitor for hypertension and other aspects of heart disease. Downstream marketing is new to him, he admits, but Riolo is eager to absorb the information and make himself more marketable through the experience.

At the end of the two-year development program, he is hopeful that there will be a permanent place for him at the company and sees the acquisition by Baxter as a chance for even greater opportunities.

“Being able to put my many interests and experiences to work through the dual program with the Whitman School and ECS has already opened up so many opportunities for me as I integrate myself as a new, young professional,” Riolo says. “I’m eager to see what the future holds.” 



Scott W. Klein and Family Share Their Orange Legacy from Coast to Coast

by Caroline K. Reff



Scott W. Klein '79 was only 11 years old when he visited his older brother, Dennis Klein '72, over Parents Weekend at Syracuse University in 1968. He had never seen another college campus but, when it was Scott's turn to apply to college, he had only one in mind.

"What was good enough for my brother was good enough for me," he says. Scott filled out the paperwork and asked his mother for a check for the \$12 application fee, applying early decision. By Thanksgiving of that year, he had his answer, and another member of the Klein family would soon be traveling from their Long Island home to Syracuse University.

While he was initially accepted into a joint program with the College of Arts and Sciences and the College of Law, he changed his mind almost immediately upon arrival. Scott realized he'd be much better off with an undergraduate degree in business, so he transferred to the School of Management as an accounting major.

"What I really wanted to do was start companies and turn struggling companies around on a more successful path, so making the move to business worked out great for me," he recalls. As a college senior, he ultimately decided against law school and had offers from all the big New York City accounting firms. But, at the last minute, he received a letter from Procter & Gamble, who wanted to interview him for a brand management position. This sounded like exactly the kind of job he

wanted, so Scott turned down the accounting firms and went to work for P&G.

That wasn't the only pivotal moment of Scott's senior year at Syracuse, however. He remembers the exact day—March 3, 1979—when he took "the girl of his dreams," Deborah (Miller) Klein '79 (FALK) out to a movie. "We've been together ever since," he says.

The couple built a life with their three children—all of whom came home from the hospital in Orange onesies—David '06, Jeff and Eric '16. The family moved around the country quite a bit, as Scott took on executive leadership positions with companies such as SuperMedia Inc., Information Resources Inc., Electronic Data Systems Corporation, PC Mall Inc. and PrimeSource Building Products. He credits his Whitman accounting degree for giving him much of the foundation that helped him succeed in business over the years.

Syracuse University was always present in the Klein home and, while Scott claims he did not push his children to attend, he is clearly proud that two of his sons decided to continue the family legacy.

"I can still remember the day David called to say he got in," Scott says of his eldest son. David attended the School of Management, too, as did another student named Jacquie (Braun) Klein '06 (WHIT/NEW), who



From left, Jeff Klein, Cyd Klein, Scott Klein, David Klein, Jacquie (Braun) Klein, Eric Klein.

had, by the end of their first year, become his girlfriend and eventually his wife. Scott proudly remembers the speech Jacquie gave at the School of Management graduation (The Martin J. Whitman School of Management building was under construction during the couple's senior year). Today, David is an avid investor and Jacquie is a commercial leader and senior director of marketing for The Clorox Company.

Youngest son Eric had a different path to the Whitman School. A stand-out high school football player when the family was living in Texas, he was highly recruited by a number of schools. But an injury changed those dreams and took him instead to Syracuse and the Whitman School. The 6-foot-3 football player was soon recruited by the Orange cheerleading team, something he admits he was unsure about at first.

"But, it turned out to be four of the most amazing years of my life," says Eric, who was often seen riling up the crowd at the Dome while proudly carrying the Syracuse flag. Eric went on to see the men's basketball team play in two Final Fours, to make it to the finals of the national cheerleading championship with his team in his senior year and to receive the 'Cuse Award given to an athlete who truly embodies Syracuse athletics. While debatable among his family members, Eric maintains that he is "absolutely the biggest Orange fan" in the family. After graduation, he went to work for Anheuser-Busch but just recently took a position in brand management with Dreyer's Ice Cream.

While Scott and Debbie's middle son, Jeff, did not attend Syracuse, opting instead to attend The Ohio State University on an academic scholarship to play volleyball, Eric jokes—as only a younger brother can—that "We still love him and let him come to family events."

Much of the Klein family now resides on the West Coast. Scott retired in 2010, although he likes to say that he actually "failed at retirement." He later took on the role of president and CEO for LanguageLine Solutions, a company offering professional interpretation, translation and localization services. He led the sale of LanguageLine to Teleperformance, where today he serves as global president of specialized services. He and Debbie are settled in Carmel, California.

Scott has never ended his involvement with Syracuse University and the Whitman School since the days when he was a student emceeing the annual Muscular Dystrophy fundraising event on campus or participating on a committee investigating the feasibility of building the Carrier Dome. (He attended the last game played in Archbold Stadium back in 1978.) Today, he speaks on campus, mentors students and serves on the Whitman Advisory Council.

"I love helping the students because I know the challenges they are going through," he says. "I enjoy lending my expertise as part of the Whitman Advisory Council, as well. I've always remained close to the School, and I'm proud that my family has, too."

Other members of his extended family feel the same, including brother Dennis, who started the Klein legacy at Syracuse University. Also a graduate of the School of Management, Dennis studied accounting and has a successful accounting firm on Long Island and in Manhattan. Still, he admits that it was his love of sports and his initial ambition to be a sports-writer that led him to Syracuse. "I enjoyed 'Cuse athletics. The tradition of Jim Brown, the football program, those were big draws for me," he says.

Dennis was an athlete at Syracuse as a member and captain of the rifle team. "I had a chance to travel and it was a lot of fun. We were state champs," he recalls. "Before a big exam, I would go to the rifle range on campus and clear my head."

Of course, he remains a big Syracuse sports fan. Now splitting his time between New York and Florida, he can often be found on the links with orange golf balls that say, "Go Orange!"

Other members of the extended Klein family with Syracuse ties include Alyssa Bethea '20 (FALK), G'22 (SOE) and Blake Herschkowitz '22, who is studying marketing management at the Whitman School.

While Scott has remained active with the School, he hasn't been on campus lately because of COVID-19 but hopes to soon see the newly renovated Dome and engage directly with students. In the meantime, he continues to enjoy his family, including three grandchildren, one of whom arrived in February. And, like any good grandfather and Orange alumnus, he just might give them a little nudge in the direction of Syracuse University, where his eldest grandchild, Lauren, could continue the Klein family legacy as a member of the Class of '37. [W](#)



From left, Jeff Klein, Scott Klein, Eric Klein, Deborah (Miller) Klein, David Klein.

Class News & Notes

1949-1979

New Positions and Promotions

Alan Frent '73: Director of Development and Communications, Alliance for Aging Inc.

John Button '79: Regional Digital Sales Manager for North Carolina, Cumulus Media/Westwood One

Awards and Accolades

Scott W. Klein '79, president and chief executive officer of LanguageLine Solutions and Whitman Advisory Council member, received the Association of Language Companies 2021 William “Bill” Graeper Award.

In Memoriam



Luke Pesane '49 passed away in Fayetteville, New York, at the age of 103 on May 27, 2021. Pesane was a dedicated member of the local Whitman alumni community.

1980-1989

New Positions and Promotions

Maria Renna Sharpe '80: Board of Directors, LGI Homes Inc.

Benjamin Chuckrow '82: Senior Vice President/Investments, Branch Manager, Stifel

Bob Conover '84: Chief Financial Officer, WatermanClark

Andrew Perfetto '84: Senior Talent Acquisition Partner, Sales, Workday

Bambi Grundweg '85 MBA: Product Marketing Director—Industry Solutions, Phenom

Paula Pacini '85: Energy Advisor, Syracuse Jewish Community Center

Ann Pieramici '86: Member of the Board of Directors, Storyteller Children’s Center (Santa Barbara, California)

Lisa Stefano '86: Partner, Gfeller Laurie LLP

David Mindich '87: Founder and Managing Partner, Mindich Capital

Jayne Demsky '88: Founder, School Avoidance Alliance

Gisele Marcus '89: Professor of Practice, Diversity, Equity and Inclusion, Washington University in St. Louis. Board of Directors, First Mid Bancshares

Scott McLaughlin '89: Head of Equities, William Blair

Awards and Accolades



John View '86 MBA was selected to chair the board of directors at his undergraduate alma mater, Saint Leo University. A member of the Whitman Alumni Club of CNY Board of Directors, View is a retired veteran of higher education administration, most recently serving as director of financial aid and the equal opportunity program at the SUNY College of Environmental Science and Forestry.

In the Media



Wendy Berger '88, chief executive officer and president of WBS Equities LLC, was named one of 22 Cannabis Leaders Who Will Shape the Industry in 2022 by mg Magazine.

1990-1999

New Positions and Promotions

Roger Carges '90, G'91 (EDU): Associate Director, Sales, Merck

Amy Muhlstock '90: Senior Vice President, Ad Sales and Client Partnerships

Keli Parker '90: Chief Operating Officer, 365 Pronto Inc.

Brian Davis '91 MBA: Executive Director, Hastings YMCA

Al Sauer '91 (VPA), '99 MBA: Manager, SUNY Upstate Medical University

James Toto '91: Tax Partner, Berdon LLP Accountants and Advisors

Peter Meyer '92: Vice President, Business Development and Strategy, Jo-Ann Stores

Chris Lindblom '93: Vice President, Cedilla Therapeutics

Yvette Hollingsworth Clark '94 MBA: Director, Head of Compliance—Trust, Google

Maj. Gen. (ret.) David P. Glaser '94: Chief Strategy Officer, Sam Houston State University

Neeraj Mehta '96 MBA: Chief Executive Officer, DigniFi

Michael Rutishauser '96: Head of Human Resources, Element Solutions Inc.

Lori Foglia '97: Chief Product and Merchandising Officer, Crocs

Kevin Varadian '97: Senior Vice President, Homebuyer Success, Tomo

Seth Weinger '97: Senior Vice President, Content Finance, The Walt Disney Studios

Kevin Zdimal '97 MBA: Vice President and Chief Financial Officer, Carlisle Companies

Brian Aucoin '99: Vice President of Marketing, Protecting Our Winters

Scott Farmer '99: Managing Director—Electronic Trading, Evercore

Austin Schutz '99: Financial Advisor, The Pinnacle Group

2000-2009

New Positions and Promotions

Seth Davis '00: President, Stern Pinball Inc.

Carrie Ratner '00: Senior Vice President, Global Corporate Communications, Hasbro

Aaron Eng '02: Partner, Velo Canteen

Deborah Feldstein '02: Acting Director of Sales and Customer Service, SecureIt Tactical Inc.

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

Michael Sadicario '03: Managing Director, North America, Smart AdServer

Sheryll Solis Neville '04: Director, BNY Mellon

Michael Nien '04 MBA: Senior Commissions Analyst, ADARA Inc.

Neha Bajaj '05 MBA: Associate Marketing Director, Baxter International Inc.

Ty Masterson '05: Founder and Chief Executive Officer, Bettle

Jeff Hartung '06 MBA: Vice President, Sales and Customer Service, Applied Vision

Ryan Korby '06 (NEW), '08 MBA: Senior Research Analyst, Third Avenue Management LLC

Andy Piron '06: Dermatology Therapeutic Specialist, Incyte

Mayadeh Campagna '07: President/Owner/Executive Recruiter, Accounting and Finance Placement, MLC Recruitment

Matthew McArdle '07: Shareholder, Partner, DiMarco, Abiusi, and Pascarella CPAs

Aaron Posner '07: Senior Vice President, Head of Treasury, Two Sigma

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

Eric Steckelman '07 MBA: Vice President, Business Development, Communications, Syneos Health

Alynn Underriner '07: Vice President, Business Leadership, ChaseDesign

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

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

Jayme Hansen '08 MBA, G'08 (MAX): Director of Resource Management and Chief Financial Officer, Defense Health Agency

Jed Limmer '08: Managing Partner and Founder, Bicoastal Wealth Management, Wedbush Securities

AJ Malta '08: Senior Manager, Amazon Style, Amazon

Shannon McLoughlin '09: Senior Vice President, Nectar Communications

Alex Pisani '09: Senior Manager, Trailblazer Community, Salesforce

Kris Rydberg '09 MBA: Chief Operating Officer, Terradepth

Alan Youker '09: Senior Manager, RC Product Management, Carrier HVAC

Awards and Accolades



Greg Lettieri '04, co-founder and chief executive officer of Recycle Track Systems, has been named the 2021 New Jersey EY Entrepreneur of the Year.

Mergers and Acquisitions

Joe Iannace '07 and Maeve E. MacKenzie '08 (NEW) welcomed Mack Joseph Iannace on Feb. 19, 2022.

2010-2020

New Positions and Promotions

Thomas A. Berman '10: Director of Marketing, The New York Racing Association

Devin Dadigan '10: Vice President, Account Management, Mastercard

Carlos Delgado '10 MBA: Global Partnerships Manager, Clear Impact LLC

Matthew Lerner '10: Vice President, Eastdil Secured

Matthew Lorberbaum '10: Managing Director, Newmark

Lisa Mancini G'10 (FALK), '21 MBA: Vice President and Chief Clinical Officer, Helio Health

Sarah Shakour '10: Director, Social Content, Natural Resources Defense Council

Larry P. Thomas '10 MBA: Chief Diversity, Equity, and Inclusion Officer, Applied Research Laboratory, Pennsylvania State University

Michele Weisman '10: Social Media Manager, Vice President, Private Bank, JPMorgan Chase & Co.

Jaycob Burns '11 MBA: Cultural Strategy Director, Human Intelligence, sparks & honey

William Earl '11 MBA: Vice President, Kaufman Hall

Tracy Geller '11: Senior Manager, Production and Supply, Casper

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

Adam Schatz '11: Product Marketing Manager, Snap Inc.

Austin Williams '11: Vice President, Partnerships and Growth, Electives

Julia Wolkoff '11: US Agency Lead, Spotify

Heather Corbett '12, '13 M.S.: Senior Corporate Recruiter, Dynatrace

John D'Agostino '12 MBA: Assistant Brewer, Packaging Line Supervisor, Captain Lawrence Brewing Company

Kevin Didio '12 M.S.: Senior Audit Manager, Dannible & McKee LLP

Julian Nico Enoch '12: Client Service Professional, BlockFi

Daniel Entrup '12: Senior Vice President, Senior Director of Partnerships, FactSet

Mitch Hamilton '12 Ph.D.: Department Chair, Marketing and Business Law, Loyola Marymount University

Christopher C. Hines '12: Vice President of Product Marketing, Axis Security

Kelly Ryan Jaffe '11, '12 M.S.: Tax Technology Marketing Senior Manager, PwC

Horace (Zhixiang) Lin '12: Global Supply Manager, Tesla

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

Eric Reilly '12: Brand Director, The Many

Peter Andon '13: Manager, Marketing Strategy and Analysis, Publicis Sapient

Shubhankar Goel '13 MBA: Senior Director, eCommerce, Instant Brands

Alexandra Goldstein '13: Retail Operations Manager, diptyque Paris

Heather Ketcham '13 MBA: General Manager, CareTime

Camellia Loojune '13: Senior Origination Loan Officer, Capital Impact Partners

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

Hannah Zucker Samlin '13: Senior Buyer, Home Textiles, Quince

Shweta Srinivaz '13 MBA: Senior Manager, Accenture

Bryan Stumpf '13 MBA: Solar Development Project Manager, EDP Renewables

Irvin Thevaranjan '13: IT and Compliance Manager, Grubhub

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

Danielle Zink '13: Associate Brand Manager, Global Dove Skin Cleansing

Rebecca Barreto '14: Global Demand Planning Manager, Makeup, Puig

Hannah Bibighaus '14: Manager, Category Management, High Jewelry, Tiffany & Co.

Jenna Bordy '14: Head of Performance Marketing, Beauty Brands, THG

Sean Brech '14: Senior Account Executive, Sunshine Sachs

Sierra Eldridge '14: Influencer Account Manager, North Six

Kearney Erhard '14: Creative Supervisor, Mower

Carly Feryus '14: E-Retail Manager, LVMH Fragrance Brands

Alexandra Fischer '14: Associate Director, Account Management, Dotdash

Travis Hunt '14: Finance Manager, Thermo Fisher Scientific

Leon Lyazidi '14: Director, Data Science, Global Marketing, Uber

Katherine Najera '14: Culture Integration, Global Expansions and M&A, DoorDash

Maryann Akinboyewa '15: Senior Product Marketing Manager, HubSpot

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

Natasha Caminero '15: Tax Manager, EY

CJ Cervantes Jr. '15: Senior Manager, Business Development Operations, Marvel Entertainment

Sean Fernandez '15: Manager, Licensing Finance, Spotify

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

Kriti Kanwal '15: Manager, Product Management, Mastercard

Ali Larijani '15: Investment Product Specialist, J.P. Morgan Wealth Management

Alexandria Lee '15: Sustainability Strategy Consultant, Accenture

Kelley Long '15: Associate Consumer and Markets Insights Manager, Global Skin Cleansing, Emerging Brands and Sustainability, Unilever

Keith Mitsuuchi '15: Manager, Revenue Analytics, The Walt Disney Company

Sandeep Ramachandran '15: Product Management, Flexport

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

Kristi Tu '15: Owner, Social Media Influencer, Boba Bao Slimes LLC

Samuel Weinberg '15: Brand Manager, IMDb TV at Amazon

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

Shannon Balseer '16: Senior Business Operations Manager, Customer Experience, Go City

Marissa Blanchard '16: Manager, Creative Marketing, HBO

Kaitlin Grenier '16: Senior UX Designer, Insurity

Brianna Hanson '16: Director of Finance, Financial Planning and Analysis, and Strategy, London Stock Exchange Group

Angela Herrera '16: Senior Associate, Alliances Marketing, PwC

Kyle Hoberman '16: Management Consulting Manager, Accenture

Michael Hogan '16: Strategic Sourcing Manager, Mini-Circuits

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

Imran Khanbhai '16: Agency MBS Trader, BNP Paribas

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

John Matthews '16 M.S.: Tax Manager, PwC

Brandon McCaffery '16, '17 M.S.: Manager, M&A Advisory, PwC

Natalie Metzgar '16: Supervisor, Connections Planning, Havas Media Group

Kevin Zheng '16: Senior Product Manager, Heidrick & Struggles

TJ Blitzer '17: Account Director, 21GRAMS

Lauren Bogardus '17: Lead Analyst, Global Client Management, BNY Mellon

Nicholas Cammuso '17: Principal Consultant, Adobe

Shelley Cheung '17: Marketing Manager, KADA

Diana Correia '17: Paid Social Media Senior Associate, JPMorgan Chase & Co.

Nick DeFrancisco '17: Sales Development Representative, Resy, American Express Global Dining Network

Liam Doyle '17: Senior Banking and Operations Associate, Webull Financial

Terrell Drayton '17: North America Brand Marketing Lifestyle Manager, Nike

Alexis Drickel '17 MBA: Senior Manager, Learning, PetSmart

Joe Egidio '17: Enterprise Account Executive, Dremio

James Eisenberg '17: Senior Associate, Account Management, Third Bridge Group Limited

Katrina Fudo '17: Senior Financial Analyst, M.S. Hall & Associates LLC

Jamie Gelberg '17: Senior Analyst, Analytics and Metrics, Mastercard

Sloan Genzer '17: Senior Assistant Buyer, Luxury Bedding, Bloomingdale's

Robert Hall '17: Financial Analyst IV, Fidelity Investments

Isabel Hodgson '17: Brand Manager, Franklin Showroom

Nikolas Janesch '17: Assistant Vice President, Golub Capital

Anila John '17 MBA: Manager, Strategic Insights, Publicis Canada

Joshua Karpen '17: Senior Corporate Strategy Analyst, Alviere

John Kellogg '17 MBA: Senior Internal HR Consultant, Marsh McLennan

Viraj Khanna '17: Investment Banking Associate, Barclays Corporate and Investment Bank

Deborah Lee '17: Media Manager, Amazon

Michael Leffler '17, '18 M.S.: Operations Manager, Trail's End Camp

Alyssa Leyden '17: Procurement Buyer, HelloFresh

Mangirish "Max" Rajadhyaksha '17 MBA: Financial Planning and Analysis Manager, Vivian Health

Jack Rose '17: Head of Strategy and Operations, Silver Tribe Media

Stacy Schindler '17: Showroom Sales Assistant, Walters Wicker Inc.

Abbey Timpano '17: Senior Corporate Accountant, Brilliant Earth

Emily Thomas '17: Procurement Manager, Stord

Zachary Weinreb '17: Associate Portfolio Manager, Milford Management Corporation

Angela Anastasi '18: Law Clerk, Helbraun Levey

Thomas Argiro '18: Staff Accountant, Ranucci, Dalton and Schenk

Meagan Baier '18: Executive Assistant, Peacock, NBCUniversal

L. Brett Blank '18: Vice President, Keystone Business Credit LLC

Collin Brown '18: Associate Merchandise Planner, LOFT Pants, ANN Inc.

Samuel Busco '18: Associate Operations Transformation, PwC

Isabel Colon '18: Investment Banking Senior Analyst, Citi

Anweih Cox '18: Account Executive, Narrative

Meghan Dare '18: Solutions Architect, Retail Media, Criteo

Kaitlyn Decker '18: Media Supervisor, Mediahub Worldwide

Pat Doherty '18: Senior Analyst, Business Development and Capital Markets, tZERO Group Inc.

Rabeen Eddy '18 MBA: Director, Global HR Operations, Intapp

Sam Feldman '18: Client Solutions Manager, Tik Tok

Donnie Foster '18: Data Scientist, Vice President, JPMorgan Chase & Co.

Erik Gutmann '18 MBA: Technical Account Manager, Chemyunion

Olivia Hager '18: Associate Planner, Parachute Home

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

Tre'Jour Heard '18: Associate, Calculate

Marisa Heller '18: Talent Acquisition Manager, PwC

Roger Hoff '18: Senior Marketing Analyst, Marriott Co-Brand, American Express

Ryan Hutchison '18 MBA: Teacher, Roanoke County Schools

Refjola Malushi '18: Associate, Barings

Nick Metzger '18: Associate, Citadel

Devin Morris '18: Production Planner, ASR Group

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

Caitlin O'Hara '18: Deals Senior Associate, PwC

Victoria Parker '18: Senior Analyst, Global Sourcing, ViacomCBS

Michelle Peirsol '18: Warehouse Manager, Fetch Package

Nina Pettinella '18: Specialist, Paid Media Planning and Buying

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

Nathan Segal '18: Enterprise Account Executive, Heap

Lena Schermer '18: Revenue Accountant, Excelitas Technologies Corp.

Emily Schmerzler '18: Senior Account Executive, Financial Communications and Capital Markets, Edelman

Eric Szlosek '18: Senior, Strategy and Transactions, EY

Brianna Torres '18: Account Manager II, dv01

Alexander Tkac '18: Investment Analyst, JEM Holdings

Jacob Urban '18: Trader, bp

Kora Weidenheimer '18: Real Estate Agent, Compass

Cassandra Wilson '18: Global Merchandise Planning, Coach

Flanagan Brown '19: Associate Merchandise Planner, Ross Stores Inc.

Scott Farray '19 MBA: Senior Lead Business Execution Consultant, Wells Fargo

Kaylah Felipe '19: Associate Product Manager, West Elm

Lauren Goldstein '19: Senior Account Executive, 21Grams

Henry Korzec '19: Senior Advisor, Founding Team, Raise Commercial Real Estate

Carl MacEwen '19: Assistant Vice President, Citi

Kenneth Mintz '19: Communications Manager, Twitter

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

Benjamin Nordwick '19: Executive Magento Recruitment Consultant, Stott and May

Amanda Rylee '19: Field Artillery Captain Career Course, U.S. Army

Joseph DiLillo '20: Senior Business Analyst, Capital One

Austin Hawkins '20: Financial Analyst, Edged

Carrie Huang '20 MBA: Global Sourcing Supply Manager, Corning Incorporated

Sydney Levy '20: Securities Lending Sales, Trading Analyst, Citi

John Reedy Jr. '20 M.S.: Executive Director of Information Services and Facilities, Whitman School of Management, Syracuse University

Benjamin Weiner '20: Research Manager, Guidepoint

Luis Javier Fernandez '21 MBA: Sales Director, Armature Solutions Corporation

Scott Mueller '21: Analyst, Deloitte Consulting

Owen Murphy '21: Agent, Addison Wolfe Real Estate

Kathryn Saraceno '21: Real Estate Sales, Pyramid Brokerage Company

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

In the Media



Derrell Smith '10 (iSchool), G'13 (NEW), founder and owner of 99Eats and member of the Young Whitman Advisory Council, shared his favorite game-day recipes on the Today Show. Smith is host of “Mad Good Food” on Tastemade.



Jessica Santana '11, G'13 (iSchool), co-founder and chief executive officer of America on Tech, kicked off 2022 with a live segment on “Dick Clark’s New Year’s Rockin’ Eve,” which featured America on Tech and two other organizations selected as inaugural culture catalysts.



Dan Folkman '12, senior vice president of business at Gopuff and Young Whitman Advisory Council member, appeared on Cheddar News to discuss the expansion Gopuff experienced in 2021. Folkman was named to *Business Insider’s* list of 11 power players in the Instant Needs category.

Chris Mariano '13, global head of performance marketing and media at *Bloomberg News*, made *Adweek’s* 2021 list of the top 50 Behind-the-Scenes Stars in Media, Marketing and Tech. Mariano was also included on *Business Insider’s* list of the Top 20 Rising Stars of brand marketing.



Olivia Bowser '16, chief executive officer and founder of Liberate, pitched her venture on *Shark Tank*. The episode aired during Season 13 in December.



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



Jennie May '17, a master's of supply chain management candidate at MIT, was recently featured as an AWESOME Scholar. AWESOME connects and celebrates senior women leaders in supply chain.



Brooke Baevsky '18, appeared on Food Network's Chopped on February 8 in an episode called "Cooking for Love." For recipes and more about Baevsky, visit inthekitchenwithchefbae.com.



Kelsey Davis '19 (NEW), '20 M.S., founder and chief executive officer of CLLCTVE, was featured in an episode of the Square-sponsored docuseries "Career Day titled Square Visits Forbes 30U30 Entrepreneur Kelsey Davis to Learn How She Bet on Herself and Founded

CLLCTVE." Davis was recognized as one of the 2022 Influential Leaders by AACSB.

Ranjeet Singh '19 MBA, bakery director at Aspire Bakeries, discusses his path from the Marines to his current role managing food operations in the Beyond the Uniform podcast.

News and Notes:

Brandon Reiter '16, founder of Skyview CFO, has released his first book, *Sky's the Limit: Navigating a Business Launch*, which includes tips for entrepreneurs that Reiter aggregated from his clients, other successful entrepreneurs, classes and a few movies.

IS YOUR EMAIL CURRENT ON YOUR SYRACUSE UNIVERSITY ALUMNI RECORD?

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

To make sure you aren't missing out, visit alumniupdate.syr.edu. You can use this link to update your home address, email, phone number, employer, title and other details.

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



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[ADVANCEMENT]

FROM THE ASSISTANT DEAN FOR ADVANCEMENT



I share this as context for how radically our work has changed—just like last November, at a combined meeting of the Whitman Advisory Council (WAC) and Young Whitman Advisory Council (YWAC) on campus, WAC chair Lisa Fontenelli '86 (WHIT/NEW) facilitated an in-depth discussion of the near-term priorities of the School and possible ways the University's

Forever Orange Campaign could help accelerate our progress. The members in attendance, both in-person and connected via Zoom, asked important questions and offered thoughtful suggestions that have informed our thinking about our fundraising priorities. A specific action step that came out of the session was to crowdsource this exchange of ideas with Whitman stakeholders across the country.

Over the first half of 2022, as anxiety about gatherings has eased a bit, we have had the opportunity to bring together small groups of Whitman alumni in several cities. Thanks to the leadership of members of the WAC and YWAC who have hosted these get-togethers, Dean Anderson and members of the School's Advancement and External Affairs team have had in-depth discussions about many topics, most revolving around how to build on recent successes in the remaining two years of the Forever Orange Campaign. In March, we met in multiple cities in Florida, followed by Chicago in early April. By the time you read this, we will have had sessions in New York City, Los Angeles and San Francisco and we are planning several more.

This wonderful magazine and our monthly email newsletters are examples of our efforts to keep the many friends of Whitman informed. The roundtable discussions have added an entirely new dimension to our communication, as we have gone into much greater depth, in real time, on topics that are important to our alumni, parents and friends. They have also afforded us the chance to listen. The two-way dialogue has been incredibly valuable. The feedback, suggestions and input provided by our stakeholders have been priceless. I am looking forward to sharing a more detailed summary on how productive these have been—and an appreciation of the numerous alumni leaders who made them possible—in our fall magazine.

As I have written here before, private philanthropy is essential for Whitman's progress and the implementation of our strategic plan. Within the University's Forever Orange Campaign, over the next two years, your investment in the School will fuel our progress and continued rise in the rankings. I hope you will consider including Whitman in your philanthropic plans and joining our Forever Orange Campaign.

Christopher Crooker

Assistant Dean for Advancement

DEB LEONE

Sharing Her Expertise and Showing Her Generosity to Benefit the Whitman School

by Caroline K. Reff

Deb Leone '86, '87 MBA didn't think twice about attending Syracuse University. Following in her older sister's footsteps, the Long Island native loved the school from the first time she visited. She thought the School of Management would be a "good fit" for her and decided to major in accounting. This decision helped put her on a path to a prestigious 30-plus year career at Goldman Sachs, as well as a long-standing commitment to giving back to her alma mater.

Today, Leone is a member of the Syracuse University Board of Trustees and the Whitman Advisory Council. Over the years, she has hosted numerous student groups at Goldman Sachs in New York City, specifically through Whitman Women in Finance and the Stuart Frankel & Company New York Stock Exchange Program, while also sponsoring career and networking sessions for the School's alumnae. In 2013, she received the Whitman Dean's Citation for Exceptional Service and, in 2016, she was selected for the School's highest award: the Jonathan J. Holtz Alumna of the Year Award. In 2017, she was asked to serve on the Dean's Search Committee, which brought current Dean Eugene Anderson to the Whitman School.

Leone and her husband, Lou Leone '87 (ESC), have also been financially generous, giving to Whitman's Goldman Sachs Deborah Leone Endowed Scholarship and the Goldman Sachs Scholarship Fund for Graduate Accounting Students. In 2018, the Leones also established a similar scholarship at Syracuse University's College of Engineering and Computer Science.

Both she and her husband always knew they wanted to give back to their alma mater. "When we felt comfortable financially, we decided to donate scholarship funds to benefit those who were both succeeding academically and had great financial need," she explains. "It helps the students, which helps the world. It makes you feel great."

"I really credit my desire to give back to Goldman," says Leone of her philanthropic spirit. "They're all about giving back—large or small—and

emphasizing the importance of paying it forward. From the start of your career there, they give you time off to do volunteer work in the community. Once you start, you just get a good feeling from helping others, and that's what really ignited my love of mentoring, volunteering and donating to Syracuse University and other organizations important to me."

Leone remembers one particular experience when her generosity helped a Whitman student participate in a Syracuse Abroad program. While visiting campus, Leone met the student's mother.

"She came up to me and thanked me, saying how the opportunity would never have been possible if it weren't for the scholarship funds," says Leone. "She and her daughter were so very grateful. My own daughter, Jessica, was with me that day, and it made an impact on her, as well. We were all just standing there crying. It was quite an experience and just one example of why I feel fortunate to be able to give back to the Whitman School."

"We are privileged to have Deb Leone as a loyal and generous member of our Whitman community," says Dean Anderson. "Not only is she a proud graduate of the School and the University, but she has been an unwavering supporter on every level—from mentoring students, particularly young women, to supporting scholarships and programs that open up opportunities to those who might not otherwise have access to them. We value her loyalty to the Whitman School, as well as her undeniable enthusiasm for Syracuse University and the expertise she shares with us on so many levels from her years at Goldman Sachs."

Leone started at Goldman Sachs in 1989 as an analyst in the Controller's Division and steadily rose through the ranks. In 2003 she was named managing director, and in 2008 was named partner. In January 2020, she decided it was time to retire from her position as partner and chief operating officer in the investment division. Still, she considers herself only "semi-retired," as she remains on the board of directors of Goldman Sachs Bank USA and is audit committee chair for the Goldman Sachs Philanthropy Fund and Ayco Charitable Foundation.



As if her continued involvement with the University, the Whitman School and the boards at Goldman Sachs weren't enough, Leone recently joined the board of Organon, a global health-care company she is passionate about, where she uses her financial expertise on the organization's audit committee. Organon, whose vision is a better and healthier every day for every woman, is focused on improving the health of women throughout their lives, with a portfolio of more than 60 medicines and products across a range of therapeutic areas.

Leone is looking forward to her next visit to campus, something she has not been able to do since the start of the pandemic. "I typically come up twice a year for the University board meetings, and my husband and I always try to make a fun weekend out of visiting and participating in whatever activities might be going on," she says. "We really enjoy coming back to campus and hope to be able to do that again very soon." 

The Whitman Advisory Council

Chair

Elisabeth Fontenelli '86 (WHIT/NEW)

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Partner and Managing Director (retired)
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Ex Officio
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Director of Alumni Engagement
Whitman School

Whitman Professor Firmly Grounded in Syracuse University and the Community

by Olivia Hall





Kruti Valia, Mei Han, Prachi Dedhia and Tyler Lewis at Judge Petosa's bench in Camillus, NY.

John Petosa jokes that he is “a kind of Swiss army knife” of teaching at the Whitman School. Indeed, since 2003 the professor of practice has led classes in business law, banking, entrepreneurship, as well as financial, managerial and tax accounting.

“The only department I haven’t taught in yet is marketing, but there is still time,” he says.

Petosa’s students are benefiting from career experiences he has collected over decades in a variety of jobs and fields. The seeds for these many interests were planted early and rooted him deeply into the local community. Growing up in Camillus—the third generation in the Syracuse area since both sets of grandparents emigrated from Italy—Petosa would often visit his father at his accounting firm and chat with two attorneys—CPA Victor Chini and a local judge—who both had offices in the same building.

“I’d listen to their stories and think that I might like to follow in all of their footsteps,” he remembers.

With a dual degree in accounting and economics from Boston College in hand, Petosa returned to Syracuse in 1987 to begin his career path at Coopers and Lybrand (now PwC). “I worked with a lot of great people who taught me how to be a professional,” Petosa says.

Three years later, the owner of food distributor Deli-Boy, Lon Frocione, asked him to apply these skills as the company’s CFO, the position Petosa’s recently deceased father had last held. “I was 24 years old, newly married, and the idea of carrying on my father’s legacy was very attractive,” Petosa recounts.

Frocione not only agreed to let his new employee attend law school but even paid for the degree, as long as Petosa would stay for five years after graduation.

“That was 32 years ago,” says Petosa. Deli-Boy, meanwhile, has increased its annual sales more than six-fold to \$190 million. “Lon was an incredible business mentor and, in effect, became my father.”

As such, Frocione recognized Petosa’s need to stay busy and allowed his mentee to continue his father’s tax practice. “As sort of an inheritance, I’ve been preparing tax returns and representing people in their tax matters since I was admitted to the bar,” Petosa says.

Always on the lookout for new challenges, Petosa jumped at the opportunity to teach at Whitman after meeting professor emeritus of accounting practice Bill Walsh at a charity golf tournament. He was immediately hooked by the joy of seeing young people learn and develop, and his contributions to their growth have been recognized in turn with eight teacher-of-the-year awards to date.

Petosa is quick to share credit with his wife, Jennifer, an award-winning, nationally board-certified elementary teacher. “She is the person I look to for comments and critique when it comes to teaching and understanding the learning process,” he explains.

In 2011, finally, Petosa fulfilled his other childhood goal by becoming town justice of Camillus, an election he has won three times. “People may not recognize that running for public office and asking others to pass judgment on you as a person is such a vulnerable endeavor,” he says. It has also conferred significant responsibility on him. “I do not take it lightly, because the decisions I make can have a lasting impact on someone’s life.”

To his joy, his duties have included performing marriage ceremonies for three former students.

How does Petosa—professor, judge, CFO, accountant, board member to several organizations, husband and father of five children (several of whom attended Syracuse University)—do it all?

“Yes, I do have free time, and, yes, I do sleep and have fun with family and friends,” he laughs. “I have an incredibly supportive wife and very understanding bosses who allow me flexibility.” Technology, good organization and transferring skills between jobs also help.

Above all, “each of my various career endeavors allows me the chance to use my skills to help others grow, develop, get back on the right path or save money,” Petosa says. “Helping others is what motivates me.”



Judge Petosa marries his student Nguyen (Swan) Thi Dieu Xuan and Matt Barnum at the Whitman School.

Faculty in the Media

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

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

Julie Niederhoff, associate professor of supply chain management, was quoted in *The New York Times* story “How the Supply Chain Stole Halloween” (Nov. 1, 2021).

Patrick Penfield, professor of supply chain practice and director of executive education, was interviewed for the CNY Central story “Supply shortage means you’ll get top dollar for a used car, but new cars are hard to find” (July 6, 2021), the *Popular Science* article “Understanding the global chip shortage, a big crisis involving tiny components” and *The Denver Post* story “Experts warn Colorado families not to wait for the last bell to buy school supplies” (Aug. 17, 2021), Vox story “You can buy stuff online, but getting it is another story” (Sept. 1, 2021), Australian podcast “Equity Mates” for the episode “Expert: Are Semiconductors the Picks & Shovels Play for the Tech Industry” (Sept. 13, 2021), WKRN-TV’s (Nashville, Tennessee) segment “Supply chain industry deals with challenge of labor shortages” and by *Chain Store Age* in the story “Sounding the Alert on U.S. Supply Chain Congestion” (Sept. 22, 2021), *Supply Chain Brain* story “No Relief This Year for the Global Supply Crisis” and quoted in the *Long Beach Business Journal* story “‘Do your Christmas shopping early’: Cargo delays likely persist amid busy holiday season” (Sept. 29, 2021), CNN story “Snowcone the Happy Unicorn is the latest victim of manufacturing chaos” (Oct. 4, 2021). Penfield was also quoted in the *Forbes* story “How New White House Plan To Address Supply Chain Crisis Will Impact Companies,” *The Denver Post* article “Summer shortages: Fireworks, cars, boats hard to come by as COVID-caused kinks remain in supply chain” and by multiple news outlets in stories about the global supply chain crisis, including Vox, *The San Diego Union-Tribune*, Sinclair Broadcast Group, WRVO-FM (Oswego), NewsChannel 9 and WSKG-FM (Binghamton) (Oct. 13, 2021). He was also interviewed by CSPAN on supply chain shortages (Oct. 19, 2021), by *USA Today* and the *Times Union* (Albany, New York) about supply chain issues that continue to plague businesses and industries (Oct. 19, 2021), by NBC 4 Washington and PolitiFact on the continued issues facing the global supply chain (Nov. 11, 2021), by NBC’s LX News Now for the story “What To Know About Supply Chain Shortages Ahead of Thanksgiving and Holiday Shopping” (Nov. 17, 2021), for CBS News for the segment “Transportation Secretary Pete Buttigieg makes recruiting truck drivers a priority as industry reaches a breaking point” and for the Spectrum News story “Ukraine crisis, other factors driving higher gas prices in the U.S.” and the WSYR-TV segment “Newsmakers: Ins and outs

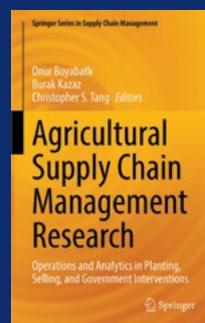
of 40-year-high inflation.” Additionally he was quoted in the *U.S. News & World Report* story “How Joe Biden Plans to Save Christmas” and the Spectrum News story “Kirkville farm providing alternatives amidst turkey shortage” (Dec. 2, 2021), and in the CNN story “Is the store out of your baking essentials? Here’s what to use instead,” the Vox story “It’s beginning to look a lot more expensive for Christmas” and by Agence France-Presse for the article “Supermarket shelves go bare as Omicron disrupts U.S.” (Jan. 19).

Lynne Vincent, assistant professor of management, was quoted in the *Albany Business Review* story “Death to the Standard Work Week” (Nov. 3, 2021).

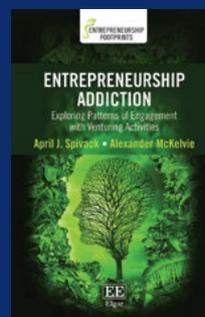
Johan Wiklund, Al Berg Chair and professor of entrepreneurship, was interviewed for *The Wall Street Journal* story “Does Having ADHD Help or Hurt Entrepreneurs?” (Nov. 3, 2021).

Ray Wimer, professor of retail practice, was quoted in the Syracuse.com story “8 ways Destiny USA might bounce back: Can laser mazes, musicals and doctors save a struggling mall?” (July 6, 2021). Wimer was also quoted in the *Washington Examiner* article “Black Friday deals expected to be weaker this year amid supply chain problems” (Nov. 17, 2021), and the *Utica Observer-Dispatch* story “Retailers expect strong Black Friday despite muted sales, supply chain” (Dec. 5, 2021).

Books



Burak Kazaz, Steven R. Becker Professor of Supply Chain Management and Laura J. and L. Douglas Meredith Professor of Teaching Excellence, edited a book, *Agricultural Supply Chain Management Research - Operations and Analytics in Planting, Selling, and Government Interventions* (Boyabatli, O. and Tang, C.), Springer publishing.



Alexander McKelvie, associate dean for undergraduate and master’s education and professor of entrepreneurship, has a new book titled *Entrepreneurship Addiction* (with Spivack, A.J.), Edward Elgar publishing.

Other Selected Publications

Karca Aral, assistant professor of supply chain management, and **Erasmus Giambona**, professor of finance and Michael J. Falcone Chair in Real Estate, “Buyer’s Bankruptcy Risk, Sourcing Strategy and Firm Value: Evidence from the Supplier Protection Act” (with Wang, Y.), *Management Science*.

Michel Benaroch, associate dean for research and Ph.D. programs and professor of information systems, “No Rose without a Thorn: Board IT Competence and Market Reactions to Operational IT Failures” (with Fink, L.), in *Information & Management*, and “Third-Party Induced Cyber Incidents—Much Ado About Nothing?” in *Journal of Cybersecurity*.

Joel Carnevale, assistant professor of management, “Greedy for thee or greedy for me? A contingency model of positive and negative reactions to leader greed” (with Carson, J.E. and Huang, L.), *Journal of Business Research*.

Scott Fay, professor of marketing, “The Value of the Structural Power of the Chief Information Officer in Enhancing Forward-Looking Firm Performance” (with Feng, C. ’16 Ph.D. and Patel, P.), *Journal of Management Information Systems*.

Erasmus Giambona, professor of finance and the Falcone Chair in Real Estate, “Stiffing the Creditor: Asset Verifiability and Bankruptcy” (with Matta, R. and Lopez de Silanes, F.), *Journal of Financial Intermediation*.

Burak Kazaz, Steven R. Becker Professor of Supply Chain Management and Laura J. and L. Douglas Meredith Professor of Teaching Excellence, “Agricultural cooperative pricing of premium product” (with Ayvaz-Çavdaroğlu, N. and Webster, S.), *Production and Operations Management*, and “Capacity reservation and sourcing under exchange-rate uncertainty” (with Gheibi, S. ’16 Ph.D., and Webster, S.), *Decision Sciences*.

Rong Li, associate professor of supply chain management, “Fight Inventory Shrinkage: Simultaneous Learning of Inventory Level and Shrinkage Rate” (with Song, J., Sun, S. and Zheng, X.), *Production and Operations Management*.

David Lucas, assistant professor of entrepreneurship, “Entrepreneurial Accessibility, Eudaimonic Well-Being, and Inequality” (with Boudreaux, C.J., Niklas, E., and Magnus, H.), *Small Business Economics*, and “Remaking Capitalism: The Strength of Weak Legislation in Mobilizing B Corporation Certification” (with Grimes, M.G. and Gehman, J.), *Academy of Management Journal*.

Alexander McKelvie, associate dean for undergraduate and master’s education and professor of entrepreneurship, “Metacognition and entrepreneurial action: The mediating role of a strategic mindset on promoting effort and innovative behavior in frugal entrepreneurs” (with Michaelis, T.L., Pollack, J.M., Hu, X. and Carr, J.C.), *Journal of Business Venturing Insights*.

Maria Minniti, Bantle Chair in Entrepreneurship and Public Policy, “Inflection points, kinks, and jumps: A statistical approach to detecting nonlinearities” (with Arin, P., Murtinu, S., and Spagnolo, N.), *Organizational Research Methods*.

Todd Moss, chair, department of entrepreneurship & emerging enterprises and associate professor of entrepreneurship and **Suho Han**, assistant professor of entrepreneurship, “Rural and urban place renewal in cross-sector partnerships” (with Dahik Loor, A.), *Journal of Business Ethics*.

Hyoryung “Hannah” Nam, assistant professor of marketing, “Opening the OTC Drug Market: The Effect of Deregulation on Retail Pharmacy’s Performance” (with Wooyong, J. and Choi, J.), *International Journal of Research in Marketing*.

Arielle Newman, assistant professor of entrepreneurship, “Doing it right but getting it wrong: Best practices for refugee focused incubators” (with Christensen, L.J.), *Journal of Developmental Entrepreneurship*.

Willie Dion Reddic, associate professor of accounting, “The Effect of External Monitoring on Conservative Financial Reporting in the Property-Casualty Insurance Industry” (with Bisco, J. and Booker, K.), *AUDITING: A Journal of Practice & Theory*.

Kira Reed, associate professor of management, “The Impact of Institutional Context and Gender on Corporate Social Responsibility” (with Serdar, G. ’17 Ph.D.), *Journal of Managerial Issues*.

Zachary Rodriguez, postdoctoral researcher at the Institute for An Entrepreneurial Society, “The Power of Employment: Effects of India’s Employment Guarantee on Women Empowerment” *World Development*.

Mirza Tihic, postdoctoral researcher in entrepreneurship, Hadzic, M. ’16 Ph.D., and **Alexander McKelvie**, “Social Support and Its Effects on Self-Efficacy Among Entrepreneurs with Disabilities” *Journal of Business Venturing Insights*.

Johan Wiklund, Al Berg Chair and professor of entrepreneurship, “Envisioning Entrepreneurship’s Future: Introducing Me-Search and Research Agendas,” (with Shepherd, D.A., and Dimov, D.), *Entrepreneurship Theory and Practice*, and “Entrepreneurship in the Future: A Delphi Study of ETP and JBV Editorial Board Members” (with van Gelderen, M. and McMullen, J.S.), *Entrepreneurship Theory and Practice*.

Zhengping Wu, associate professor of supply chain management, “When do firms benefit from joint price and lead-time competition?” (with Sun, Y. and Zhu, W.), *European Journal of Operational Research*.

Guiyang Xiong, associate professor of marketing, “Marketing’s and Operations’ Roles in Product Recall Prevention: Antecedents and Consequences” (with Chakravarty, A. and Saboo, A.), *Production and Operations Management*.

Thought Leadership Podcasts and Webinars

ADHD and Entrepreneurship now on the Syracuse University Talks Business Podcast

Why do highly successful entrepreneurs often identify as having traits consistent with Attention Deficit and Hyperactivity Disorder (ADHD)?

John Torrens, professor of entrepreneurial practice and deputy department chair of entrepreneurship and emerging enterprises and **Johan Wiklund**, the Al Berg Chair and professor of entrepreneurship share how it is far from being a disadvantage in business, how having ADHD may be an asset to entrepreneurial ventures. Learn what traits/behaviors need to be augmented, by hiring business partners who excel at those specific traits.

Brexit: Its Impacts and Implications now on the Syracuse University Talks Business Podcast

What impacts and implications will Brexit have post-pandemic? European economy experts **Mike Harris**, founder and CEO, Cribstone Strategic Macro, **Glyn Morgan**, associate professor of political science, Syracuse University's Maxwell School of Citizenship and Public Affairs and Assistant Teaching Professor of Finance **Fatma Sonmez-Leopold** share background on Brexit and what it has meant inside of the U.K. Learn more about the breakdown of the impact in Europe and the U.S. and what the end of the deal might look like.

Business in Asia: Challenges and Opportunities (Nov. 17, 2021), moderated by **Kyu Lee**, associate dean for global initiatives and professor of marketing. Panelists were **Ravi Dharwadkar**, Laura J. and L. Douglas Meredith Professor of Teaching Excellence and chair and professor of management; **Kristen Patel**, Donald P. and Margaret Curry Gregg Professor of Practice in Korean and East Asian Affairs, Maxwell School; and **Bart Edes**, professor of practice, McGill University and the Asia Pacific Foundation of Canada. The panel discussed many topics including: The implications of the recalibration of U.S. foreign policy on the region and American firms doing business in Asia; the impact of national security policies and fin-tech on compliance challenges in international finance; and Asian perspectives on the current global supply chain problems.

The Post-Pandemic Real Estate Market: Emerging Trends 2022 (Jan. 21), moderated by **Milena Petrova**, associate professor of finance. Panelists were **Justin Cooper '09, '10 M.S.**, founder and managing principal of Layla Capital; **Asher Flaum '02 (FALK)**, president of Flaum Management Company; **Jeff Grasso '09**, managing partner at Vesta Realty Partners; **David Nass '91**, managing director at UBS Investment Bank; and **Gregg J. Wallace '91**, owner and

president at AMA Financial LLC.

The panelists discussed the many facets of real estate after the pandemic, covering real estate investment and development, public financing, financing and development of hotels, brokerage and much more.

COVID and Future Supply Chain Disruptions in 2022

(March 11) featuring widely quoted **Patrick Penfield**, professor of supply chain practice and director of executive education, and **Cory Sanderson '15 M.S.**, director, client solutions, Northern California for Flexport, a tech-forward freight forwarder, in San Francisco.

Tax Implications Related to COVID-19: What Can Individuals and Businesses Expect?

(March 21), moderated by **Susan Albring**, professor of accounting. Panelists were **Mark S. Reid '84 MBA, CPA**, senior advisor at Firley, Moran, Freer & Eassa, CPA, P.C.; and **Mitchell Franklin '99, '00 M.S., CPA**, associate professor of accounting at Le Moyne College's Madden School of Business.

Events:

The Harry E. Salzberg Memorial Award Lecture was held Oct. 21, 2021, at the Daniel & Gayle D'Aniello Building—National Veterans Resource Center at Syracuse University. The Salzberg Medallion recipient was **Tesla Inc.**, accepted by the company's East Coast lead for public policy and business development, **Albert Gore**. The event included two panels:

- Autonomous Vehicles and the Future of Supply Chains, moderated by Professor **Jamie Winders**, director of the Autonomous Systems Policy Institute at the Maxwell School.
- Transportation and Logistics Challenges of the Global Supply Chain Pandemic, moderated by **Paul Svindland '93**, CEO of STG Logistics.

The inaugural Social Differences, Social Justice

Symposium, was held March 31, presented by Syracuse University's Social Differences, Social Justice cluster and co-sponsored by the College of Arts and Sciences, Renée Crown University Honors Program and Whitman School of Management. Among the organizers was **Kira Reed**, associate professor of management. She is a member of the Social Differences, Social Justice cluster.

Awards and Honors

The management department is in the top 50 list of management departments based on research productivity per capita, according to the Texas A&M/University of Georgia Rankings of Management Department Research Productivity. The department also ranked 75th based on overall productivity.

Susan Albring, professor of accounting, was appointed associate editor at *Advances in Accounting*.

Erasmus Giambona, professor of finance and Falcone Chair in Real Estate, was selected to chair the real estate track for the 2022 Financial Management Association meetings to be held in Atlanta.

A 2021 *Operations Research* article identifies **Burak Kazaz**, Steven R. Becker Professor of Supply Chain Management and Laura J. and L. Douglas Meredith Professor of Teaching Excellence, among a small cluster of top contributing researchers to one of three top-ranked researcher clusters studying pricing problems in the past 10 years (with Wonghee Tim Huh, Hongmin Li, Scott Webster, and Amr Farahat).

Cameron Miller, assistant professor of management and Edward Pettinella Professor of Business, has been reappointed to the *Organization Science* editorial board. He also accepted an offer to serve on the research committee at the Strategic Management Division (2021-2023), Academy of Management.

Maria Minniti, professor and Bantle Chair of Entrepreneurship and Public Policy, was a panelist on a Ewing Marion Kauffman Foundation forum webinar (Dec. 2, 2021), titled “Diversity and Inclusion Climate Survey of Scholars of Entrepreneurship and Innovation,” with additional panelists Kimberly Griffin (University of Maryland), Robert Fairlie (University of California Santa Cruz), Josh Lerner (Harvard University), and James Neumeister (University of Chicago).

Milena Petrova, associate professor of finance, has been ranked No. 8 among the most productive authors in real estate in the past five years, according to a recent *Journal of Real Estate Literature* article; in the same article, **Whitman’s real estate program ranks No. 22** among the most productive real estate programs. Petrova also made a presentation in a congressional briefing on real estate like-kind exchanges (May 27, 2021), which was featured in several news outlets and cited in *The New York Times* (June 8, 2021).

An August 2021 *Journal of Marketing* article ranks an article of **S.P. Raj**, chair and Distinguished Professor of Marketing; the late **David Wilemon**, professor emeritus of marketing; and **Ashok J. Gupta ’85 Ph.D.** among 10 academic articles with the highest relevance to and impact on marketing practice. The article, “A Model for Studying R&D-Marketing Interface in the Product Innovation Process,” appeared in *Journal of Marketing* in 1986.

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Evaluating an Entrepreneurial Ecosystem Holistically: How Businesses Grow, Develop, Exit or Survive

by Olivia Hall

How does a diverse set of actors—such as investors, business incubators, governments and universities—interact to boost entrepreneurial activity and help new companies thrive?

This entrepreneurial ecosystem (EE) perspective, rooted in ecology’s study of how living organisms relate to one another in their environment, is widely popular among scholars, policymakers and practitioners.

But, as a recent study of Norwegian academic spin-offs (ASOs) over a 15-year time span argues, research to date has frequently missed much of what happens in such systems.

In their article in the *Journal of Business Venturing*, Hooman Abootorabi, doctoral student in the entrepreneurship and emerging enterprises program; Johan Wiklund, Al Berg Chair and professor of entrepreneurship; Alan Johnson, senior research fellow at Nord University; and Cameron Miller, assistant professor of management, take a fresh look.

The authors apply a holistic approach, going further in infusing concepts and nomenclatures from ecology and evolutionary biology and using exploratory quantitative methods that are novel—and more suitable, they argue—for this complex context.

“We don’t just look statically at how businesses enter into the system, as most studies have done, but we also examine dynamic processes such as exit, growth, development and survival,” Abootorabi explains.

With this method, the researchers analyze the ever-changing landscape of Norway’s push toward a knowledge economy. While it is hardly surprising that a decline in government grants (reduced carrying capacity, in ecological terms) resulted in fewer companies being founded and

more—especially the weakest—going under, such dynamic findings were previously unexplored in the literature, the authors say.

Other findings include the fact that changes to patent policy (disruptions, ecologically speaking) negatively impacted the number and quality of ASO patents developed by academics. They also found that business incubators appeared to be “habitats” that protected ventures in the short term but, due to lack of exposure to competition, did little to ensure their long-term survival. Venture capital investments, on the other hand, seemed to help shape future winners.

The researchers conclude that centralized policies aren’t well suited to the dynamic, nonlinear, interrelated systems that EEs represent and which are especially sensitive to disruptions, resulting in unintended consequences.

“Therefore, the goal should be building EEs that are capable of learning from failure and subsequently improving their support mechanisms iteratively with a bottom-up approach, rather than designing or creating impeccable EEs with a top-down approach,” Abootorabi says.

Abootorabi, H., Wiklund, J., Johnson, A., Miller, C. A holistic approach to the evolution of an entrepreneurial ecosystem: An exploratory study of academic spin-offs. *Journal of Business Venturing*, 36(5), 2021.



The Case of Havana’s Paladares, Creating Legitimacy in the Eyes of Stakeholders

by Olivia Hall

What if you start a business under one set of rules, and then the rules keep changing—sometimes drastically.

This is the regulatory environment in which owners of paladares, Cuban in-home eateries, thrived for several decades after their country’s government began to permit limited forms of self-employment in fall 1993.

In “Creating Stakeholder Legitimacy in the Eyes of Stakeholders: The Case of Havana’s Paladares,” Arielle Newman, assistant professor of entrepreneurship, and her co-authors (Sharon Alvarez, Thomas W. Olofson Chair in Entrepreneurial Studies at the Joseph M. Katz Graduate School of Business, University of Pittsburgh; Jay Barney, Presidential Professor of Strategic Management and the Pierre Lassonde Chair of Social Entrepreneurship at the University of Utah David Eccles School of Business; and Alexander Plomaritis) examine how the entrepreneurs negotiated their ever-evolving context over a span of nearly 25 years.

“While eating at a paladar during a research trip to Havana, we were blown away by the high quality of the cuisine and customer service, in high contrast to the state-owned and -operated restaurants,” says Newman. “We had to ask ourselves, how can entrepreneurship prevail, given the Communist government and extreme adversity? What is the relationship between the government and paladares that impacts entrepreneurial behavior?”

Drawing on archival data and firsthand interviews, the researchers trace how the main stakeholders in the paladares—the entrepreneurs and the government—held different and changing interpretations of the legitimacy of the enterprises over time—whether the businesses were socially and morally acceptable and therefore should have access to resources such as food ingredients and appliances.

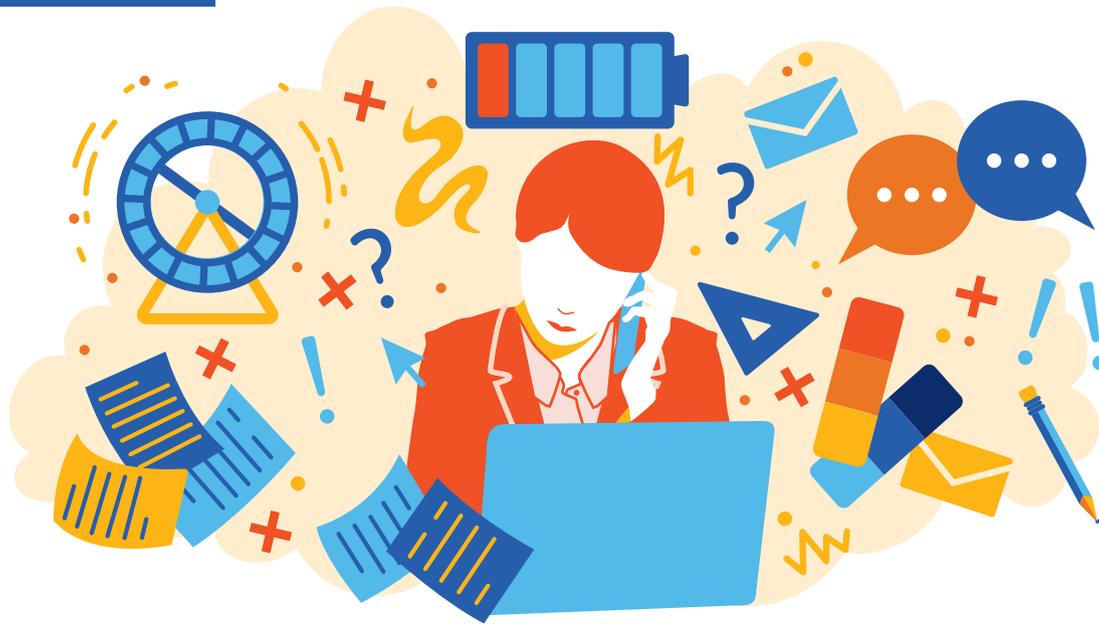
The government—concerned about inadvertently allowing an elite social class to emerge—always considered the eateries morally illegitimate but sometimes let pragmatic considerations, such as alleviating rampant unemployment, prevail. Its continued moral condemnation, however, was expressed through bans, police raids, high taxes, restrictions on menu items and other burdensome regulations.

Paladar owners, on the other hand, consistently cited pragmatic justifications, such as the need for survival, for their actions, which ranged from complying with the rules to circumventing restrictions (for example by sourcing ingredients directly from farmers instead of state stores) to expressing outright defiance (most often anonymously, on underground blogs). At the same time, some never got quite comfortable with the idea of making a profit—demonstrating the multidimensional nature of legitimacy even within stakeholder groups.

The result was an “iterative,” non-linear battle between the entrepreneurs and the government that over two-and-a-half decades slowly brought about a more tolerant view of paladares on the part of the state.

“Unlike other studies that focused on organized social movements and collective action, this case shows how individuals in the pursuit of a living and stability for themselves and their families were able to shape their institutional environment and challenge the Communist state through creative and resourceful strategies,” says Newman. “Our title indicates the power of entrepreneurial action and agency in creating legitimacy in the eyes of stakeholders.”

Newman, A., Alvarez, S., Barney, J. and Plomaritis, A., Creating Stakeholder Legitimacy in the Eyes of Stakeholders: The Case of Havana’s Paladares. *Entrepreneurship Theory and Practice*, June 2021.



The Dynamics of Maintaining a Reputation of Creativity

by Olivia Hall

In the modern economy, creativity is in high demand as a key skill for delivering innovative ideas and thriving as a worker.

But being labeled a workplace’s “creative” can have downsides—which is the subject of a recent article by Joel Carnevale, assistant professor of management; Lei Huang, associate professor of management in the Raymond J. Harbert College of Business at Auburn University; Lynne C. Vincent, assistant professor of management; Steven Farmer, professor and W. Frank Barton Distinguished Chair in Business at Wichita State University; and Lin Wang, professor of management at National Sun Yat-sen University.

The co-authors draw on three field and experimental studies and integrate literature on impression management and creativity to explore the little-studied interpersonal dynamics and anxieties that can surround maintaining a reputation for being creative.

At work, seeking out and sharing diverse perspectives and asking for needed help typically promote creativity, which involves combining information and concepts in new and useful ways. Recognition for novel ideas, however, may also bring other psychological forces into play. “Creative employees can become overly concerned about maintaining their reputation as creative,” Carnevale says.

As a result, they may avoid asking for help on creative work, not wanting to expose any weakness or deficiency in their creativity or give the impression that it is waning—a potentially maladaptive behavior that could negatively affect their ability to continue innovating. On the other hand, these creatives may go out of their way to assist others, implying

their own superior skills and allowing them to flex their creative prowess without looking as if they are showing off. Over time, Carnevale explains, “such creative stars may start to fade while propelling those in their orbit up the creative hierarchy.”

To avoid losing out on much innovative potential, the researchers suggest, managers should regularly validate their employees’ creative achievements and educate them on the benefits of asking for help. “Consistent validation may make creatives feel psychologically safe to take risks, such as by being honest about when they need help from others on their creative work,” Carnevale says. “And research actually shows that help-givers tend to look favorably on help-seekers, viewing them as more competent and wiser than those who refuse to ask for help.”

Carnevale, J.B., Huang, L., Vincent, L.C., Farmer, S., & Wang, L. Better to give than to receive (or seek) help? The interpersonal dynamics of maintaining a reputation for creativity. *Organizational Behavior and Human Decision Processes*, 167, 144-156, 2021.



Supply Chain Disruptions Through a Marketing Lens

by Olivia Hall

During the pandemic, shoppers in many places have reached for a product, only to find an empty shelf. COVID-19, however, is only the latest among a number of factors contributing to growing supply disruptions over the past years, including climate changes, longer and more complex supply chains, and emphasis on efficiency over resiliency.

A recent study by Scott Fay, professor of marketing, and Shahryar Gheibi '16 Ph.D., assistant professor of business analytics at Siena College and graduate of the Whitman School, looks through a marketing lens at the topic, which has primarily been studied from an operations research angle.

“We wanted to understand how retailers can best prepare for supply disruptions to maintain profits and satisfy their customers,” Fay says.

The researchers argue that retailers can address and mitigate the negative impacts of potential supply disruptions proactively, and they analyze how product mix—offering different options within a product category—impacts the optimal approach.

Fay and Gheibi suggest that, typically, the best way for retailers to deal with an unreliable supplier is to diversify their product assortment by procuring more total inventory and shifting orders toward a more reliable supplier. As an alternative, over-ordering and discarding excess products if the unreliable supplier comes through can be suitable for inexpensive products.

The authors call an intriguing third potential strategy “entrenchment,” suitable for higher-priced products that are similar to each other. A retailer

would order fewer units from reliable suppliers to avoid overstock and keep prices high for products from both unreliable and reliable suppliers.

Exploring how supply disruptions affect a retailer’s optimal pricing strategy, Fay and Gheibi also suggest that under certain circumstances retailers should lower the price of their in-stock substitute product when one supplier fails to deliver its product.

Consumers, for their part, may benefit from supply disruptions, even if they cannot purchase their preferred product, since larger inventory orders can lead retailers to reduce the price for at least some of their products. Stores may also gain advantages from using less reliable suppliers, because low prices paired with uncertainty can induce customers to visit the store more often for a “treasure hunt.”

“Some supply disruptions are inevitable, even though many retailers try to reduce uncertainty, for example by only utilizing highly reliable suppliers,” Fay says. “Thus, it is imperative that retailers learn to survive and thrive in such an uncertain environment. We were surprised to find strategies that could not only mitigate lost profit from supply disruptions, but it could also lead to more satisfied customers.”

Gheibi, S. and Fay, S., “The Impact of Supply Disruption Risk on a Retailer’s Pricing and Procurement Strategies in the Presence of a Substitute Product.” *Journal of Retailing* Volume 97, issue 3, 359-376, Sept. 2021.

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



Ray Wimer is a professor of retail practice leading courses on retail, buying and planning, marketing, sales, and business foundations. His experience in the retail industry and his passion for retail translates into courses, consulting and speaking engagements in marketing, personal selling and customer service.

The Shopping Mall Crisis: What Will It Take for Them to Recover? Is There any Hope?

Ray Wimer G'97 (A&S), G'98 (EDU) is passionately interested in the retail industry. "And you can't talk about retail without looking at our traditional enclosed shopping malls," says the professor of retail practice at the Whitman School, who fondly remembers weekends spent at the mall when he was a teenager. "I'm showing my age," he jokes.

In Syracuse, Wimer can trace national trends at one of the country's biggest indoor retail facilities. With 2.4 million square feet and some 250 businesses, Destiny USA is the largest mall in New York State and the eighth-largest nationally. Like malls of all sizes, it has felt the impacts of a number of crises over the past decades.

Malls, Wimer recounts, came into existence in the 1950s, taking off particularly in the suburbs. In their traditional form—enclosed, safe from the weather, with food courts, specialty apparel shops and various small retailers between large department stores as anchors—they had their heyday in the 1980s and '90s, fueling more investments into malls into the 2000s.

Then, the recession of 2008 hit.

"It put malls under pressure," Wimer explains. "Owners had these huge loans, just like retailers who had rapidly expanded." At the same time, customers were changing where they were spending their money. "Because right around then, the iPhone gets introduced, and consumers start to realize the convenience factor of shopping online. It was a triple whammy."

By 2017, numerous retailers had filed for bankruptcy, including a few that were major tenants at malls (among them Payless, Toys "R" Us, Radio Shack), while others, such as Sears or JCPenney, have continued to struggle. "One of the private investors in JCPenney is the Simon Property Group, which owns malls, so they bought this as a key anchor to attract other stores," Wimer says. "It's self-preservation."

Not all malls have been hit equally. The facilities are classified from A to D by their sales per square foot per year, ranging from \$500 per square foot for class A malls outside of metropolitan centers to under \$300 per square foot for class C and D malls, which tend to reside in rural areas. "A-level malls you never have to worry about," Wimer says, "but B, C, and D malls have been struggling."

Destiny USA, a B-level mall, lost some major retailers, such as Bon-Ton department store in 2016, followed by Lord & Taylor in 2020. "They've been hurt, but I think they recognized that they needed to change," Wimer says.

Like other malls, it has moved toward offering entertainment, including virtual golfing, indoor go-karts, comedy clubs, a ropes course, an escape room and restaurants. "So not necessarily what we think of as traditional

retail, but inviting people to spend the day having experiences," Wimer says. The timing, however, was unfortunate. When COVID-19 struck in early 2020, malls and other stores shut down temporarily in many places. And unfortunately for Destiny USA, the one thing nobody wanted to do, even when things started opening back up in June 2020, was to have an experience with other people," Wimer explains. "So it hit them doubly hard."

On a national level, the pandemic has also reinforced the retail polarization that was already cleaving the retail sector before 2020. While the luxury and value segments of the market have done well, companies stuck in the middle, as well as malls where they are tenants, have faced difficulties. And only time will tell whether consumers will hold to convenience habits such as home delivery and curbside pickup even after the pandemic has waned.

"That would make it challenging for malls to fully recover," Wimer says.

Despite these obstacles, Wimer sees hope for malls. To this day, nearly 85% of shopping still takes place in person (with market research company eMarketer predicting that this will decline to 78% by 2026).

The malls themselves, however, may change. Numerous C- and D-level malls have transitioned to a new "power center" format, clustering a few retail shops around big players such as Target, Dick's, Walmart or even a Wegmans grocery store. "They may not offer everything that's at a typical mall, but they may serve a smaller local community that way," Wimer says.

Other malls, such as ShoppingTown in DeWitt, are getting a second life as multipurpose spaces with housing, entertainment and shopping facilities. "You need to have either a real estate investor or a property owner who has the wherewithal to transition that," Wimer explains.

One of his favorite examples, which he is watching with great interest, is Northgate Station Mall, just north of Seattle, which opened in 1950 but had fallen on hard times. Now it is a mixed-use environment with a hotel, condos, offices, dining, recreation and three ice skating rinks for the city's new NHL team, the Kraken—offering a variety of ways to engage and bring in the public.

As for Destiny USA, Wimer believes the mall is on the right track by focusing on experiences.

"Living in Central New York, when in the winter you wake up and it's minus 1, there's not a lot you want to go out and do, unless you're big into snowmobiling or skiing," he says. "At the mall you can go and do things together." While consumers remain hesitant during the pandemic, "I knock on wood that we get back to something normalized soon." 



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