

Whitman





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LETTER FROM THE DEAN

Alex McKelvie
Interim Dean

In this issue of the *Whitman* magazine, we shed light on a commitment that Whitman made to be a school that is welcoming to all. I suspect that most of the readers of the magazine will find that to be something obvious. Why would Whitman not want to be a place that is welcoming? I agree, but achieving that requires a lot of thought, some decision making about goals and priorities and then clear investment. How does a school become welcoming? Might different people feel welcome in different ways? How does it know when it's achieved "welcoming" status? These are more than philosophical questions, as they help to drive discussion and consideration of how we meet that goal. While we certainly have our work cut out for us to truly be a welcoming place for all, what I think is impressive is what Whitman has done so far and the significant progress that we've made in a variety of areas over the last few years.

In the Fall 2023 magazine, I highlighted some key numbers to reflect other areas that are making Whitman increasingly inclusive, such as welcoming the largest number of females and students from underrepresented minority backgrounds as part of any incoming class. Our progress is tangible in those areas.

But where else can we make progress? One group that stood out was first-generation students. These students, who made up 19% of Whitman's incoming class, oftentimes needed extra advice, guidance and support. This was the first experience in higher education for some students and their families. This created a potential challenge, when some of the processes and timelines might not be as clear to these families as they are to other families in which the parents had attended college. We wanted these students to get the full Whitman experience and have created two new programs, and, thanks to some alumni donors, we've also made sure that there are financial resources to ensure that they maximize their time and can continue their studies at Whitman. We also identified our students with military backgrounds, whose life experiences and global perspectives may be fundamentally different than traditional students. Whitman and Syracuse University's long-standing commitment to working with the armed forces is captured in the 70th anniversary of our Defense Comptrollership Program. We also identified the area of learning differences, such as ADHD, to help make a difference. Whitman has some world-class scholarly work on understanding these learning differences and how they can be viewed and harnessed to be an advantage to entrepreneurs.

These are just a few of the ways that Whitman has invested in becoming a place that is welcoming to all—and in ways that move beyond visible differences. Whitman recently received national recognition for our efforts with multicultural and first-generation students and their families, showing that our refined way of thinking—to being inclusive in different ways—is ahead of the curve.

As part of our now regular operations, Whitman has continued our emphasis on innovation and making a difference to our students through closer connections with industry. As you'll see in the articles in this magazine, some of the new programs that we've launched in the past few months include the IMPACT Speaker Series, where we've brought in outstanding C-suite level speakers, and the 'CUSE50 alumni entrepreneur awards program for recognizing the top 50 fastest-growing alumni-founded businesses. As part of the awards programing, we hosted a series of panels and activities to support our student entrepreneurs. We've also launched a new Master of Science in sustainable organizations and policy program (together with the Maxwell School) and welcomed industry and academic leaders as part of the 74th annual Salzburg Memorial Lecture Program, one of the programs run by our supply chain management group.

All in all, Whitman continues to lead the charge in important areas, and our commitment to being welcoming to all and pushing the envelope on student programming and academic work helps support our upward trajectory.

We couldn't be where we are now—or get to where we want to go in the future—without your help. Our commitment to being welcoming to all—whether through programming, mentoring or scholarships—can't happen without the support of our alumni, donors, corporate partners and friends. My sincerest thank you to those who have contributed already, and I welcome those who want to support Whitman in the way most fitting to you.

Best wishes,

Alex McKelvie
Interim Dean



Whitman's Strategy Creates a Welcoming Environment for Students

Initiatives Further the Rich Diversity of the Management School, Set Up Students for Future Success

By Caroline K. Reff

If you look around the halls of the Martin J. Whitman School of Management, it is often easy to see diversity in race, gender and culture on the faces of our students. But, it sometimes takes a harder look to see the many other layers of diversity students possess that are not quite so visible.

There's the student who is the first generation in the family to go to college but has questions parents can't answer.

There's another who transferred from a community college and is concerned about the rigors of earning a four-year business degree.

There's a woman reminding herself that she is talented enough to succeed in what are traditionally male-dominated fields.

Another has served in the military and has a worldview that many others can't begin to understand.

There's a student with a learning disability or mental health issue that can make the expectations of business school even more challenging.

These individuals are examples of just some of the differences among our students. The common thread of respect and acceptance that runs through the Whitman School ties them together as a student body that is welcomed and embraced into a business school environment offering limitless opportunities for a successful future.

"To truly be a welcoming community, we need to foster a deeper level of thinking that allows us to define diversity as more than solely race and gender but includes consideration of all people's lived experiences," says Interim Dean Alex McKelvie. "By doing so, we can shape a student's time here from something OK to something outstanding, and the Whitman School is committed to making this happen for all."

“Creating a diverse and welcoming community is the morally and ethically right thing to do,” adds Whitman’s Executive Dean and Syracuse University’s Vice Chancellor for Strategic Initiatives and Innovation J. Michael Haynie. “And, it’s also the right business strategy to ensure the success of Whitman moving forward.”

According to Haynie, demographic changes will impact higher education in the next few years, as the traditional high school student going to college is a quickly declining population. Birth rates have not recovered since the 2008-09 recession, and it is predicted that by 2025, there will be a 20% decrease in prospective college students.

“If we’re not welcoming students outside the traditional norms, then we’re putting our own enterprise at risk,” Haynie says. “A diversity of ideas, backgrounds and life experiences makes us more competitive and has a positive impact on the way we teach and train students at the Whitman School to be better prepared to go out as confident leaders in an ever changing business world.”

POSITIONING FIRST-GENERATION COLLEGE STUDENTS FOR SUCCESS

One group of students that Whitman has focused on recently is first-generation college students, those whose parents did not attend college. It’s a population that crosses all socioeconomic groups and has grown from 1.2% of Whitman students from fall 2022 to 1.9% in fall 2023.

Many first-generation students come to Whitman without the general understanding of many aspects of college life—from how to choose the right major or ask for help from a professor to the importance of participating in extracurricular activities or internships to enhance their resumes. To support this growing population, the Whitman School recently introduced two programs to make sure these students find the answers they are looking for to complete their business degrees.

The Whitman First program is designed for first-year, first-generation students who are open to matching with a staff or faculty mentor to help guide them with critical information they may need. For the most part, the faculty and staff members who volunteer to mentor were first-generation college students themselves.

According to Assistant Dean of Undergraduate Programs Lindsay Quilty, data shows that the presence of a mentor in a first-year student’s life gives that individual a significantly higher chance of returning for sophomore year. Add the extra level of uncertainty and pressure often found among first-generation students, and the need for mentoring is even more critical. While the Whitman First program is optional, more than 30% of this year’s incoming first-generation students signed up.



Quilty emphasizes that Whitman is not trying to duplicate the resources students receive from Syracuse University but, instead, aims to enhance that with specific guidance for succeeding in a business school environment. In addition to mentors, the program offers monthly meetings on just-in-time topics like financial awareness, the advantages of study abroad, classroom technology and deciphering business jargon.

“We want our first-generation college students to have access to resources and information that other students already have ingrained in them from parents or other family members who’ve been to college,” says Quilty. “Many first-generation students have a lot of pressure placed on them to succeed, and we hope to alleviate some of that through Whitman First.”

“We want our first-generation college students to have access to resources and information that other students already have ingrained in them from parents or other family members who’ve been to college.”

— Assistant Dean for Undergraduate Programs Lindsay Quilty

Assistant Professor of Accounting Sebastian Tideman-Frappart is excited to mentor a first-generation student, as he was one himself when he enrolled in the University of Bremen as an undergraduate in his native Germany.

“My dad was a truck driver and my mom was a warehouse assistant. And, while they were super proud of me going to college, they couldn’t help me with a lot of the information I needed once I got there,” he says. “I had a lot of uncertainty and was always wondering if I was good enough to be there. I had to figure out things like how to manage my finances on my own, how to pick the right major and how to apply for internships or jobs. And, I was horrified at the idea of failing.”

He hopes serving as a mentor will help students at Whitman avoid some of the stresses he endured. “Just the fact that the school has started a program like Whitman First and acknowledges that first-generation students have unique needs is a clear signal to them that they are not alone on this journey,” says Tideman-Frappart. “There are many faculty members and staff who were also first-generation and made it through. And I hope that sends a message to our current first-generation students that says, ‘You’re fine, and, if you’re not, we are here to support you.’”

Joyce Wang '27 is a first-generation student from New York City studying finance and contemplating adding another major in business analytics. “My mom has no idea what going to college is like, so she has no advice about school to give me,” she says. “Honestly, it’s a little stressful, as college is a whole new experience. Syracuse is super different from the predominantly Asian community where I grew up, so it’s helpful hearing from other first-generation students and faculty who have done well at Whitman. It’s opened my eyes to putting in more effort and making sure I put myself out there. My mom always wished she went to college, and she tells me that I should look at my time here as a good experience. So far, that’s been true, and I feel welcomed and supported at the Whitman School.”

Another way Whitman is helping first-generation students is through its Multicultural and First-Generation Parent Resource Group, established two years ago by Executive Director of Institutional Culture Diane Crawford to promote formalized communication with families.

“There were a lot of parents of first-generation and/or students of color coming to me with questions, so I figured if they had these questions, others did, too,” Crawford says. “When students leave home for the first time, I know it’s important for them to develop their own independence, but this isn’t about hand holding. So we decided that building a strong partnership with parents was something we could do to help ensure success.”

The group welcomes family members to activities during New Student Move In and Family Weekend. It also holds monthly meetings online featuring speakers from the Advising Office,

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— Executive Director of Institutional Culture Diane Crawford

the Career Center, Syracuse Abroad and others who can help raise awareness of the options available to students, while furthering parents’ understanding of how important it is for their children to take advantage of as many opportunities as possible.

Crawford cites one example where first-generation students and students of color often don’t even consider studying abroad due to financial constraints or don’t comprehend the value this can bring to career opportunities. To this end, Crawford invited Eunkyu Lee, associate dean for global initiatives, to speak to families about the many study abroad options that Whitman offers in global business centers, including available financial resources. Other topics, like how to obtain a passport or the importance of cultural etiquette, were also addressed.

“There’s a nuance working with first-generation or marginalized groups and handling information in a way that comes across as an opportunity, not a criticism, to make sure all of our students have equitable access to all that Whitman has to offer,” Crawford says.

Both the student and parent groups were recognized in February with one of the 2024 Inspiring Programs in Business Award from *Insight Into Diversity* magazine, the largest and oldest diversity and inclusion publication in higher education. Criteria include efforts to inspire and encourage a new generation of young people to consider careers in business through mentoring, teaching, research and successful programs and initiatives.



CELEBRATING WOMEN ENTERING TRADITIONALLY MALE-DOMINATED BUSINESS FIELDS

When the Class of '27 arrived as first-year students last fall, it marked a milestone, as, for the first time in the history of the School, the cohort was made up of more women (53%) than men (47%) and was also the most diverse class to date.

Since 2018, Whitman, in cooperation with the University's Office of Admissions, has worked diligently to see female enrollment grow from 37% to the current 53%, as more women consider various business majors and careers, according to Rachel DuBois, director of undergraduate recruitment at Whitman.

Recruitment efforts have included making sure prospective female students can envision themselves in the halls of Whitman by providing plenty of female tour guides and interactions with other female students and strong female faculty role models.

Maddy Gregg '27 is a member of the first class to have more women than men. She is an entrepreneurship and emerging enterprises major, although she is also exploring other options like marketing, management or Whitman's 3+3 joint degree program with the Syracuse University College of Law.

Gregg acknowledged that there are a lot of men in her group projects and clubs, but that doesn't seem to bother her. She is proud to be a member of the first class to have more women than men, noting that, in general, she feels that women tend to shy away from STEM and business careers. However, Gregg had a different feeling from the moment she first visited the Whitman School as a prospective student.

"At other business schools, the tour groups were all men, but here there were plenty of women," she says. "Now that I'm here, I have professors who are women, and I like that because they have a perspective on some of the obstacles females can face in the business world."

She notes Assistant Teaching Professor Elizabeth Wimer as someone she particularly admires. "I haven't had a class with her yet, but her presence is such a 'girl boss,'" says Gregg. "I aspire to be like that. She just knows what she's doing, and no one can tell her otherwise."

"I take my relationship with my students seriously, and it's always encouraging to hear that students connect with the passion and drive I bring to my work," says Wimer. "As we welcome the first Whitman undergraduate cohort that skewed female, I see how my role may have a particular impact on that group, given my experiences as a female in the business world. I read recently in *Forbes* that 57% of women believe having a relatable role model in the workplace is crucial to achieving career success, and 70% of women agree it's easier to be like someone you can see in action. I'm grateful to have the opportunity to interact and possibly be that relatable role model for our first-year students."

Another female professor Whitman students see as a role model is Associate Teaching Professor of Finance Fatma Sonmez-Leopold. "I think it's the rebellious side of me that rails against a male society that sometimes says women aren't good enough," she says. "When I am at school, I carry myself as a person who is intelligent and knows what she is talking about. I make sure to send messages, like referring to a CEO as a 'she' in class, not automatically as a 'he.' It's subtle messaging that helps female students understand that they have a place here. I know that the Whitman School is very supportive of women. In the seven years I've been here, I've never felt blocked. It's just a great environment that allows me to own who I am."

"We should celebrate the number of women we have at the Whitman School because it's a step in the right direction to create strong females to tackle the business world, along with male counterparts who are comfortable with them and respect and accept them as equals," Sonmez-Leopold adds. "All business schools need to actively work to increase the number of women to feed into the pipeline of all aspects of business."

"We should celebrate the number of women we have at the Whitman School because it's a step in the right direction to create strong females to tackle the business world."

— Associate Teaching Professor of Finance Fatma Sonmez-Leopold



SALUTING ACTIVE U.S. MILITARY AND VETERANS SEEKING BUSINESS KNOW-HOW

“In the context of diversity, I’ve long made the case that if you authentically value diversity, you can’t ignore nontraditional populations, and the military is one of them,” says Haynie, who served in the U.S. Air Force for 14 years. “The GI Bill is a great tuition benefit, and many who couldn’t make it to college any other way use it to open the door to higher education.”

According to Haynie, many active military or veterans come to Whitman from lower economic backgrounds and underserved inner-city or rural locations, are first-generation college students or have other challenging circumstances. Those factors, combined with their military service, bring great value in the diversity of experiences they bring to the Whitman School.

“Active duty military or veterans come to us with a unique set of world experiences,” says Haynie. “Most have served all over the globe and have a cross-cultural context where they become acquainted with working across differences and obstacles that are very different relative to our more typical student experience.”

Embracing members of the military has a long history at the Whitman School (see article on page 10 on 70 years of the Defense Comptrollership Program), including the namesake of the School, Martin J. Whitman ’49, H’08, a World War II U.S. Navy veteran. He used the GI Bill to go to community college and then to Syracuse University. He was always grateful that the University gave him a chance when other schools turned him down. Instead, he was welcomed here and used his education to become accomplished as the founder of Third Avenue Management. His appreciation and generosity led to the naming of the Martin J. Whitman School of Management in 2005.

“It is accurate to say that the contemporary focus on veterans that has become the strategy for the whole University has origins

at the Whitman School,” says Haynie, who joined the Whitman School in 2006 as an assistant professor of entrepreneurship.

The Entrepreneurship Bootcamp for Veterans with Disabilities started at Whitman in 2007 and became the impetus for other military programs, including the University’s D’Aniello Institute for Veterans and Military Families, established in 2011. Today, it is not uncommon to find members of the military in both graduate and undergraduate programs at the Whitman School and across campus.

As a paratrooper for 13 years (eight active duty and five as a reservist) with the U.S. Army’s 82nd Airborne Division based in Fort Liberty (formerly Fort Bragg) in North Carolina, Staff Sgt. Bradley Pokorny ’22 MBA enrolled in the Whitman School’s online MBA program in 2019. At the time, he was also CEO of his business development company, Ferox Group, while also partnering with other businesses. Many of his military counterparts came to him for advice about their own business ventures. But, while Pokorny had a bachelor’s degree in business management and finance, he felt he needed the credential of an MBA to truly help others with business operations and development.

With a history of welcoming active duty military and veterans, the Whitman School was an excellent choice for Pokorny to pursue his MBA. The flexibility of being able to learn both in real time online and asynchronously worked well with his schedule, and he especially liked the required residency programs that brought him to campus, noting one residency on business related to the emerging cannabis industry and another on negotiations led by Syracuse University Chancellor Kent Syverud.

“There’s something about sitting down and conversing with your professors and classmates that appealed to me, especially since the rest of the program was online. Whitman really rolled out the red carpet for my visits to campus, and everyone was so welcoming,” he recalls.

In 2021, Pokorny was deployed but determined to continue working toward his degree. Despite being in the middle of the United States’ chaotic withdrawal from Afghanistan, Pokorny logged in from Kabul in the middle of the night to attend his Venture Capital and Business Law classes. Even though he was halfway around the world, he still felt well connected and appreciated the support of his professors and the others in his cohort.

After completing an MBA, Pokorny and his family came to campus in spring 2022 for graduation ceremonies. The following November, he separated from the Army, settling in Texas, where he has since utilized his skills with the Ferox Group and a new endeavor as president of Ferox Manufacturing and Consulting.

“Earning my MBA, particularly while active military, was a challenge, but that’s what I thrive on,” he says. “I don’t believe in slowing down, and what I took away from the Whitman online program will continue to be valuable to me throughout my business career.”

EMBRACING THOSE SEEKING OPPORTUNITY WITHIN THE GREATER SYRACUSE COMMUNITY

Underserved populations come from all races, genders and cultures, and they also come from areas within the surrounding Syracuse community. One major initiative for Whitman is a new partnership with Onondaga Community College (OCC), which is just a few miles from the University campus and offers two-year associate degrees.

The partnership designed to support direct transfer of admissions for OCC students to Whitman is an extension of a similar agreement between other schools and colleges at the University. Most of OCC's students come from the local area, where 40% are students of color and 61% are first-generation college students.

The initiative guarantees seamless admission to OCC students who have completed their associate degree with a GPA of 3.4 or higher. Qualified students receive merit-based scholarships of at least \$10,000 to continue their education at Whitman. Both schools have worked together to create advising standards and course transfer requirements to ensure that the students from OCC are supported and successful when they make the leap to Whitman.

"The Whitman School is committed to welcome students at all stages of their learning journey. This new partnership with OCC allows us to work collaboratively with a great local partner to enact a pathway to a business-related bachelor's degree for residents of the Central New York community," says Interim Dean McKelvie. "It creates a pipeline to Whitman that brings a diversity of ideas, backgrounds and other qualities that will simply make us better as a whole. And this initiative is also aligned with positioning students for exciting new careers stemming from this region's partnership with semiconductor manufacturer Micron Technology."

Micron has announced its intentions to invest \$100 billion over the next two decades to construct four chip-making facilities in the Syracuse suburb of Clay. The global corporation has stated that this will bring 9,000 jobs to this location, as well as 40,000 jobs to the community. Whitman is joining the conversation and intends to prepare students across all major for opportunities Micron will bring to this area.



PROVIDING ASSISTANCE TO THOSE WITH LEARNING DISABILITIES, MENTAL HEALTH CHALLENGES

According to McKelvie, the University is committed to assisting students with disabilities, and Whitman has built on that effort, particularly in the areas of how some students learn differently and a specific initiative to further address mental health issues.

"It is important that we understand that not every student learns the same way, and we've made an effort to adjust the pedagogy and rethink some long-held assumptions on how to best deliver a business education," says McKelvie. "Sometimes, it's bringing in technology that better allows students to absorb information. Other examples are trying out active learning initiatives like a flipped classroom or faculty efforts to provide various ways of assessing student competencies apart from traditional exams. These are the things that can shape the Whitman experience from an OK one to something that is outstanding for our students."

Professor of Entrepreneurial Practice and Deputy Chair of the EEE department John Torrens has been a great advocate for those who learn differently and has been open about his own ADHD diagnosis. He is also a promoter of self-care and attention to preserving one's mental health, information he often shares with his students at the Whitman School.

"Fifteen years ago, when I started here, there was this idea that we wanted to stress out our students because we needed to prepare them for the hectic business world they were about to enter," he says. "That has certainly changed over time, particularly since the pandemic, which was, of course, a stressful time for everyone, everywhere. Today, we hold our students accountable, but I think many of the Whitman faculty make a greater effort to destress them, as well."

Torrens teaches the senior year Honors Capstone Project, of which the final presentation is essentially a compilation of four years of learning at the Whitman School. It can be a stressful time for students who spend countless hours completing this project.

“Of course, this presentation is very important and a true representation of four years of hard work, but I still tell students, ‘It’s one day in your life. You know this, and you’re going to do just fine,’” he says. “Teaching by example the idea of keeping things in perspective is just as important as some of the other skills they learn here.”

Torrens practices what he preaches. He has a no-laptop policy during class discussions and has learned various ways to manage his approach to teaching. “I’m more chill, and the class is not so foreboding,” he says. “Students have told me that they like it and see it as a chance to disconnect from technology and really engage in class.”

He has also implemented changes in his own life, many of which he shared at a presentation, Balance It, at the ‘CUSE50 Summit held at Whitman last November. Torrens has found sleep to be key to his mental and physical well-being, using an Oura ring to track his sleep, avoiding coffee after 1 p.m., limiting alcohol, practicing intermittent fasting and avoiding electronic devices for several hours before he goes to bed. “After a while, these habits become normal, and my body thanks me for that,” he says.

Another effort that the Whitman School has rolled out is the Nass Mental Health Initiative, thanks to a \$500,000 pledge from David ’91 and Dina ’91 (A&S) Nass, who wanted to find a way to create healthier business leaders and employees.

According to McKelvie, the initiative is something not found in most business schools. It is helping Whitman identify those facing mental health challenges and direct them to the appropriate resources, while also preparing all its students for the significant

obstacles and strain on mental health that they are certain to face during their professional careers.

Statistics show that students and working professionals are constantly told that they must “be on” to succeed, which can result in depression, chronic stress, burnout and more. But the Whitman School hopes that the Nass Mental Health Initiative will help contribute to an evolving attitude that work-life balance is also key to success and that addressing mental health concerns is critical.

“Modern management is no longer a command-and-control, bark orders style in most working environments,” McKelvie says. “Young people entering the workforce are looking for bosses who will understand them and their personal struggles. I think the Nass initiative will help our students become better, more empathetic leaders willing to connect with their teams and adjust their leadership styles for better results. This will likely increase employee satisfaction, resulting in lower turnover and less work-related issues from stress and burnout.”

McKelvie notes high profile companies like Goldman Sachs and EY, which recruit from Whitman, are starting to pay closer attention to its employees by implementing their own mental health programs.

While still in the early stages, the Nass gift has allowed Whitman to increase awareness of mental health and wellness in a subtle way, as some stigma still exists. To date, Whitman has held several programs and events on defining life goals and priorities, as well as sessions for both students, staff and faculty on how to identify others in distress. The School has also hosted Whitman Wellness Week, the Wellness Resource Fair and Public Health Week to offer students tips on self-care, healthy eating, journaling and other relaxation practices.

“We have more plans for this initiative, but we are being patient and making sure that we’re using our resources for what is truly valuable to our students,” says McKelvie. “It’s coming together, and, so far, student feedback has been very positive. Word is getting out, and we think it is also attracting prospective students who want a business education in an environment that makes wellness a priority. We are tremendously grateful for the Nass family for making this happen.”

While there are certainly more diversity-related issues to be addressed at the Whitman School, these initiatives are a giant step in creating an environment where students can be themselves, challenge their limits, seek the help they need and count on others to support them with a wider view of what diversity is.

“Identifying the layers of diversity and working toward ensuring that everyone at Whitman feels welcomed is part of our goal to provide a holistic, first-rate business education,” says McKelvie. “Appreciating differences makes me better, makes our faculty better and, I am certain, contributes to a more satisfying and successful business school experience for students at the Whitman School of Management.”^W

“It is important that we understand that not every student learns the same way, and we’ve made an effort to adjust the pedagogy and rethink some long-held assumptions on how to best deliver a business education.”

— Interim Dean Alex McKelvie

Defense Comptrollership Program Celebrates 70 Years of Educating Military in Financial Management

One of the groups that the Whitman School has been welcoming to is members of the active U.S. military and its veterans. Nowhere is this more apparent than Whitman's Defense Comptrollership Program (DCP), which in 2023 celebrated the 70th anniversary of its first graduating class.

The program began in 1952 as the Army Comptrollership Program, created for U.S. Army officers to improve financial management practices found to be unsatisfactory during World War II. Working with the University, the Department of Defense (DoD) expanded its ability to identify and mitigate risk to become a more efficiently managed organization. The program has evolved over the years, as it continues to meet the DoD's need for highly trained financial managers responsible for billions of dollars of the U.S. budget. In 2003, Whitman combined efforts with the Maxwell School of Citizenship and Public Affairs to offer a dual degree program—an MBA and a master's degree in public administration (M.P.A.). In 2006, the program was renamed the Defense Comptrollership Program, welcoming all branches of the military and civil servants. In 2019, under the leadership of Irma Finocchiaro '91 MBA, former director of Defense Programs, the DCP implemented a curriculum revision to include a concentration in business analytics, as well as a number of targeted graduate certifications.


“Our graduates leave with the skills to manage the largest discretionary budget in the country, over \$800 billion. That's a larger economy than most countries. The military is making a serious investment in these individuals, and we, in turn, are using all the resources available to prepare them for outstanding careers in public service,” explains Finocchiaro, who stepped down in February after more than 12 years. Finocchiaro retired from the DoD as a member of the senior executive services after 43 years leading financial management activities in the Department of the



Army and the Office of the Secretary of Defense. She is a 1991 graduate of the DCP.

Over 70 years, the highly competitive DCP has graduated approximately 2,100 students. DCP classes are held at the Whitman and Maxwell schools over 14 months and cover topics ranging from economics and accounting to ethics and counter threat finance. Classes average 27 students—typically two-thirds uniformed service members and the remainder civilian employees. Like many executive education students, the DCP students continue to receive their ordinary compensation and benefits, while their tuition is paid by the DoD. Graduates go on to serve in financial leadership positions, some in the Senior Executive Service and others as general officers. Several DCP graduates have served as chief financial executives of federal agencies and in the private sector.

The DCP is now under the direction of Thomas Constable '04 MBA/M.P.A., who joined Whitman in September 2023. Like Finocchiaro, he is a retired senior executive, having served as an acting assistant secretary of defense and senior financial manager in the Pentagon and overseas. He is a retired Army officer and 2004 DCP graduate.

“My own experience with the DCP gave me the tools I needed to take on huge leadership responsibilities later in my career. I am thrilled and humbled to have the opportunity to teach other public servants—military or civilian—to seek, accept and succeed in the senior leadership opportunities and challenges ahead of them,” he explains. “This program began 70 years ago as a way to build better budget officers for the Army. Today, we are building and shaping senior national security leaders with superior financial skills; I look forward to being a part of that in the years ahead.” 

Alumni, Students Celebrate Entrepreneurship at Whitman's 'CUSE50 Summit 2023

Whitman was buzzing with entrepreneurial spirit Nov. 10, 2023, as it welcomed recipients of the University's inaugural 'CUSE50 Alumni Entrepreneur Awards to interact with student entrepreneurs at 'CUSE50 Summit 2023: Conversation and Networking with the 50 Fastest-Growing Alumni Businesses. The award winners were graduates from schools across the University campus.

"While the 'CUSE50 awards were created to celebrate the entrepreneurship of Syracuse University alumni, today is about connecting our student entrepreneurs with honorees through insightful discussions," says J. Michael Haynie, vice chancellor for strategic initiatives and innovation and executive dean at the Whitman School.

The day was coordinated by Professor of Entrepreneurial Practice John Torrens, deputy department chair and program manager for the master's degree in entrepreneurship program, and Linda Dickerson Hartsock, founder and former executive director of the Blackstone LaunchPad. It included breakout sessions with 'CUSE50 award recipients covering topics on starting, scaling, selling and branding, as well as managing, networking and funding business ideas.

Later, students were encouraged to showcase their websites, pitch decks and personal brand materials at a networking reception.

"Being an aspiring entrepreneur, it was great seeing those who were once in the same position as we are now be so successful," says Will Lubowitz '24, a double major in entrepreneurship and emerging enterprises, and real estate at Whitman.

"The 'CUSE50 Summit was a great success, and we were thrilled to see so many alumni participate and impart their wisdom on up-and-coming entrepreneurs," says Hartsock. The Whitman School intends to make this an annual event to coincide with the 'CUSE50 awards.

Salzberg Awards Presented to Wharton's Marshall Fisher and the Coca-Cola Company

The 74th Annual Harry E. Salzberg Memorial Lecture Program was held Nov. 9, 2023, at the Whitman School.

The Salzberg Medallion is one of the most prestigious awards in transportation and supply chain management.

The 2023 Salzberg Academic Medallion Award went to Professor Marshall Fisher of the Wharton School of Business, University of Pennsylvania. The Salzberg Industry Medallion Award was presented to the Coca-Cola Company.

Fisher, a professor of operations, information and decisions at the Wharton School, was recognized for five decades of contributions to the supply chain field, including more than 125 scholarly publications and many influential white papers. Fisher's address to the attendees was "Curing the Addiction of Growth."

Michael R. Kuligowski, head of global logistics services, accepted the industry award for the Coca-Cola Company. He presented "Coca-Cola Logistics Services: Making a Difference" on the beverage giant's success.

OTHER AWARDS INCLUDED:

- The Zinsmeister Award: Chieh-Sheng (Jason) Lai '23
- The newly established Empower Women in Supply Chain Award, presented by the Didier Family: Caroline Kehoe '24

ADDITIONAL PRESENTATIONS INCLUDED:

- "Citrus Greening: Its Impact on the Citrus Supply Chain" by Whitman students Adele Bey-Smith '24, Iliana Dezelic '24, Lauren Perry '24 (WSM/MAX), Ryan Tsuneishi '25 and Thomas Wagner '24
- "Supplier Diversity and Inclusion's Role in Driving Economic Opportunity" by Darcy Hall, manager global supplier diversity, Micron
- "Leverage Supply Chain Customer Enablement to Drive Commercial Growth" by Michael Dominy '90, vice president supply chain research, Gartner

The annual Salzberg Program is made possible by the Franklin Supply Chain Management Board. The lecture program was followed by an academic research day. [w](#)



Ethan Brown Beyond Meat

Ethan Brown, founder and chief executive officer of Beyond Meat, a company dedicated to building meat directly from plants, spoke with our students in November 2023. Brown gained an appreciation for agriculture and the natural world from his father—a professor, conservationist and hobby farmer. This interest shaped the direction of his career, where he sought to make a contribution to climate change through the clean energy sector. In 2009, he founded Beyond Meat.

As part of the company's efforts to advance human health, Beyond Meat has partnered with the Stanford University School of Medicine and established an agreement with the American Cancer Society to further research on the health and nutritional benefits of plant-based meat.

Beyond Meat is routinely recognized for its brand affinity and leadership position, including being named among *Newsweek's* Most Trusted Brands in 2023, *Time* 100 Most Influential Companies in 2021 and a United Nations 2018 Champion of the Earth.

Brown holds an MBA from Columbia University and an M.P.P. from the University of Maryland.

Inaugural IMPACT Speaker Series

The Whitman School is hosting a new IMPACT Speaker Series in order to build bridges with global business leaders that help to provide insight into the types of challenges and opportunities that are taking place in industry. It ensures that top executives can easily share their perspective and helps reinforce positive role models and how the education that is taking place in the classrooms is applicable to the real world.



April Arnzen, Micron

April Arnzen, executive vice president and chief people officer at Micron Technology, discussed the art and science of building and managing a global workforce and explored the workforce implications of Micron's historic investment to construct the nation's largest semiconductor manufacturing facility in Central New York. She also gave practical advice on how to look for positions at Micron as it enters the region, why mentors are important, and tips on what to do and not to do when looking for positions during her talk in January.

Arnzen leads Micron's people strategy, establishing a culture that embraces performance, growth and inclusion for its global workforce. She also serves as president of the Micron Foundation. Since joining Micron in 1996, she has led the transformation of Micron's people programs and is passionate about strengthening diversity, quality and inclusion at Micron and surrounding communities.



Arnzen serves on two nonprofit education boards and is frequently a speaker in women's leadership forums. She earned a bachelor's degree in human resources management and marketing from the University of Idaho and in 2018 she graduated from the Stanford Graduate School of Business Executive Program.



Buddy Valastro, Celebrity Baker

On March 19, Buddy Valastro, celebrity baker and *Cake Boss* from his popular show, visited the Whitman School to interact with students, including lunch with Whitman Leadership Scholars and one-on-one conversations with students pursuing food-related startups.

Valastro, who took his family business, Carlos Bake Shop, to new heights, says his success comes not only from hard work but from an ability to see the business from different angles—as well as a bit of luck. He’s always had an instinct to see where the money was.

In 2008, cable network TLC reached out to him about a baking show, and Valastro pitched *Cake Boss*. It happened quickly, and soon the reality show about his showstopper cakes and the interaction of his family at Carlo’s Bake Shop became the No. 1 cable show, aired in 225 countries, seen by almost a billion people over nine seasons.

Currently he is focusing on tourist destinations like Las Vegas and Times Square. The original Carlo’s Bake Shop in Hoboken, New Jersey, remains open.




David Owen, Wells Fargo & Co.

David Owen shared his experiences and lessons learned from his more than 20 years as a senior executive in financial services and banking, and offered his perspective on current and future opportunities for students in the industry and gave advice for those entering the field of finance during his talk in February.

Owen is the head of global operations for Wells Fargo, leading a team of more than 85,000 people who provide middle- and back-office operational services for Wells Fargo’s five lines of business.

Owen joined Wells Fargo in June 2020 as the company’s chief administrative officer.

Before joining Wells Fargo, Owen led wholesale digital for JPMorgan. Before that he served as chief administrative officer of JPMorgan Chase and chief financial officer of the Consumer & Community Bank, which encompasses consumer banking, home lending, card services, auto finance, business banking and Chase Wealth Management. Owen’s experience also includes leadership roles at Bank of America and Booz Allen Hamilton. He served in the Army Reserves and is a graduate of the Army Airborne School.

Owen earned a bachelor’s degree in political science from the University of Michigan, Ann Arbor, and an MBA from George Mason University. 

M.S. in Sustainable Organizations and Policy Launched

The Whitman School recently announced the launch of a new joint degree program with the Maxwell School of Citizenship and Public Affairs, the master of science in sustainable organizations and policy. The program leverages the strengths of both schools, preparing students for roles managing programs and leading organizations in addressing the challenging issue of sustainability in a complex global environment.

Full-time students can complete the degree in one year. Taking courses from both Whitman and Maxwell ensures that students learn about sustainability from varying perspectives, including economics, entrepreneurship, environmental studies, statistics and supply chain management. Flexible elective course options allow students to customize their specific interests by sector, industry or policy area.

“The world is increasing its appreciation of a multidisciplinary approach to sustainability that embraces the importance of private, public and nonprofit sectors,” says Whitman Interim Dean Alex McKelvie. “Our students and their future employers also recognize the benefits of well-rounded individuals who

possess the skills and abilities to navigate the complex topics of sustainability—economic, social and environmental—and that requires a thorough understanding of both business and policy.”

Core courses will be taught by world-renowned faculty from both schools, including Whitman’s Maria Minniti, director of the Institute for Entrepreneurial Society and Louis A. Bantle Chair in Entrepreneurship and Public Policy.

Students will come from a range of undergraduate and professional backgrounds, including social sciences, humanities, science, engineering and business. As a STEM-designated program, this degree allows international students 36 months of optional practical training upon completion.

A critical aspect of the curriculum will be experiential learning, including a required Capstone course that will allow students to work directly with clients in sustainability related industries.

The first student cohort will begin in the fall of 2024. Applications are currently being accepted.



Paulus Joins Whitman’s Advancement Team

Michael Paulus was appointed as Whitman’s assistant dean for advancement and external engagement in February. Paulus brings more than a decade of experience in higher education fundraising and leadership. Most recently, he served as senior associate athletic director for advancement for Syracuse University Athletics, where he built a team that doubled the annual average fundraising totals, culminating in 2023 with the highest annual fundraising amount in University history, \$45 million. Key to that success was an increase in major donors from less than 50 in 2021 to more than 220 in 2023. Paulus’ team also raised more than \$50 million in commitments to complete Phase 1 of a capital campaign supporting construction of a new athletics entryway, football operations building and Olympic sports center.

A Syracuse native, Paulus is a graduate of Christian Brothers Academy. He earned a bachelor’s degree in kinesiology and health sciences from the College of William and Mary, a master’s degree in education in sports leadership from Virginia Commonwealth, an MBA from Mount St. Mary’s and a Ph.D. in higher education administration from the University of Mississippi.

“Michael is a talented, dynamic and values-based leader who brings a demonstrated track record of effectively managing complex fundraising operations,” says J. Michael Haynie, vice chancellor for strategic initiatives and innovation and executive dean at the Whitman School. “I am thrilled to welcome him and look forward to collaborating with him to build a best-in-class fundraising and alumni engagement team.”

Whitman Scholar Finds Passion in Business Analytics

By Renee Gearhart Levy

When Kendall Blincoe '24 came to Syracuse University, she knew she wanted to study business; she just wasn't sure what her focus would be. That question was answered with Introduction to Business Analytics taught by Professor Kivanc Avrenli. "He is so dynamic in the way that he teaches, that immediately grabbed my interest," she says. "I had never even thought about that kind of major or used programming languages. I didn't know if I could do it."

In her second year, Blincoe participated in the Whitman School's Business Analytics Career Center Exploration trip to New York City, an experience that solidified her choice of major. "I got to see business analytics in action in different companies and how it's such a growing field," she says.

Her visit to Scholastic Corporation left the biggest imprint. "They collect data from all the different schools that run their Scholastic book fairs, information such as what books are selling, where they are selling and districts where not a lot is happening. Then they take that data and try to create programming to promote children's literacy in school districts with lower activity levels," she says.

Blincoe was inspired by the use of data to help fulfill a mission. "I saw that the business analytics role is not just sitting behind a computer screen, but using data to help drive decision making that can make a real impact," she says. "I want to do that."

Blincoe has not only excelled in the classroom—she has a nearly perfect GPA—but has managed to round out her college experience with a full range of extracurriculars. She's served as an orientation leader, a peer leader for the First Year Seminar class, sings in an a cappella group and was an undergraduate research assistant.

Through the Whitman School, she has participated in the Goodman Leaders Academy and the Panasci Local Leadership Initiative, served as a Microsoft Excel tutor and did a strategic sales and business analytics internship at Dupli Envelope and Graphics in Syracuse. And, she managed to do it all in only three years.

In her final semester, Blincoe was named a Whitman Scholar, an honor given to only 13 graduating seniors each year in recognition of academic achievement, engagement and leadership at Syracuse University.

"Over the last three years, I have found my passions in and out of the classroom and have been pushed to grow each and every day," says Blincoe, who will be moving to Orlando, Florida, to participate in the Disney College Program Internship with The Walt Disney Company after graduation. "None of this would be possible without the unwavering support of the faculty, staff, peers and family that surround me."



“None of this would be possible without the unwavering support of the faculty, staff, peers and family that surround me.”

— Kendall Blincoe '24

Diversity of Experiences Help MBA Students Find Winning Solution

By Caroline K. Reff

Great minds think alike, but a variety of backgrounds can also contribute to complex solutions. That describes the four Whitman MBA students who took home first place and a \$50,000 prize in the Humana-Mays Healthcare Analytics Competition, held at the Mays Business School at Texas A&M University in November 2023. Their varied background are an outstanding example of the diversity of experience that makes up the MBA program at the Whitman School.

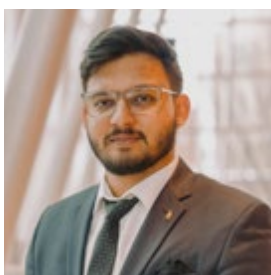
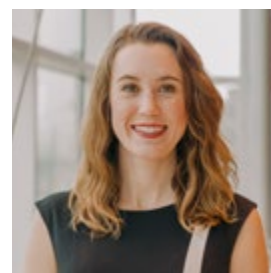


Nicholas Graham '24 MBA, L'24

Graham not only earned an MBA with a concentration in entrepreneurship and finance but, at the same time, a J.D. with a concentration in corporate, finance and securities law from the Syracuse University College of Law. He is a corporate law clerk at the law firm Scolaro Fetter Grizanti & McGough PC in Syracuse. An advocate for startups and small businesses, Graham was an advisor at the University's Blackstone LaunchPad while earning his degrees. He earned a bachelor's degree in business administration and commerce at the University of Alabama and was an intern at the U.S. Securities and Exchange Commission, as well as several law firms focusing on finance and securitization transactions.

Natalie Howell '24 MBA

After earning an undergraduate degree in international business management from Clemson University, Howell served six years as a supply corps officer in the U.S. Navy, where she gained experience in leadership, supply chain operations, defense contracting, military logistics and crisis management. After leaving active duty, she decided to pursue an MBA at the Whitman School. Now in her final semester, she is also working as a contract administrator for Wesley Medical Staffing Inc.

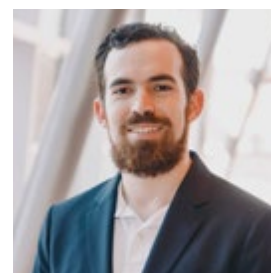


Pulak Jain '24 MBA

Jain earned an MBA with a STEM designation, majoring in finance and business analytics. He distinguished himself as an apprentice for the inaugural year of the Panasci Local Leadership Initiative, consisting of 12 selected students. While at Whitman, Jain served as a graduate teaching assistant, research assistant and lead inclusion intern. He also holds a bachelor's degree in chemical engineering from Vellore Institute of Technology in India. He brings more than three years of professional expertise from companies such as Amazon and Reliance. Jain's experience leverages financial models, conducting due diligence and providing insights. His proficiency extends to analyzing complex data, forecasting market trends and mitigating risk.

Edward Raff '24 MBA

While earning an MBA at Whitman, Raff continued as the director of emerging AI and a scientist at Booz Allen Hamilton, a leader in AI and cybersecurity to advance civil, defense and national security priorities. He was also a visiting professor at the University of Maryland, Baltimore County, where he earned a Ph.D. in computer science specializing in machine learning research. He received master's and bachelor's degrees in computer science from Purdue University.



MBA Student Credits Whitman Program for New Job Offer

By Charlie Wenig '24

Sheung Au '24 MBA found the online MBA program at the Whitman School through extensive personal research of review sites and motivation to continue her education at an advanced level while managing her busy schedule. Au lives in the Bay Area of California and works full time while caring for her 5-year-old son. She has been the senior demand planner at GoodEggs, an online grocery startup, and credits Whitman for her recent job transition.

In October, Au began a new role at Zeiss, a German-based medical technology company that specializes in optical systems and medical devices. Au says that after seven rounds of interviews, her educational background at Whitman made her stand out from other candidates: “The reputation of the online MBA and the experiential skills that Whitman has given me allowed me to receive and accept this offer.”

Au anticipated finishing her MBA and graduating from the Whitman program in Spring 2024. Until then, she continued to enjoy the coursework and opportunities provided. Au went to Stockholm in August 2023, where she studied and observed

large international companies through the residency program that the online MBA program offers. Au gained valuable insights into the world of startup business during her trip. She said she acquired a deeper understanding of the challenges that startups face when they scale up, which is the same situation her former company is facing. Au said the residency program is also a good opportunity to interact and connect with students and her professors. “The material that we studied at the residency is very relevant to my career, and the opportunity adds a lot of value to the program,” Au says.

The online MBA program’s flexibility is just one of Whitman’s attractions for Au. “I’m able to commit to my family and my work and can still get a very good education that contains a lot of relevant advanced content,” says Au. “The content acquired through my classes has proven to be highly applicable in real-world business scenarios.”

For example, Au says she learned various theories in her classes that she has applied within her former role and during the interview process for her new job. Au said that while interviewing with Zeiss, she effectively demonstrated inventory management concepts that she learned in one of her supply chain courses. “The course material has led me to implement important trade strategies into my job. Going forward, I’m excited to apply more concept theories into real business world situations, especially within my [new] job,” says Au.

Despite managing her classes with a busy schedule, Au said that without the online MBA program, she wouldn’t have secured her new job offer: “For me, Whitman has been life-changing.”

“I’m able to commit to my family and my work and can still get a very good education that contains a lot of relevant advanced content. The content acquired through my classes has proven to be highly applicable in real-world business scenarios.”

— Sheung Au '24 MBA



“I’m exploring the trendy application of virtual reality and AI-empowered technology for trying on makeup and skin analysis...It’s a very fun field. I feel like the more I know, the more I don’t know, which is an exciting thing.”

— Xiaoying Feng ’20 M.S., ’26 Ph.D.



Ph.D. Student Studies Impact of Technology on Beauty Industry Marketing

by Renee Gearhart Levy

When she came from China to earn a master’s degree in marketing from the Whitman School in 2019, Xiaoying Feng ’20 M.S., ’26 Ph.D. had two plans: to travel and see the United States and then return to work in marketing for a medical device company.

What she hadn’t anticipated was the COVID-19 pandemic. Alone in her apartment, Feng focused all her energy on her studies. When questioning the answers to an assignment for a pricing strategy class, Feng engaged in a friendly debate with Professor of Marketing Scott Fay. “Whatever question I asked, he replied with a very long and detailed email. The more we talked, it gave me a sparkling thought in my heart that maybe I could do this too.”

Feng had already accepted a job in China. When she returned to the country, she was required to quarantine for two weeks in a hotel and spent that time applying to Ph.D. programs in the U.S.

Today, Feng is a third-year doctoral student in marketing at Whitman. Working with her advisor, Professor Eunkyu Lee, Feng is studying the impact of technology adoption on consumer

behavior in beauty industry marketing. “I’m exploring the trendy application of virtual reality and AI-empowered technology for trying on makeup and skin analysis,” she says. “It’s a very fun field. I feel like the more I know, the more I don’t know, which is an exciting thing.”

Feng grew up watching American movies and listening to hip-hop music and was a member of her college street dancing team. She says she came to the U.S. for graduate school to experience the culture for herself.

But she didn’t anticipate the isolation she would experience. “It felt like I was in an American movie, yet alone in the midst of a bustling intersection with no one stopping,” she says.

Over time, Feng found outlets in the community and made friends. She’s now part of a West Coast swing dancing group, serves as media coordinator of the Onondaga County chapter of the National Association for the Advancement of Colored People, volunteers weekly at a food pantry and joined a local running and exercise group that she happened upon by chance at Thornden Park.

Building off her own experiences, Feng serves as an ambassador to other international students at Syracuse. “I tell them they can find their community by trying new activities. Go once or twice and see if you like it,” she says. “You just have to be open,” she says.

Feng views these challenges in a positive light. “Each serves as a stepping stone toward becoming the best version of myself,” she says. “Embracing these opportunities for growth not only fuels my academic journey but also shapes me into a more resilient and capable individual.”

[CLASS OF 2024]



CLASS OF 2024

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



CONGRATULATIONS!



2024 WHITMAN SCHOLARS

Whitman Scholars are chosen from the senior class each year through a competitive selection process. To be considered, students must have a minimum GPA of 3.65 and a demonstrated history of engagement and leadership at the Whitman School and Syracuse University. On the following pages, the 2024 Whitman Scholars share their thoughts on their experiences and the skills they gained at Syracuse University.

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Alexa Austin

Hometown: Ramsey, New Jersey

Majors: Marketing Management and Entrepreneurship and Emerging Enterprises

Future Plans: Master's program in Public Relations at the S.I. Newhouse School of Public Communications at Syracuse University

“Reflecting on my experience at Syracuse University over the last 3 1/2 years, the one thing that stands out to me is the professors I've had. Their commitment to fostering creativity, excellence and professionalism has significantly contributed to my personal and professional growth and is only complemented by the School's rich resources and opportunities. I am forever grateful for my Whitman education and am confident that it has prepared me for success in future endeavors.”



Kendall Blincoe

Hometown: Syracuse, New York

Major: Business Analytics

Future Plans: The Disney College Program Internship, The Walt Disney Company

“As I reflect upon my last three years at Syracuse, I do not take what I have learned here for granted. I am so privileged to have access to Whitman's amazing programs and opportunities that have allowed me to grow as both an individual and a young professional. I've learned that seizing opportunities, embracing challenges and engaging with diverse experiences has led to personal and professional growth beyond my expectations.”



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Lily Buckley

Hometown: Berwyn, Pennsylvania

Majors: Accounting, Business Analytics and Supply Chain Management

Future Plans: Business Transformation Consultant in Corporate Finance at FTI Consulting

“The Whitman School actively encourages academic and career exploration, leading to endless intellectual growth and ultimately fostering opportunities to fulfill the passions of every student. Through various classes and activities, Whitman has provided me with abundant resources and an exciting environment to explore and learn, which I will forever be grateful for. As a Whitman ambassador, career center employee and the 2024 Whitman Class Marshal, I am honored to be selected as a Whitman Scholar among my accomplished peers.”

“



Alivia Catania

Hometown: Jefferson Township, New Jersey

Majors: Accounting and Supply Chain Management

Future Plans: Digital Assurance and Transparency Associate at PwC

“As I reflect on my time as a student at the Whitman School, I revel in the abundance of opportunities and resources that have been made available to me. From my dedicated professors in the classroom, to my devoted colleagues at the undergraduate advising office, the Whitman community embraced me with open arms from day one. Classmates became best friends, and professional fraternity members became family. I am forever grateful for my time at Syracuse University and for how it has shaped me into the confident young woman I am today.”



Haig Chakamian

Hometown: Closter, New Jersey

Majors: Finance and Business Analytics

Future Plans: Sales and Trading Analyst at NatWest Markets

“The most valuable lesson I learned from my time at Whitman is the importance of community. The collaborative atmosphere between classmates, faculty, alumni and the overall campus community has helped me develop skills I never thought possible. Thanks to Whitman and its amazing people, I now have the knowledge and resources to pursue my dreams. I am thrilled to start my career and help future generations of Whitman students bridge the gap between the classroom and the trading floor. Go Orange!”



”

Jared Dowling

Hometown: Bethlehem, Pennsylvania

Majors: Marketing Management and Public Relations (NEW)

Future Plans: Senior Communications Specialist at ADP

“With the sheer variety of experiences afforded to me by Syracuse University and the Whitman School, my time in college has been nothing short of transformational. From being a student leader on the first-ever Kenya Immersion Trip to encouraging others to bleed Orange through my time as a Whitman ambassador, I’ve seen how pursuing rich experiences can propel one’s personal and professional growth further than any lesson.”

“



Divya Gada

Hometown: Stamford, Connecticut

Majors: Finance and International Relations (MAX)

Future Plans: Investment Banking Analyst at Lincoln International

“I am nowhere near the same person who walked through the doors of Whitman four years ago. With the endless opportunities and experiences that SU has provided, I have grown as an individual and a professional while challenging myself to a path of self-discovery. Whether it was my semester abroad, leading an organization or guiding prospective students through our building, I developed a better understanding of myself and have built countless relationships that will last a lifetime. The Whitman community is truly a family, and even as I leave, I feel confident that the knowledge and support they’ve given me will carry me through my life’s journey.”



Paula Ostrowska

Hometown: Chicago

Majors: Accounting and Finance

Future Plans: Pursuing opportunities in the accounting and financial services fields

“Syracuse University and especially Whitman have allowed me to take advantage of all of the growth and leadership opportunities I have been presented with. I have learned so many valuable skills over the past four years and hope I can continue as I start my post-grad journey. As always, Go Orange!”

UNIVERSITY AND WHITMAN SCHOLAR



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Julius F. Rauch

Hometown: Düsseldorf, Germany

Majors: Entrepreneurship and Emerging Enterprises, and Finance

Future Plans: Master’s in Finance Program at The University of Chicago Booth School of Business

“I thoroughly enjoyed my experience at the Whitman School, where the faculty exhibited a strong commitment to turning students’ aspirations into tangible achievements. All of the professors were not only highly successful in their careers, but more importantly they were very passionate about teaching and conveying their knowledge to the students. The collaborative spirit at Whitman, fostered through group projects and external partnerships, added a dynamic and enriching dimension to my learning experience.”



Emily Saad

Hometown: Allentown, Pennsylvania
Majors: Finance and Advertising (NEW)
Future Plans: Utilize my creative and business skill sets to work in the advertising and entertainment industries.

“Whitman and Newhouse have provided me with education, connections and opportunities that have transformed my life in ways I never thought were imaginable. They have taught me to be an advocate for myself, for others and have inspired me to push my boundaries academically and professionally. The impact that the University and its entities have had on me and the memories I have made here will live inside me always. Syracuse has given me the best tools to embark on my professional career.”



Isabella Simon

Hometown: River Edge, New Jersey
Majors: Finance and Public Relations (NEW)
Future Plans: Commercial Banking Rotational Program at Capital One

“Whitman provided me endless opportunities to explore new communities. Whether being a member of the pilot Kenya Immersion experience, studying abroad in Florence, Italy, or connecting with the Career Center on my evolving professional journey, I learned from exciting challenges and was surrounded by incredibly supportive people. As I venture forward, the open mindset I developed over the past four years will continue to help me foster creativity and confidence. I am so grateful for the meaningful connections I have made, and I look forward to being a lifelong member of the Orange family.”



Alexis Taliento


Hometown: Brooklyn, New York
Majors: Finance and Public Relations (NEW)
Future Plans: Financial Product Analyst at Bloomberg

“If there is one thing that I’ve learned at Whitman, it’s that the people truly do make the place. Both in and out of the classroom, Whitman has provided me with the community, relationships and resources that have been the most valuable contributions to my success, both personally and professionally. I’m so grateful and excited to become a Syracuse alumna as I enter the next chapter of my life. As always, Go Orange!”



Han Zhang

Hometown: Zhengzhou, China
Majors: Finance, Business Analytics, and Advertising (NEW)
Future Plans: Global Markets Analyst at Nomura

“My most significant growth at Whitman and Syracuse University has come from being unafraid to try and staying true to myself. I have learned how to speak my mind without sacrificing honesty or empathy, and benefit from the intellect of people surrounding me with humility. I attribute all my growth and achievement to my dear friends who made my years abroad a good memory, brilliant professors who pushed me to go beyond what I thought I was capable of, insightful alumni who helped me become smarter when making decisions under pressure and inspiring family who believed in me every step of the way.” 



2024 GRADUATE STUDENT SPOTLIGHTS

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Malik Abdoulmoumine '23 M.S.

Hometown: Niamey, Niger

Degree: Master of Science in Marketing

“The program equips students with a general understanding of marketing as well as how to think strategically and how to analyze problems from different aspects. The program is very much oriented toward training people to be business leaders who don't just look at a problem from a surface value but also understand the economic impact of certain decisions.”



Chamila Blanco '24 MBA

Hometown: Stamford, Connecticut

Degree: Online MBA

“The program has been so valuable to me. Every class I've taken has provided useful information that is relatable to scenarios I've had in my life. A lot of people earn an MBA simply to add to their resume, but I've learned so much. I feel like the experience has already paid for itself. The professors have been amazing, have shown true interest in me and have offered very positive advice about what else exists outside the parameters of what I'm currently doing.”



Wei Liao '24 M.S.

Hometown: Zhanjiang, Guangdong, China

Degree: Master of Science in Business Analytics

“Whitman stood out. It wasn't just a traditional business program but offered a wide range of areas that I'm interested in, such as financial analytics, business analytics and marketing analytics. Plus, there were so many different courses in the iSchool or Newhouse School that I could choose from.”

Saman Modiri '24 Ph.D.

Hometown: Tehran, Iran

Specialization: Ph.D. in Business Administration, concentration in Marketing

“My research in quantitative marketing is focused on strategies for multi-channel retailers. Particularly, I'm interested in the behavioral aspect of consumer decisions and exploring the interaction between a firm's profit and consumer welfare when critical marketing decisions are at stake. Throughout my Ph.D., the support and flexibility provided by the marketing department have allowed me to pursue my interests. Additionally, I have gained skills, such as critical thinking and scientific reasoning, that I will carry with me beyond my career. I look forward to joining Lehigh University as a visiting professor where I'll be able to continue working on novel and crucial research problems in marketing.”



”

Because of you, our students make an impact.

Every day, new generations of Orange are leading, discovering and creating. When you make a gift, you empower them to forge their own path.



^ Isabella '24



Forever Orange
The Campaign for Syracuse University

Give Today
givetosu.syr.edu/WSM24 



LETTER FROM ADVANCEMENT AND EXTERNAL ENGAGEMENT

Michael Paulus
Assistant Dean, Advancement
and External Engagement

I want to take this opportunity to introduce myself, as I officially joined the Whitman School this past February in my role as assistant dean for advancement and external engagement. Most recently, I worked with Syracuse Athletics as the senior associate athletic director and executive director for athletic development. I am both honored and excited to join our Whitman team, and I look forward to connecting with many of you as we partner together on the meaningful work ahead.

For more than 100 years, the Whitman School has been committed to supporting the student journey and ensuring an academic environment that prioritizes exploration, opportunity and connection. This drive for national and global excellence in innovation and teaching is what inspired me to join this team and help advance our holistic mission to new heights.

While I look forward to approaching our advancement and external engagement strategy with fresh eyes, I am also grateful to those who have come before me for setting the strong groundwork that will power our success moving forward. For decades the Whitman School has been supported by tremendous generosity from our alumni and friends, and we would not be in the position we are today without their leadership.

Today, we are at a pivotal point in the School's History. Under the leadership of Mike Haynie, Whitman School executive dean, and Alex McKelvie, interim dean of the Whitman School, I am confident that we can collaboratively support the ambitious

vision outlined for the future. Our goal will be to strengthen and rebuild our connections with Whitman's greatest strength: you. Our alumni, donors and friends across the country and all over the world have continued to distinguish us among our peers and are the foundation upon which we enter our next chapter as a School.

As a community of connectors, there is no limit as to what we can accomplish when we come together behind a shared vision. With your help, our team is prepared to support our students, faculty and staff in new and innovative ways that will impact our entire University. To that extent, we look forward to the next era of building relationships with the entire Orange family and to elevate the Whitman School as a premier leader in business education, innovation and research.

I look forward to meeting and talking with you soon.

Handwritten signature of Michael Paulus.

Michael Paulus

Assistant Dean, Advancement and External Engagement

THE ENGAGEMENT OF ALUMNI ENHANCES THE WHITMAN EXPERIENCE



The support of Orange alumni is critical to the success of career and experiential learning trips. We've recently expanded our offerings to include an innovation immersion trip to Silicon Valley. Alumni like Frank McFarland '94, founding partner of IEQ Capital, have helped make the experience transformational for students.



The list of Whitman alumni entrepreneurs is long and impressive. Our Syracuse Samplings showcase featured some of our many inspirational Orange alumni founders, like Koralyah Abelard '15 of Orijin, is one of the most heavily attended events on campus during Orange Central.



This year, we launched the Young Whitman Advisory Council/Goodman Leaders Academy Mentorship Program. Through this program, 20 high-achieving sophomores were paired with accomplished young alumni for one-on-one advice and insights on majors, industries, networking and career preparation.



The 2023 Defense Comptrollership Program reunion was highlighted by a toast to program director, Irma Finocchiaro '91 MBA (center), Kathleen Miller '94 MBA (left), Deputy Under Secretary of Defense Comptroller for the U.S. Department of Defense, and Diane Randon '96 MBA, Deputy Assistant Chief of Staff, U.S. Department of the Army.



We also added Boston to our list of new cities for career trips this year. Boston was one of two trips planned especially for MBA students. The other was NYC. While in Beantown, students visited Reebok, Whoop, EY and Bank of America to learn about several industries and functional areas.



New to our schedule of career exploration excursions this academic year was Washington, D.C. The spring break 2024 trip included a visit to AstraZeneca hosted by Aaron Kroft '05, '11 MBA as well as stops at Booz Allen Hamilton, NBCUniversal, Meta and CBRE.



Class of 2024 Giving Campaign

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

Students are asked to give at least the amount of their graduation year, e.g., \$24 for this year's class, and, in recognition of their gift, donors are given a special orange, white and silver Class Giving Campaign donor cord to wear at Commencement.

The campaign promotes friendly competition across the schools and colleges on campus to see which will finish with the highest number of donors. Whitman has earned the top spot several times in the past few years, and this year's Whitman Class of 2024 Giving Campaign Student Committee is working to do the same. The committee is comprised of members of the graduating class who are highly engaged student leaders recommended by faculty and staff. They help promote the campaign and the importance of giving back to their classmates and support Whitman's campaign initiatives.

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

If you would like to support this year's campaign by honoring a graduating student you know with a \$24 matching gift, please visit cusecommunity.syr.edu/classact. If you don't have a connection to a graduating student, we can help you find one—perhaps someone from your hometown, with the same major or in a club or organization you hold dear. Contact Alison Kessler, director of alumni engagement, at ahkessle@syr.edu, and express your desire to match a student.

**On behalf of the Class of 2024,
thank you for your support!**

Whitman Class of 2024 Giving Campaign Student Committee

Lily Buckley '24

Alivia Catania '24

Haig Chakamian '24

Jared C. Dowling '24 (WSM/NEW)

Michelle Ferrara '24

Divya Gada '24 (WSM/MAX)

Lindsey Latorre '24

Emma Peters '24

Emily Saad '24 (WSM/NEW)

Anika Sahityani '24 (WSM/IST)

Phalen Salvador '24

Isabella Rose Simon '24 (WSM/NEW)

Nicholas J. Smith '22 (MAX), '23 M.S., '24 MBA

Alexis Taliento '24 (WSM/NEW)

Ying Xin Tan '24

Ilana Waldbaum '24 (WSM/NEW)

Chanel Webb '23 MBA

Our Five Under Five column features a Q&A with a Whitman School graduate of the last five years. In this issue, meet Gabriel Uy '23 MBA/M.P.A., a native of Las Vegas, who came to Syracuse University for the Defense Comptrollership Program (DCP) sponsored by the United States Department of Defense (DoD). Through the DCP, students earn an MBA from Whitman and an executive master of public administration from the Maxwell School of Citizenship and Public Affairs. Uy, a captain in the Army National Guard, works at the White House as deputy director of public engagement and intergovernmental affairs to the vice president. In this role, he engages with local, state and national elected officials and community leaders to address the most pressing issues impacting our country. Previously, he served as White House associate director of intergovernmental affairs and supported the administration's Afghan relocation efforts, Operation Allies Welcome, with the National Security Council.

1 Who has been the most significant role model in your life?

First, my mom, a single parent who raised my sister and me. Her grit and determination constantly influence my work ethic. Second, the late Maj. Gen. Bob Herbert. He was a mentor and colleague when we were both working for the late U.S. Senate Majority Leader Harry Reid. He encouraged me to join the Nevada Army National Guard, which he served in for decades.

2 What has been the most memorable moment in your career to date?

Two come to mind. For my Army career, it was being stationed in Italy for my first overseas assignment. For my civilian career, it was introducing my mom to the vice president of the United States.

3 Were there especially impactful experiences during your time at Syracuse University?

The Syracuse winter and snow were memorable, of course. An impactful experience was outside of the classroom, representing Whitman in the Graduate Student Organization Senate. I worked with my fellow DCP classmates to create a DCP club to formalize and enhance DCP's connection to the University. We authored several resolutions, including commemorating Veterans Day and Asian American and Native Hawaiian/Pacific Islander Heritage Month.

4 Would you like to share a message with any of your Whitman instructors?

Irma Finocchiaro, thank you for leading DCP and your enormous contributions to the DoD financial management enterprise. You encouraged me to apply to DCP after I attended your Army Comptroller Course in 2018, and coming to Syracuse for DCP was the best decision I've made. Professor Don Harter, the material you covered in your class continues to be something I refer to regularly, and I wish I had you for another semester for data visualization.



5 Do you have any advice for incoming DCP students?

Put a meaningful effort to connect with the University community beyond your DCP cohort, and also reach out to DCP alumni. Join a club; attend a game; explore the area; check out the local bars, cafes and restaurants; visit Canada. Attend the Commencement ceremony in May and take pictures in your cap and gown with your classmates. Fourteen months go fast, but you will make lifelong friends and will cross paths again professionally. 🍷



“It really became a moment of convergence, where all of me really showed up to work for the first time. And it’s transformed, not just me as a human, but also how I lead an organization, how I lead a team, how I see others rise up and grow because of the way I lead.”

— Jasmine Bellamy '92

Left Brain/Right Brain

Holistic Leader Jasmine Bellamy Sees Marketplace Through “Lens of Love”

By Suzi Morales

Jasmine Bellamy '92 leads with her whole brain and whole heart. Formerly the vice president of merchandising, planning and allocation for Reebok, she led all aspects of the company's public interface. As a leader of the company's change management initiatives, she had been transforming company culture and influencing the national conversation.

Bellamy thrives on combining the left-brained logic of her degree in marketing management from the Whitman School with the right-brained creativity she used to revamp an entertainment publication while at Syracuse. Today, she combines academic and practical sides of business in the Capstone project for a data analytics class of Associate Professor of Accounting Willie Reddic G'12, '13 Ph.D., in which students study Reebok's data and create proposals to improve merchandising.

“It's a piece that I enjoy most, that I get to have both the right and the left brain engaged, where I can drive through the P&L, but also... help cultivate lifestyle brands that resonate with their consumer base,” Bellamy says. “That's what I've always loved about my job, that it is both art and science.”

On the merchandising and planning side, Bellamy handled all aspects of how the brand appears and what products are sold. As a former member of Reebok's senior leadership team, Bellamy led the company's culture change efforts. This includes Courageous Conversations, a forum she created to promote understanding among Reebok employees. The program, which she calls “a communal practice for culture transformation,” began as six recorded conversations. The first conversations were received so well that Bellamy led nearly two dozen conversations for Reebok and began offering a version of the program outside of the company.

PUTTING THEORY INTO PRACTICE

Bellamy's dual interests in creative and analytical pursuits were on display as a Syracuse student. For example, she led *Happenings*, a publication founded by Black students to highlight entertainment and culture on and around campus. *Happenings* had been on hiatus for a few years before Bellamy and some other classmates brought it back her senior year. While she did not have a background in writing, she enjoyed working alongside English and journalism majors and also lending her marketing skills to reviving the publication.

Happenings played a role in one of Bellamy's formative Syracuse experiences. Before an on-campus interview with Lord & Taylor, Bellamy had picked up a copy of the first issue of the revived publication. Her work with *Happenings* came up in conversation during the interview, and she showed the interviewer the hot-off-the-presses copy. She landed the job at Lord & Taylor.

“That was one of those really beautiful moments of being practical, putting these things that you talk about, theoretically, in an interview, but showing how it's coming to life, in your life,” Bellamy recalls. “I just remember feeling really proud of that moment, because of the experiences that Syracuse had afforded me.”

For the past three years, Reddic's class has worked with Reebok for its final class project analyzing aspects of the company's merchandising. For example, one class considered the quantities of clothing sizes sent to retailers to project future customer demand. Bellamy hopes this collaboration can give current Whitman students practical lessons that they can take to interviews just as she had.

A JOYFUL DISRUPTER

Recent years brought about an evolution in how Bellamy approaches her work, as she seeks to move beyond the skills of simply doing the job to “developing into a more integrated leader.” This philosophy led directly to the Courageous Conversations program at Reebok, as well as to a doctoral program at Fuller Theological Seminary she began in the fall of 2023 studying “redemptive imagination of the marketplace.”

As Bellamy, who calls herself a “joyful disrupter,” has brought together the analytical and emotional sides of herself in recent years, she says she's also seen changes in the company culture around her. For example, one member of her team recently mentioned that she felt more free to take a risk that was ultimately helpful for the company.

“That invitation to lead change management really was fueled by how I was evolving internally, myself,” she says. “It really became a moment of convergence, where all of me really showed up to work for the first time. And it's transformed, not just me as a human, but also how I lead an organization, how I lead a team, how I see others rise up and grow because of the way I lead.”

WHITMAN AT WORK:

Hollywood Accountant David Altman

By Suzi Morales

Accountant to the stars is a real job, and it can be a lot of fun. Just ask David Altman '99.

He is a certified public accountant and partner at bicoastal accounting firm Altman, Greenfield & Selvaggi. Altman helps clients in the entertainment industry with everything from filing their tax returns to buying cars and houses.

Altman doesn't name drop, but the firm is regularly named to lists of top Hollywood advisors, with clients including many well-known TV and film stars.

Altman says the job really can be as glamorous as it sounds, though not always. At the time of the interview for this article, he was on hold with the Internal Revenue Service and had been for several hours. "There's a lot of stuff we do behind the scenes, but at the end of the day, if you're going to do accounting, it's a fun type of accounting to do," he says.

BROUGHT UP IN THE INDUSTRY

Accounting for the entertainment industry is a family business. Altman's father, Abe Altman, founded the firm where Altman is now a partner. "There are still clients now that... I knew as a little kid growing up," Altman says. "It's fun to see that, too. You know, I was kind of brought up in the industry."

Altman fell in love with Syracuse when he visited campus. He enrolled in the College of Arts and Sciences but quickly realized he was interested in a business-related major. During the summers, the future Hollywood accountant worked both at major accounting firms and the William Morris talent agency.

After graduation, Altman began working as an auditor for PricewaterhouseCoopers (PwC). He enjoyed the work, but as someone who enjoys social interaction, he began to notice that "a lot of people I was dealing with didn't want to deal with an auditor. I didn't love that because I really want my clients to want to deal with me and to hear my expertise and hear what I have to say and my guidance, not where I'm a burden to them."


Altman left PwC and began working for his father's firm in New York City. A few years later, a position opened up in the firm's Los Angeles office. Altman took the chance on moving cross-country to start a new chapter in his career, and he's been there ever since.

MORE THAN JUST TAX RETURNS

Although Altman repeatedly uses the word fun to describe his job, another concept also frequently comes up: work ethic. He appreciated that his experience with PwC instilled it in him early in his career, and he recognizes that his job today can be quite demanding.

Altman's daily work goes well beyond bookkeeping, touching on nearly every aspect of his clients' financial lives. When they want to purchase cars or homes, he helps not only with the dollars and cents but also ensuring that they have trust-worthy brokers, insurance policies and more. Although junior colleagues are now responsible for preparing client tax returns, he reviews every return before it is filed. He also manages the Los Angeles office, which has grown from approximately 15 employees when he started to about 50.

Even with A-listers on the client roster, Altman prides himself on treating each client with respect. "Nobody is more important than anybody else is," he says. "I want all my clients to feel like they're my only client."

Altman says one of the most rewarding things about his job is seeing the growth and evolution of his clients' careers. "Usually clients come in when they're at a point of their career where they need somebody like us—whatever their big break is—they got a big film, they got a TV show that got picked up, whatever it is, and they're ready to take that next step," he says, noting that many clients are still relatively unknown at that point. "You're with a lot of them from their start and all of a sudden, they're winning awards...and it's fun." 





“Usually clients come in when they’re at a point of their career where they need somebody like us—whatever their big break is—they got a big film, they got a TV show that got picked up, whatever it is, and they’re ready to take that next step. You’re with a lot of them from their start and all of a sudden, they’re winning awards...and it’s fun.”

— David Altman '99



“I owe much of my professional journey to Whitman and Syracuse University. The University offers a blend of academic rigor and social growth, helping students find their paths.”

— Daniel Arty '81

Daniel Arty Passes Orange Legacy on to Two Daughters: Gives Back Through Accounting Experience and Success

If you spot Daniel Arty '81 around Miami, chances are he'll be proudly sporting one of his many Syracuse University hats. “He has many of them, and he wears them proudly all the time,” says his daughter Olivia '16 (WSM/NEW). “It's always easy to know what to buy him for Christmas.”

His hat collection is just one manifestation of Arty's deep love for Syracuse University and the Whitman School. Serving on the Whitman Accounting Advisory Board since 2002, he shares his extensive accounting expertise, guiding the dean and faculty on keeping students abreast of industry trends. Arty actively engages with students, encouraging young minds in South Florida to explore the opportunities at Whitman and Syracuse University. Additionally, he plays a role in organizing alumni events in Miami and is a consistent donor to the Whitman School, supporting initiatives like the Accounting Excellence Fund, which provides underserved students on the CPA track.

“I owe much of my professional journey to Whitman and Syracuse University. The University offers a blend of academic rigor and social growth, helping students find their paths,” he reflects. “Giving back has always been important to me, whether through time, advice or donations. I impress upon students the importance of altruism; helping others is its own reward.” Arty would know, as he's volunteered on the executive board of the Parkinson's Foundation for over 25 years, during which he's served in every executive position.

Today, Arty is managing partner at Arty Cohn Feuer LLC, an accounting firm in Miami. With his wife, Pascale, he is proud of his four daughters, two of whom followed his path to Syracuse University. His eldest, Katherine Arty '06 (NEW/MAX),




“Giving back has always been important to me, whether through time, advice or donations. I impress upon students the importance of altruism; helping others is its own reward.”

— Daniel Arty '81

though not pursuing business, found her niche in journalism, communications and political science. Arty’s advocacy for Syracuse University extended into Katherine’s academic choices, advising her to seek journalism education at the S.I. Newhouse School of Public Communications.

“I was drawn to Syracuse for its Northeastern vibe, and it felt like the perfect fit,” Katherine recalls, reminiscing about the excitement of Syracuse men’s basketball’s 2003 National Championship win. Post-graduation, Katherine leveraged her dual major from Newhouse and the Maxwell School of Citizenship and Public Affairs, embarking on a career that spanned media relations at the Canadian Embassy in Washington, D.C., and later supply chain management in Miami, culminating in a senior role at Amazon Fresh in 2022.

A decade later, when Olivia Arty contemplated college and which colors to don, her father’s words “Orange looks better on you” struck a chord. Driven by her father’s conviction in Whitman’s network and his pride in Syracuse University, she embraced his sentiment. Olivia, a dual major in entrepreneurship at Whitman and advertising at Newhouse, credits her Whitman education for her strategic growth within the advertising industry. This business foundation enabled her to gain experience at Hulu and Disney before assuming her current role as a senior account executive at Cint, overseeing global strategic accounts for the software company’s premier clients.

Arty’s daughters feel lucky to be connected to their father by the color Orange and deeply respect his unwavering support for Syracuse University and the Whitman School. They take pride in continuing his legacy, embodying the spirit of “Bleed Orange,” which, to them, is core to who Daniel Arty is. 



Katherine Arty '06 (NEW/MAX) and Olivia Arty '16 (WSM/NEW)

CLASS NEWS & NOTES

1980-1989

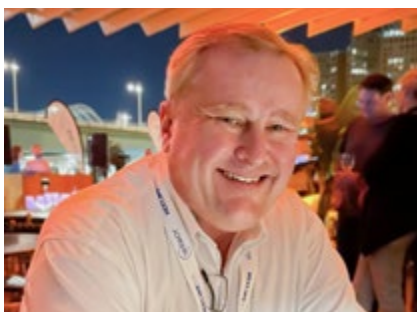
NEW POSITIONS AND PROMOTIONS:



Hugh Johnston '83, a member of the Whitman Advisory Council, was appointed senior executive vice president and chief financial officer of The Walt Disney Company. Previously, Johnston served as chief financial officer for PepsiCo.

Bryan Subotnick '86: Chief Operating Officer, ACE Financial Management Services

AWARDS AND RECOGNITIONS:



John Buhrmaster '86, president and chief executive officer of 1st National Bank of Scotia, has been elected as a Class A Director representing Group 3 for the Federal Reserve Bank of New York.

IN THE MEDIA:

Gisele Marcus '89, Syracuse University Trustee and professor of practice in diversity, equity and inclusion at the Olin Business School of Washington University in St. Louis, authored an article, "Bridging Borders: Strategies for Thriving in the Multicultural World of International Banking," in *International Banker*.

1990-1999

NEW POSITIONS AND PROMOTIONS:

Corrina Wilcox '91: Laboratory Relations and Outreach Manager, SUNY Upstate Medical University Hospital

Trent Bridges '92 MBA, G'93 (IST): Sales Manager Enterprise Accounts, Charter Communications

AWARDS AND RECOGNITIONS:



Brian Kreischer '91, managing partner, Frank, Rimmerman and Co., has been appointed board chair of Baker Tilly, a global provider of assurance, tax and consultancy services, ranked among the world's top 10 networks by revenue. Kreischer is a member of the Syracuse University San Francisco Regional Council.

2000-2009

NEW POSITIONS AND PROMOTIONS:

Jeff Garlow '01 (A&S), '03 MBA: Senior Director, Satisfyer and President, EIS Inc.

Eric Goode '05: Startup Mentor, EforAll

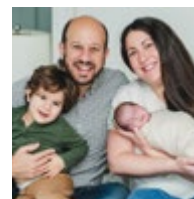
Courtney Handy '06: Director, Bonadio Advisory and Consulting

Jeff Palumbo '06 MBA: Member, Esports Advisory Board for the University of North Carolina Wilmington

Erica (Ravich) White '08: Executive Director of HR Search and Recruitment, Frazer Jones

Alex Pisani '09: Director, Community, Salesforce

MERGERS AND ACQUISITIONS:



Chad Bender '05 and his wife, Liz, welcomed daughter Zara on Jan. 17. Zara joined big brother Jonah for the Bender family party of four.

2010-2019

NEW POSITIONS AND PROMOTIONS:

Sierra Bromley '10, '11 M.S.: Senior Customer Success Manager, Central

Michael Freudberg '10: Director of Product Management, AD.net

Lisa Sonneborn '10: President of Clinical Trial Services, Ichor Life Sciences

Kyle Barrett '12: Real Estate Team, Airbnb

Zach McClure '12: Senior Talent Advisor, Starts Align

Chris Marino '13: Head of Agency, Google Customer Solutions

Lara Marto '13 MBA: Senior Brand Manager, Danone

Jason Berger '14: Executive Director, J.P. Morgan Private Bank

Kate Ristau '14: Tech Strategy & Transformation Lead, JPMorgan Chase & Co.

Alex Schwartz '14: Vice President, R4 Capital LLC

Fernando Soto '14: Managing Director, Head of Private Banking, Chicago, Brown Brothers Harriman

Katherine Caminero '15: Vice President, Ares Management Corporation

Sissie Cong Cui '15 MBA: Senior Manager, Brand Customer Insights, Hilton

Naomi De Vass Gunawardena '15: Executive Assistant, Brevan Howard

Zach Goldberg '15: Data and Analytics Lead, LVMH

Ben Schon '15: Senior Vice President, Trammel Crow Company

Marissa Blanchard '16: Associate Producer and Editor, Sundance Institute

Brian Parese '16: Managing Regional Director Southeast, F/m Managers Group

Alana Smetaniuk '16: Associate Media Manager, Blue Buffalo, General Mills

Catherine Smith '16: Senior Vendor Manager, Lawn and Garden, Amazon

Keelan Erhard '17: Director of Finance and Operations, Partnership for the Public Good

Matthew Foster '17: Logistics Manager, A.P. Moller, Maersk

Jason B. Harriott '17 MBA: Regional Director of Field Services, Armoured One LLC

Sam Levis '17: Mid-Market Account Executive, Gong

Jake Brown '18: Vice President of Business Development, Secure Access & Digital Systems

Berk Cangir '18: Regional Sales Manager, Park Energy Services LLC

Catherine Cummings '18: Manager, Allocations, Saks OFF 5th

Michael Durso '18: Ops Specialist, EDD/AML Ops, Morgan Stanley

Olivia Feng '18: Vice President, Investment Banking, BDA Partners

Nicholas Goodwin '18: Assistant Vice President, Blackstone

Michael Ogburn '18 MBA: Distribution Manager, Arxada

Matthew Petrosian '18 MBA: Vice President of Operations, HiddenLayer Inc.

Orlando Rivera '18 MBA: Global Accounts Manager, Chatsworth Products

Carla Spera '18: Supply Chain Planning Manager, K. Hovnanian Homes

Alessandro Alessi '19: Vice President, Benefit Street Partners

Nicole Anes '19: Omni Senior Assistant Buyer, Women's Active Shoes, Bloomingdale's

Kaylah Felipe '19: Sourcing Manager, Lovesac

AWARDS AND RECOGNITIONS:

Ryan Benz '11 M.S., partner at Redev CNY, was recognized in City & State's 2023 Economic Development Power 100.

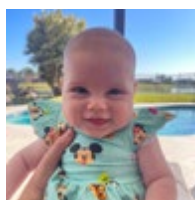


Chelsea Ransom-Cooper '15, chief planning officer and director of financial planning at Zenith Wealth Partners, was named by *Financial Planning* as one of 24 people who will change wealth management in 2024. Ransom-Cooper is a member of the Young Whitman Advisory Council and chairs the Council's Membership Committee. She received the Whitman Dean's Citation for Exceptional Service in 2023.



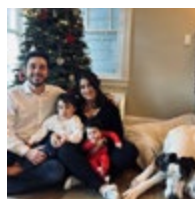
Olivia Bowser '16, founder and CEO of Liberate, was recognized by *Forbes* as one of the 30 Under 30 North America in the social impact category.

MERGERS & ACQUISITIONS:



Ryan Novak '11, owner of the Chocolate Pizza Company, and **Christie Novak '10, '11 M.S.,** assistant teaching professor at the

Whitman School, welcomed daughter Sienna Anne Nov. 5, 2023.



Roz Amirfazli '12 and husband, Joseph, welcomed daughter Rumi, pictured with big brother Cyrus and dog Waldo.

2020-2024

NEW POSITIONS AND PROMOTIONS:

Benjamin Berk '20: Accountant Executive-Publisher Development, Surfside

Zachary Gunther '20: Associate, Blackstone

Quinn Hecker '20: Capital Formation Group-Investor Relations Data Management Analyst, Fortress Investment Group

Sandhya Iyer '20: Marketing Communications Specialist, Chief

Noah Marek '20: Personal Account Associate, Rockefeller Capital Management

Madison Paddock '20: Marketing Manager, Paramount

Jonathan Quinlan '20: Committee Member, Employer Support of the Guard and Reserve

Christopher Ragusa '20: Senior Financial Analyst, AIG

John-Austin Ricks '20: Regional Account Manager, Red Bull

Greyson Sklba '20: Equity Research Associate, Goldman Sachs

Edward Weaver '20: Senior Associate, Financial Analysis, JPMorgan Chase & Co.

Dylan Wheeler '20: Wealth Management Advisor, Cedrus

Evan Asante '21: Senior Analyst, L'Oreal

Michael Bottazzi '21: Associate, Goldman Sachs

Yathniella Lubin '21 M.S., '21 MBA: Program Manager, Georgetown University

Jared Lynch '21: Promo Planner, Target

Bettina Papageorge '21: Senior Financial Analyst, Global Business Solutions, Fiserv

Sabina Seredneva '21 MBA: Business Intelligence Engineer II, Amazon

Michelle Truong '21: Corporate Communications Coordinator, Paramount Streaming

Luc Ayoub '22: Account Executive - Retail and Consumer Goods, MuleSoft

Deborah Feldstein '22: Senior Program Manager, Saab

Rob Knapp '22 MBA: Sales Account Manager, JadaK

Meaghan Tyrrell '22, '23 MBA: Associate, Gaffney Bennett PR

Caroline Whinney '22: Market Center Administrator (CFO/COO), Keller Williams Doylestown & New Hope

Tiffany Yang '22: Agency Securities Lending and Reinvestment Analyst, Citi

MERGERS AND ACQUISITIONS:



Kara Montellano '23 MBA and husband, Victor, welcomed Emma Victoria Nov. 27, 2023.

In Memoriam



James N. Vedder

Beloved father, grandfather, great-grandfather and friend James Vedder died at St. Joseph's Hospital in Syracuse, New York, on Oct. 25, 2023, at the age of 88. He was born in Buffalo, New York, and obtained a undergraduate degree at University at Buffalo. After Vedder obtained a Ph.D. degree at the University of Michigan, he worked as a professor at Whitman (1964-1998), where he helped start the Executive MBA program and retired as professor emeritus.

In addition to his academic and teaching accomplishments, he was a true "Renaissance Man", with a passion for travel, photography, art, music, composition and running, eventually

running six marathons in mid-life. Vedder also donated much time, energy, resources and talents to numerous projects and organizations, including the Rescue Mission, the John Dau Foundation, FISH (Friends in Service Here), the Civic Center, Meals on Wheels, the Exploring Your World preschool program and USAID.



Karl E. Vogt G '57, '61 Ph.D.

Karl Vogt passed away on November 15, 2023. He was born on Jan. 4, 1930, in Boston. Growing up along the picturesque Atlantic coast, Vogt developed a lifelong love for sailing, an enduring fascination with trains and a deeply rooted passion for the Boston Red Sox.

He received his undergraduate degree from the College of The Holy Cross in Worcester, Massachusetts. After two years of service in the U.S. Army during the Korean War, he pursued his master's degree and Ph.D. at Syracuse University.

Upon completion of his PhD, Karl became the assistant dean of the College of Business at Syracuse University. During that time, and in conjunction with the University, he led a team of academics on a USAID project in Medellin, Colombia, from 1964 through 1966 to create a college of business there (now known as Universidad EAFIT), which has become a thriving university with 12,000 students in various graduate and undergraduate programs.

Upon his return to the U.S., he accepted the position of assistant for planning for President Bill Jerome at Bowling Green State University in Bowling Green, Ohio. He was promoted to dean of the College of Business and served for 14 years. During that time Karl played

an instrumental role as a member of a select group responsible for evaluating business schools, applying a stringent review process for The Association to Advance Collegiate Schools of Business accreditation. His final position at the university was that of vice president of operations.



Allan Young

Allan Young, former professor of finance in the Whitman School of Management passed away in December 2023. He joined the Whitman faculty in 1966 after receiving his Ph.D. from Columbia University. During his distinguished career, Young authored or co-wrote nine books and monographs and more than 100 articles and chapters in leading academic publications on issues of privatization, capital and financial infrastructure development, emerging and developing security and other capital markets. He gave more than 135 lectures outside the university classroom setting to business and professional groups on each of the world's continents. He was an editor-in-chief of *Financial Review*, the *Journal of Accounting, Auditing and Finance* and the *Journal of Entrepreneurial Finance and Business Ventures*.

He was recipient of two Fulbright Research Grants and acted as consultant with the United Nations, a number of regional development banks, the U.S. Agency for International Development, the former Securities Industries Association and the governments of a number of countries currently undergoing a transition from a command or planned economy to a market basis. In 1994 he was named a faculty scholar of the year at Whitman. He retired in 2008.



'CUSE50 Honorees

Congratulations to the following Whitman alumni who were recognized at the inaugural 'CUSE50 awards for the 50 fastest-growing businesses owned or led by Syracuse University alumni:

- Paul Murdock '85:** MCG Consulting Services LLC
- Robert Hornung '87:** Evo Systems LLC
- Robert LaBreche '87:** iGrad
- Tamekia Ball '97:** Epiphany Blue
- Eric Fleming '04 (WSM/NEW):** Makeout
- Joshua Love '04 (WSM/NEW):** Kinema Fitness Inc.
- Joseph Holl '05:** National Electronic Transit
- Joe Neumann '06:** Tremor Vibration Services LLC.
- Brendan Quinlan '07:** Big Dawg Party Rentals LLC
- Steve Nadolski '09:** Eurocafe Imports
- Matthew Gelles '10:** NEFCO
- Nicholas Monzi '11:** Learn Fresh
- Eric Factor '17:** CraneTech
- Kelsey Davis '19 (NEW), '20 M.S.:** CLLCTVE





Impact Donor Profile

EY's Michael Cyran Builds Relationships, Supports Accounting Students' Success

By Caroline K. Reff

Michael Cyran, a partner at EY, is not a Syracuse University graduate, but the relationships he's built with faculty, staff and students at the Whitman School over the past 16 years have made each visit to campus feel a bit like coming home. His strong relationship with the Whitman School has resulted in outstanding contributions of time, experience and money, which continue to positively impact Whitman's Joseph I. Lubin School of Accounting.

"At the time I first made a connection, Syracuse was getting more prominent in my local office, so my company asked me to take over recruitment for the University. At EY, we treat our universities like we do our clients and build relationships with them. At first, it was more of a transactional relationship, but I created a team that included Syracuse alumni and started visiting the campus and getting to know people," says Cyran. "I've developed valuable relationships and friendships with the professors, the staff in Career Services and the administration.

I knew if I wanted to make a difference on campus then I had to be all in. I adopted the School, and they adopted me."

Since then, he has become a frequent visitor to campus and has long served on Whitman's Accounting Advisory Board, where he and other professionals from top firms work together to make sure the School's accounting majors become competitive candidates in the job market.

"Most of us on the advisory board are competing against each other for the best candidates, yet we're still working together to see how we can help," he says. "That speaks to the level of commitment we all have to see students succeed."

Cyran is also a frequent speaker in accounting classes, noting a recent presentation he gave for Professor of Accounting Practice MaryAnn Monforte's class on fixed income securities. He has also hosted students at EY, including a recent


“I value the relationships I have built with the professors, career services and the administration. I get energy from meeting with students, hearing about faculty’s lives and sharing my own stories. That is a wonderful aspect of what I do.”

— Michael Cyran

Whitman group who came to see the inner workings of the firm during a January 2024 exploration trip to New York City. He often brings along newly hired Syracuse alumni on his visits to campus, so that they, too, can get excited about reconnecting with the School. In addition, Cyran and his wife, Jacqueline, are longtime annual donors to the Whitman School and Syracuse University, including gifts to Whitman’s Beta Alpha Psi Tracy Halpin Memorial Fund and the EY Excellence Fund.

“Mike ensures that EY is highly engaged with Whitman students for opportunities at the firm across several divisions and lines of business. He always advocates for the EY/SU relationship and has been instrumental in supporting EY’s hiring of a high volume of talented students every year,” says Kara Primrose, director of Career Services. “He always makes himself available to me and the rest of the Whitman team for any needed program or professional support, and I can always count on him for open, candid conversations about doing the best for Whitman and EY. Mike puts immense time and effort into supporting Whitman in so many ways.”

Three years ago, Cyran was the recipient of Whitman’s Dean’s Citation for Exceptional Service for his contributions to furthering the accounting profession at the School, as well as his commitment to student recruitment.

“I’ve seen tremendous growth in the program and am excited for the direction that Mike (Haynie) and Alex (McKelvie) are taking the School,” Cyran says. “I’m an outgoing person, and I come to campus to work, of course, but I also have many friends there, and it’s just fun to have lunch or coffee and talk things over. I value the relationships I have built with the professors, Career Services and the administration. I get energy from meeting with students, hearing about faculty’s lives and sharing my own stories. That is a wonderful aspect of what I do. Building those relationships has helped me to become more vested in Whitman and Syracuse University, and it gives me the energy to want to do more.” 



Gbenga Adewumi, Chidinma Chikwe, Giulia Kean, Mike Cyran, Liao Wei and Joshua Agbomedarho during one of Whitman’s exploration trips to New York City



Scrub Daddy Inventor Aaron Krause '92 Smiles on Whitman's Entrepreneurship Competition

By Caroline K. Reff

Aaron Krause '92 (A&S) knows a good idea when he sees one. After all, he's been an inventor and entrepreneur all his life, best known for creating the Scrub Daddy, a top-selling, smiley-faced yellow foam scrubber found next to kitchen sinks across America.

When Krause served as a judge in last fall's Orange Tank business pitch competition at the Whitman School, it didn't take long for him to see which competitor would make the most of his inaugural Scrub Daddy Jumpstart Innovation Award. Natasha Brao '22 (VPA), '23 M.S., '24 MBA walked away with the \$10,000 prize for Shooka, a spicy tomato sauce based on the North African and Middle Eastern dish shakshuka. Brao's pitch convinced Krause that she had the drive and talent, as well as a distinctive product that "had the potential to get to market quickly."

The Scrub Daddy Cleans Up

Krause's eye for entrepreneurship started long before he enrolled at Syracuse University. He began washing cars in his teens, something he continued throughout college. Krause wasn't accepted into the business school, so he decided to pursue psychology at the College of Arts and Sciences. Still, the ideas kept coming, and, after graduation, he expanded his car washing business. Within six months he found a lucrative path making buffing pads for car washes, securing two patents and eventually creating a million-dollar business.

During this time, he was trying to find a better way to clean the grease and grime of machinery off his hands. Krause created and patented a polymer foam in the shape of a grooved circle the size of his own hand with two holes in the center for a better

"Seeing so many eager and bright-minded students pitch their ideas really resonated with me, and Scrub Daddy is proud to be a part of supporting their success. Certainly, the spirit of entrepreneurship is alive and well at the Whitman School."

— Aaron Krause '92 (A&S)





Aaron Krause and Natasha Brao

grip. The product worked well, but there wasn't much interest in the marketplace. So, he put the foam in a box and moved on.

His buffing pad business boomed, so much so that Krause was approached by his main competitor, manufacturing giant 3M, with an offer to buy him out to eliminate its competition. When the deal was sealed, 3M took everything except the box of yellow foam thought to be useless. Krause went to work for 3M for the next five years, storing the box in his garage.

In 2011, Krause's wife, Stephanie, asked him to clean the lawn furniture. He tackled the job with a traditional two-sided kitchen sponge, which scratched the paint. Only then did he remember the box of foam in his garage and decided to give that a try.

"It worked shockingly well," says Krause, who noticed that the material remained rigid in cold water but became flexible in warm water, getting into nooks and crannies. And the foam rinsed completely clean and undamaged with little effort. Next, Krause tried it on dishes, pots and pans with an equally successful result and knew he was on to something. Soon after, he added a smiling mouth to the design to better clean flatware, and the Scrub Daddy was born.

Krause began selling the product himself, but Scrub Daddy really took off in 2012 when he appeared on television's *Shark Tank* and made a deal with Lori Greiner, a "shark" with



Blake Brossman, Molly Fisher, Keir Weimer and Aaron Krause judging the 2023 Orange Tank business competition.

connections to shopping network QVC and major retailers. That partnership sent sales skyrocketing, and soon Scrub Daddy was on the shelves at places like Target, Walmart and Home Depot, as well as QVC. Today, the Scrub Daddy line has expanded to include products like Scrub Mommy, Scrub Daisy dish wand, sponge Caddies and even a BBQ Daddy grill cleaner.

Campus Connection Supports Budding Entrepreneurs

Five years ago, Maria Guarrera, director of development, mid-Atlantic region, for Syracuse University, asked Krause to speak to students about his entrepreneurial success. He agreed to come to the Whitman School, where he was impressed with the building and its entrepreneurship program, which had not existed when he was a student.



Aaron Krause and his family visiting the Syracuse Campus

He and his wife, who is director of public relations and special initiatives for Scrub Daddy, soon decided to support Whitman's efforts to help budding entrepreneurs further their business ideas. In 2023, the Krauses gifted a \$50,000 grant under the Scrub Daddy name, \$10,000 of which was allocated to the Scrub Daddy Jumpstart Innovation Award. Last fall, Krause was invited not only to present his award but also to participate as a judge for the overall Orange Tank competition.

"Seeing so many eager and bright-minded students pitch their ideas really resonated with me, and Scrub Daddy is proud to be a part of supporting their success," says Krause, who is likely to visit campus even more often now that daughter Sophie will be attending the University's School of Education next year. "Certainly, the spirit of entrepreneurship is alive and well at the Whitman School!" 🗣️

Whitman Values: Alumni Supporting an Inclusive Community

By Suzi Morales

Inclusion and collaboration are among the core values of the Whitman School. These values go hand-in-hand to foster diversity.

Whitman alumni from all career stages come together to support initiatives like scholarships for diverse students and opportunities to participate in experiential programs. Meet some of the alumni and learn more about the funds they support.

Our Time Has Come

Launched in 1987, the Our Time Has Come Scholarship Program (OTHC) has awarded more than 1,700 scholarships to first-generation and underrepresented students. Whitman alumni are catalysts of this Universitywide initiative.

“The cost for higher education is increasingly rising and becoming, for some, cost prohibitive,” says Michael Blackshear ’91, senior vice president, chief compliance and privacy officer, and head of diversity, equity and inclusion at Ryan Specialty, an international specialty insurance organization with operations in North America, the United Kingdom and Europe. “With the recent Supreme Court decision making affirmative action unconstitutional as an admission criterion, we have been forced, as donors, to better understand and assess the long-term impact on diverse enrollment at Syracuse. The Our Time Has Come program is one very important way that we can support and retain diverse students on campus.”



Gisele Marcus

In 2022, Blackshear endowed a scholarship for first-generation and underrepresented students of color at Whitman, along with ongoing support for OTHC and other initiatives.

Gisele Marcus ’89 is an expert in operations with *Fortune* 100 leadership experience as well as a professor of practice in diversity, equity and inclusion at Washington University in St. Louis. Marcus has endowed an OTHC Scholarship at the Whitman School, among other philanthropy. “Collective giving to scholarships at a university isn’t just about funding education; it’s about weaving a tapestry of opportunity, where every thread, every contribution creates a welcoming embrace,” Marcus says. “Together we build, not just futures, but a community where doors swing, open wide, inviting all to walk through and thrive.”

Both Blackshear and Marcus are members of the University Board of Trustees.



“With the recent Supreme Court decision making affirmative action unconstitutional as an admission criterion, we have been forced, as donors, to better understand and assess the long-term impact on diverse enrollment at Syracuse.”

— Michael Blackshear ’91

Dean's Fund

Orange runs deep in Dayna Hornung's '22 family. Her father and grandfather, Bob Hornung '87 and Don Hornung '53, are also Whitman alumni, and her brother Jeff Hornung '24 is a management major. Her sister Margot Hornung '27 is in the College of Arts and Sciences. Hornung landed her current job at Beekman Social—led by CEO Jeffrey Tousey G'14 (NEW)—through a Syracuse connection.

Hornung began giving back early in her career to the Dean's Inclusive Excellence Scholarship Fund. The fund supports students who have demonstrated commitment to community service, diversity and fostering equity and inclusion.

"I feel very loyal, and it's such an obligation for me to give back," Hornung says. "I know it helps students have that experience that they might not have access to without help."

Semester in NYC

Student success isn't just about financial support through traditional scholarships. During the Semester in NYC program, students gain valuable experience through internships, academic coursework and social programs.

Robert Laughlin '87 and his family created a fund to give students access to experiential programs like the Semester in NYC. Laughlin, global head of trust and wealth planning at Citi Private Bank, said, at the time the fund was created, "My hope is that this gift might be a catalyst to others to see the benefits of this type of experiential learning and donate, so that Syracuse University, particularly the Whitman School, can be more prominent in New York City."

This year marks what would have been the 100th birthday of Martin J. Whitman '49, H'08, and no conversation about



Robert Laughlin

giving for an inclusive Whitman community would be complete without mentioning him. Along with his extensive philanthropy to the school that bears his name, Whitman and his wife, Lois, were among the earliest supporters of OTHC.

With the help of the entire alumni community, the Whitman vision continues to thrive. [w](#)



"I feel very loyal, and it's such an obligation for me to give back," Hornung says. "I know it helps students have that experience that they might not have access to without help."

— Dayna Hornung's '22

Whitman Professor Pioneers Research on Benefits of ADHD to Entrepreneurship

By Renee Gearhart Levy

Approximately 14% of American youth have a formal ADHD diagnosis, commonly characterized by lack of focus, hyperactivity and impulsivity. While those traits can make traditional classroom education and conventional employment challenging, research by Johan Wiklund, Al Berg Chair and professor of entrepreneurship at the Whitman School, has found that ADHD can be beneficial in entrepreneurship.

“Individuals with ADHD have a high activation level, a focus on doing rather than planning,” he says. “That penchant for risk-taking aligns with what’s needed to succeed in entrepreneurship. And people with ADHD can be very highly creative, good at doing the things they enjoy and are passionate about.”

But starting a successful business can be daunting, particularly without education and training. Wiklund is developing a summer program for neurodivergent middle and high school students designed to give them practical skills in entrepreneurship. “The goal is to provide hands-on experiences that impart business and decision-making skills at a young age that can lead to a greater chance of success later on,” he says.

He’s in the process of securing funding and hopes to test run a pilot course in Sweden as early as summer 2024. “We’ll be using the pilot course to evaluate what works and then can adapt and hopefully expand more widely,” he says.

Wiklund’s research was sparked by his own ADHD diagnosis 12 years ago. Although the diagnosis explained some of his struggles, he’d also achieved considerable success. Wiklund wondered if conditions commonly thought of as disorders also might provide certain advantages.

As an academic, he consulted the literature on the topic. He found little. That set him on a path to explore the connection between mental health symptoms and entrepreneurship.

In one of his first studies, Wiklund surveyed Swedish entrepreneurs with ADHD diagnoses about why they chose to run their own businesses and how personality traits related to their diagnosis played a role. “A lot of people with these kinds of diagnoses self-select into entrepreneurship because they feel the corporate world isn’t for them,” he says. “There was a particular direct link between ADHD and entrepreneurship.”

Subsequent studies in Denmark, Spain, Australia and the United States confirmed that link. “I think I’ve demonstrated that there are some positive aspects to ADHD in entrepreneurship,” he says.

And it’s no longer a nascent field. Wiklund’s research, along with workshops he’s organized and media attention, has generated a proliferation of interest. “My Ph.D. student and I just did a literature review, and if you look year by year, you can see there’s an explosion of papers,” he says. “I’m really happy that this has developed into an established area of research.”


Wiklund’s interest in entrepreneurship is lifelong. He grew up in an entrepreneurial family in a small town in southern Sweden. His mother ran a family printing business that had been started by her grandfather a century earlier. Wiklund started working for the family business at the age of 10.

He studied mechanical engineering as an undergraduate, thinking it would be useful for the printing business. After earning a master’s degree in engineering, he worked as a small business consultant a few years until enrolling in a doctoral program in entrepreneurship at Jönköping International Business School, focusing his dissertation research on small business growth.

Much of his early research focused on the innovation and growth of small business. He also examined entrepreneurial failure. “Entrepreneurs introduce something new into the market and assume risk in doing so,” he says. “As all risky enterprises, they can go wrong and fail. It is something we don’t talk about enough, in particular in the classroom.”

In 2007, while working as an entrepreneurship professor in Sweden, Wiklund was recruited to the Whitman School to strengthen research and help build a doctoral program in the School’s growing Department of Entrepreneurship and Emerging Enterprises.

Today, that program is one of the top-ranked in the country. Wiklund has published more than 100 articles in leading entrepreneurship and management journals and is editor-in-chief of *Entrepreneurship Theory and Practice*, one of two major journals in the field. A prolific advisor of Ph.D. students, he received the Academy of Management Entrepreneurship Division Mentor Award in 2011.

Over the last decade, Wiklund says there is much more general awareness and acceptance of ADHD and other forms of neurodiversity, such as autism and dyslexia. “I think various forms of neurodiversity should be put on equal footing with all other aspects of diversity,” he says. “People talk about the advantage of getting different perspectives; I think there’s no better way to get different perspectives than from people who are differently wired and process the world differently.” 



“Individuals with ADHD have a high activation level, a focus on doing rather than planning. That penchant for risk-taking aligns with what’s needed to succeed in entrepreneurship. And people with ADHD can be very highly creative, good at doing the things they enjoy and are passionate about.”

— Al Berg Chair and Professor of Entrepreneurship Johan Wiklund

What's Necessary to Coordinate the Inventory Ordering and Sharing From Independent Franchisees in a Franchise Network?

As consumers increasingly demand fast order fulfillment, franchise companies are faced with the challenge of how best to manage their networks' frequently changing inventory.

Associate Professor of Supply Chain Management Rong Li, Assistant Professor of Marketing Liangbin Yang and Xiaohang Yue, professor of operations management at the University of Wisconsin Milwaukee, tackled this issue in an article recently published in *Production and Operations Management*.

Results from a model supported the researchers' proposal to use a disruptive platform such as OneView Inventory Management module as a novel coordinating mechanism. A franchiser can employ it to operate an internal market, where franchisees can see the available inventory in real time and trade with each other frequently.

According to the model, trading needs to be governed by specific rules to run optimally. First, franchisers should only profit from royalties that retailers pay for the privilege of using the brand name, not from additional margins on trading goods. Second, the franchiser needs to act as a market maker and set internal market prices proactively, responding in real time to balance out inventory, bids and asks. Third, shipping costs can be split by the buyer and seller in any proportion but should not be subsidized.

Li, R. (2023) Multiperiod Channel Coordination in Franchise Networks: The Necessity of Internal Inventory Trading and Franchiser Involvement (with Yang, L. and Yue, X.), *Production and Operations Management*.



Racial Bias in Sourcing—And What Can Be Done to Address It

Until recently, little was known about whether and to what degree racial discrimination exists in sourcing—even though the survival of small minority-owned businesses depends on their ability to win contracts from buyer firms.

Assistant Professor of Supply Chain Management Karca Aral and Luk Van Wassenhove, emeritus professor of technology and operations management at INSEAD, tackle this issue in an article forthcoming in *Production and Operations Management*.

In a controlled experiment, 565 buyers made supplier selection decisions facing two supplier offers. In the control group, both of the suppliers' sales managers had a distinctively white name. In the treatment group, sales managers for the less expensive supplier had a distinctively Black names, whereas the sales manager for the more expensive supplier had a distinctively white name.

Buyers were nearly 7% less likely to select the cheaper supplier in the treatment group where its sales manager had a Black name, compared to the treatment group where its sales manager had a white name. "This is concerning for diversity, equity and inclusion purposes, but also for companies whose procurement managers may be choosing more expensive suppliers due to their personal racial biases," Aral says.

Companies can address this problem by implementing supplier diversity programs committing a certain percentage of sourcing budgets for businesses owned and operated by individuals from underrepresented and underserved groups, as well as diversity and bias training programs designed for the sourcing professionals. At the legislative level, states and the federal government can launch equal opportunity legislation designed for the sourcing context.

Aral, K.D., Racial Discrimination in Sourcing: Evidence from Controlled Experiments (with Van Wassenhove, L.), *Production and Operations Management*, forthcoming.



How Does Probabilistic Selling Impact the Interactions Between Manufacturers and Retailers?

Professor of Marketing Scott Fay and Shahryar Gheibi '16 Ph.D., associate professor of business analytics at Siena College, explore this question in a paper recently published in *Manufacturing & Service Operations Management*.

In probabilistic selling (PS), retailers offer an opaque (mystery) product whose specific identity is only revealed after the buyer has paid.

Using a mathematical model, the authors found that the benefits of PS are greater in a setting where customers buy products through retailers (decentralized channel) rather than directly from manufacturers (centralized channel). Here PS mitigates the problem of inefficiently low sales that typically arises because both manufacturers and retailers impose price markups.

“With a probabilistic good, the retailer sets the price low enough to get people to accept the uncertainty of buying an unknown color,” Fay says. “With a reduced price, you’ll sell to more customers, and the whole channel’s profit is higher.”

Additional findings imply that manufacturers should be proactive in encouraging retailers to use PS, for example, by lowering their wholesale prices. Another insight is that retailers can capture more of the channel’s profit by including different manufacturers in their probabilistic offers and making each item equally likely to be received, regardless of wholesale prices.

Fay, S. (2023), The Effect of Probabilistic Selling on Channel Dynamics in Supply Chains, (with Gheibi, S. '16 Ph.D.), *Manufacturing & Service Operations Management*.



Incentives Help Bring Health Care Products to Underserved Regions

Many existing health care solutions do not always reach those who most need them in low- and middle-income countries, which cannot afford to pay full price.

In an article recently published in *Production and Operations Management*, Burak Kazaz, Steven R. Becker Professor of Supply Chain Management, and two colleagues—Scott Webster, professor of supply chain management at Arizona State University, and Prashant Yadav, professor of technology and operations management at INSEAD—examined techniques for addressing this problem through financial incentives.

The authors’ model explored how four different financing schemes would perform under various conditions: An input subsidy (also known as capacity subsidy) pays a pharmaceutical company to build capacity to manufacture the product. An output subsidy (also referred to as sales subsidy), on the other hand, pays the manufacturer an amount for each unit sold. With a concessional loan, donors provide the capital for pharmaceutical companies to invest in manufacturing capability but charge a low, or even no, interest rate. Finally, philanthropic organizations and governments of developed nations may use volume guarantees, committing to purchasing a minimum amount of the health product.

“These financing schemes are important because without them, the pharmaceutical company will determine a capacity to build that’s typically smaller than the socially optimal amount of products,” Kazaz says.

Kazaz, B. (2023), Increasing the Supply of Health Products in Underserved Regions (with Webster, S. and Yadav, P.) *Production and Operations Management*.



“In the News and Trending”

The perspectives of accomplished Whitman professors on timely issues impacting business. Stated wording and opinions are those of the author.



Natarajan Balasubramanian is a professor of management at the Whitman School. His research has been published in *Management Science*, *Review of Economics & Statistics*, and *Strategic Management Journal*. Balasubramanian aims to enhance our understanding of economic value creation by new and existing firms.

AI and Machine Learning: Can Substituting Human Decision Making with Machine Learning Negatively Impact Organizational Learning?

Artificial intelligence (AI) is increasingly all around us, as is the uncertainty of what aspects of AI are beneficial or detrimental. Is it making our jobs easier or rendering many of us obsolete? Will it impact the way we do business forever? Today, there are more questions than answers, but one thing is certain: AI is not going away.

One of my studies is on the organizational implications of machine learning (ML), a subset of AI, which uses large volumes of data to generate statistical models that are used to make decisions without human intervention. In “Substituting Human

Decision Making with Machine Learning: Implications for Organizational Learning” with Yang Ye, Southwestern University of Finance and Economics, and Mingtao Xu, Tsinghua University (published in *Academy of Management*), we explore how replacing human decision making with ML can alter the richness and diversity of organizational learning.

Let’s say, for example, a business receives 100 applications for a job opening. How long would it take someone to examine each one and choose the five most qualified candidates? Hours? Days? In contrast, ML can complete the process in a few seconds


using statistical models trained on historical data on similar decisions. Clearly, it's more efficient, but what about the risk that an excellent candidate is passed over simply because they do not fit the statistical model embedded in the ML algorithm?

My research proposes that substituting human decision making with ML risks impoverishing learning in an organization by decreasing both the diversity inherent in organizational routines and the extent of casual, contextual and general knowledge associated with these routines. By downplaying individual experiences and relying on narrow statistical criteria, ML can amplify the risk of overly focusing on the here and the now, a phenomenon also known as learning myopia.

ML makes decisions, in the simplest terms, using models that ask, "Given x, what is the most likely y?" It answers this question using models that are best from historical and statistical perspectives. The risk then is that a diversity of views is eliminated and squeezed into a single or narrow set of perspectives chosen to fit those models. In this way, ML risks becoming detrimental to organizational learning. In contrast, human decision making allows for a process to improve with experience, as people can incorporate

what they learn, share varied individual worldviews and experiences, and consider different paths through trial and error.

Certainly, and especially with the availability of recent generative AI tools that we did not consider in our research, the argument can be made that human experiences and knowledge can be better internalized in algorithms and that ML will continue to become more sophisticated in its decision making. However, the fact remains that notwithstanding their cognitive limitations and biases, in many contexts, humans are still more capable of recognizing, understanding and correcting mistakes, and of considering a wider array of options, including the elimination of inappropriate ones.

A key implication of our study is that organizations have to cautiously evaluate decisions to substitute human decision making with ML, judiciously balancing process efficiency with the need for diversity of organizational learning. Carefully considering where the diversity of human thinking may be beneficial and taking steps to retain and nurture such diversity will, we think, help organizations mitigate the risk of learning myopia. 

Additional AI-Related Research That Whitman Faculty Members Are Exploring:

Using Store AI to Enhance Consumer Purchase Decisions by Promoting Consumers Sense of Autonomy

By Associate Professor of Marketing Guiyang Xiong

Many retailers have started AI systems to help consumers choose the best fit products, streamlining and improving the purchasing decision-making process. This study addresses how consumers make purchase decisions with AI that models consumers' personal preferences and needs but do not necessarily align with the consumers own preferences.

Adversarial Machine Learning Attacks on Financial Reporting

By Professor of Management Information Systems Michel Benaroch, Professor of Accounting Johann Comprix and Edward Raff '24 MBA

This research demonstrates a new application area that has motivated use of ML by attackers and realistic threat models: financial reporting fraud. The application shows why and how bad actors, primarily distressed firms, have the incentive to manipulate financial reports to hide their distress and derive personal gains in the form of millions of dollars and access to many publicly disclosed and used financial modeling frameworks.


Reproducibility and Scientific Rigor of Machine Learning and Business Relevance

By Professor of Management Information Systems Michel Benaroch and Edward Raff '24 MBA

This ongoing research examines how scientific algorithms may produce different results through various, though seemingly equivalent, implementations, which has caused an increased concern in the AI and ML communities regarding reproducibility.

How Does Worker Mobility Affect Business Adoption of a New Technology? The Case of Machine Learning

By Professor of Management Natarajan Balasubramanian, Ruyu Chen, Stanford Institute for Human-Centered Artificial Intelligence, and Chris Forman, Cornell University (forthcoming at the Strategic Management Journal)

This research looks at how the adoption of ML by businesses varies with the likelihood of outward mobility of workers. When a technology is new, such as ML was until recently, only a few workers have the relevant technical skills and on-the-job experience, which can create sizable costs to businesses if those employees leave. 

Help Future Business Leaders Start Their Career Journey

The support of our Orange alumni and friends in helping students secure internships and positions after Commencement is key to Whitman's ongoing placement success. There are many ways you can help future business leaders start their career journey:

- Inquire about an internship program at your firm. What is the timeline? What majors do they hire? What is the process for applying?
- Reach out if you learn of an opening at your firm that might be of interest to a graduating Whitman undergraduate or master's student.
- Connect us with your company's campus recruiter.
- Sponsor a site visit to your company for a student group career exploration or immersion experience in Boston, New York City, Silicon Valley or Washington, D.C., to learn about roles, responsibilities, company culture and recruiting.

Please reach out to share opportunities or to learn more:
Sara Garvey, Director of Corporate Relations,
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Thank you for paying it forward, and keeping the power of the Orange family network strong!





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