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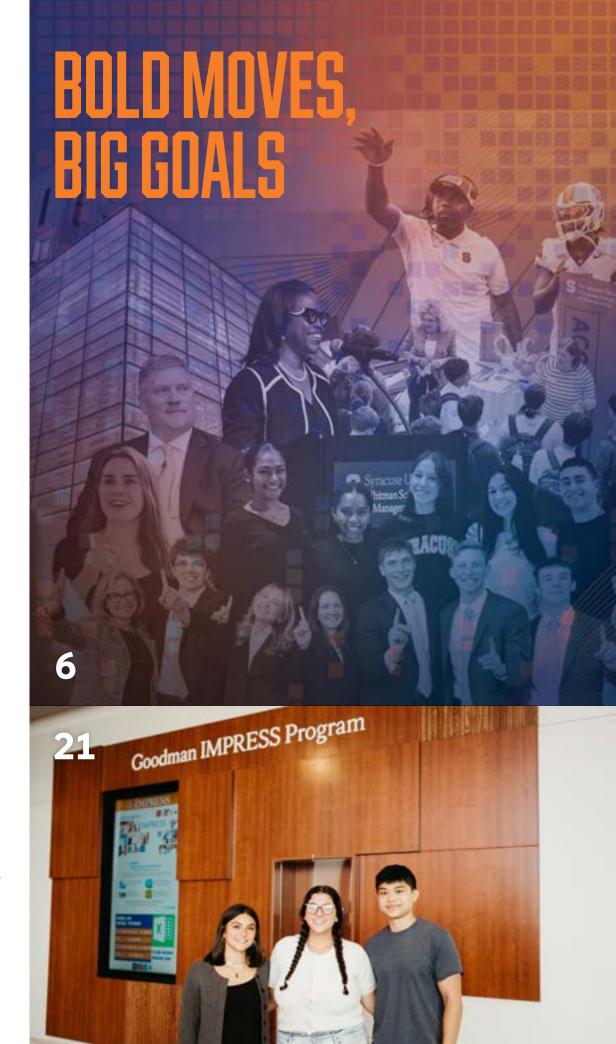








Table of Contents

Featuring

- 3 WHITMAN BRIEFINGS
- 6 BOLD MOVES, BIG GOALS: WHITMAN LAUNCHES
 TRANSFORMATION 2030 PLAN TO BECOME A TOP 25
 UNDERGRADUATE BUSINESS SCHOOL WITHIN FIVE YEARS
- 21 IMPRESS CELEBRATES OVER A DECADE OF LEADERSHIP SKILLS DIFFERENTIATING WHITMAN STUDENTS

In Every Issue

- 2 From the Dean
- 36 Class News and Notes
- 44 Faculty Research

Advancement and External Engagement

- 29 Your Journey, Your Impact: Whitman Supporters Show that Philanthropy Isn't One-Size-Fits-All
- 32 Business in Boston: Whitman Furthers Reach to Foster Alumni Relationships, Student Opportunities
- 34 Annual NYC Event Continues to Elevate
- 40 Fran Brown Jr.'s First Year at Whitman is a
 Testament to His Parents' Commitment to
 Excellence On and Off the Football Field

Student Spotlights

- 24 Heath Megnin '26 (WSM/NEW)
- 25 Eden Strachan '26 MBA
- 26 Victoria Darmody '25 MBA
- **27** Jing Wen '28 Ph.D.

Focus on Faculty

- **42** Professor Lynne Vincent Helps Transform Management Major to Reflect Challenges of Today's Workplace
- **47** Distinguished Professor Johan Wiklund Named a Top Scholar Globally for Business Research Publications
- **48** Five New Faculty Members Join Whitman School

LETTER FROM THE DEAN ALEX MCKELVIE



Dear Whitman friends,

It is an extraordinary moment in the life of the Whitman School. We are embarking on a bold transformation plan, one that will position us to lead at an inflection point for higher education as we prepare students for a future facing significant change. This plan—which we are calling Transformation 2030—reflects months of thoughtful engagement across our community and significant benchmarking. It sets a clear vision for how we will strengthen our commitment to academic experience, investment in experiential programming and career success, and elevate the storytelling and thought leadership profile of the Whitman School. Each goal seeks to establish us as a recognized top 25 business school.

Our work has started—and with a bang. Most visible to any visitor to Whitman is the significant investments in the physical learning environment. However, looking behind the scenes will also show a variety of major improvements we have made over the last year. These include creating new shared teams to better serve our alumni and donors, to further link our career team with employer relations, to streamline our advising and recruiting teams, and planting seeds to significantly grow our portfolio of experiential programs and learning opportunities. We've launched new programs for Whitman students and others across campus, become partners with leading organizations around the world and introduced timely new courses that help prepare students for their careers.

Many of these other improvements resulted from careful financial management and use of technology to improve our operations. These will enhance the learning experience of every student, support the outstanding work being done by our faculty and staff, further connect us to our external partners and allow us to operate with needed efficiency and agility for the future.

Transformation 2030 is more than a traditional academic plan. It's a shared promise to ensure Whitman's relevance for the future, when we don't shy away from what is at the heart of what we do: offer an outstanding educational experience to our students. The outcome will make Whitman a stronger, more connected and more forward-looking business school.

In the pages that follow, you'll read in greater detail about our Transformation 2030 plan, as well as other ways we are making a difference in the world.

Best wishes,

Amakel

Alex McKelvie Interim Dean

n icon in the world of real estate and a widely respected and Ainfluential professional shaping the skyline of New York City today, Bruce Mosler, chairman of global brokerage and the Veterans Initiative Program at Cushman & Wakefield Inc., spoke on April 24 at the Whitman School's celebration of Whitman Day.

The Whitman Day fireside chat was facilitated by long-time Whitman supporter and Syracuse University trustee Hal Fetner '83, president and CEO of Fetner Properties, a leader in sustainable high-rise living and property management in New York City, and long-time friend and colleague of Mosler.

Mosler shared some of the insights and wisdom he has learned over his career in New York City real estate, highlighting the division in New York City's real estate market as a defining trend. Here are five pieces of his advice:







Erin Draper and Alex McKelvie, posing with Dean's Sustainability Challenge 2025 winners Maragi Joshi, Taiwo Ositimehin and Prasham Mehta.

2025 WHITMAN DEAN'S SUSTAINABILITY LLENGE HIGHLIGHTS STUDENT SUSTAINABLE DEVELOPMENT GOALS

Harnessing energy by walking in sensored footwear. Creating a community of underrepresented entrepreneurs. Raising awareness of carbon consumption using a scanner for retail purchases. These were just some of the innovations presented at the second annual Whitman Dean's Sustainability Challenge Showcase April 17 in Flaum Grand Hall.

The Dean's Challenge is a semester-long initiative that encourages interdisciplinary collaboration as students use their critical thinking and problem-solving skills to create innovations inspired by the 17 United Nations Sustainable Development Goals. The challenge is part of Whitman's portfolio of experiential learning programs, giving students hands-on

> opportunities to tackle complex, real-world problems. The teams were also competing for a share of the \$25,000 prize.



Student-Driven Innovation



Interdisciplinary Collaboration



17 U.N. Sustainable **Development Goals**



\$25,000 in prize funding



SCANTO READ FULL ARTICLE

2025 PANASCI BUSINESS COMPETITION AWARDS \$40,000 TO EMERGING

From clothing designed to make neurodiverse individuals more comfortable to a mobile thrift shop on a school bus that promotes upcycling and reduces waste, this year's Panasci Business Plan Competition displayed ideas from some of the most entrepreneurially minded students at Syracuse University.

This annual event hosted by the Department of Entrepreneurship and Emerging Enterprises was made possible by David Panasci '80, president of DHP Consulting, who sponsored the first, second and third place awards; Scott Friedberg '14, founder and CEO of Gilded Social, who sponsored the Gilded Social Rising Entrepreneur Award; and Nick Monzi '11, CEO and co-founder of Learn Fresh, who sponsored the Learn Fresh Award for Social Entrepreneurship.

The 2025 Panasci Competition awarded \$40,000 in prize money to the winning teams who demonstrated the best potential for growth and attracting outside financing.

Before the announcement of the winners. Assistant Professor of Entrepreneurship Cristiano Bellavitis presented Don Stanton '03 a special award for "embodying the spirit of entrepreneurship." Stanton, founder of Tanglewood Gardens, not only participated as a judge this year, but also won the Panasci Competition 21 years ago.



SCANTO READ FULL ARTICLE

The support of alumni, entrepreneurs and friends of the Whitman School make the competition possible each year, including those who give their time and share their perspectives as judges.



2025 Panasci Business Competition winners Elizabeth Paulin, Carolyn Fernandes and Wagar Hussein posing with their checks.

THE WINNERS OF THE 2025 PANASCI COMPETITION

Elizabeth Paulin '25 (A&S) took first place and received \$20,000 for Paulin Capital LLC, a venture capital fund promoting more opportunity to women and people of color.

Wagar Hussein '25 MBA, Mohmmed Awais '16 M.S. (ECS), Faiza Yousuf and James Griffth earned second place and \$7,500 for Iconnic.Cloud, a managed cloud service platform that simplifies the deployment and management of web applications and software across major cloud deployment.

Lucas d'Oelsnitz '26, Aidan Turner '25 (ARC), Carolyn Fernandes '24 (VPA), Maria-Camila Molina '25 (VPA), Aphrodite Gioulekas '25 (VPA), Roberto Bobby Anzaldua '26 (MAX), Bella Tabak '27 (NEW) and Christine lanniello '27 (A&S) were awarded the third place prize of \$2,500 for Solace Collectives, a line of clothing solutions designed for neurodivergent individuals—including those with autism, ADHD or obsessive-compulsive disorderto alleviate anxiety, increase confidence and reduce distraction from discomfort.

The Gilded Social Rising Entrepreneur Award of \$5,000 was also presented to Solace Collectives.

The Learn Fresh Award for Social Entrepreneurship of \$5,000 was given to Ava Ray Lubkemann '27 (ECS) and Isabella Carter '27 (NEW) of Revamped.

TMAN SCHOOL RECEIVES INSIGHT INTO ACADEMIA 2025 EXCELLENCE MENTAL HEALTH AND WELL-BEING

The Whitman School received the 2025 Excellence in Mental Health and Well-Being Award from Insight into Academia magazine, a measure of an institution's individual programs and initiatives that significantly advance the core values of inclusive excellence and belonging through programs, events and other campus activities.

This recognition, which will be featured along with other recipients in the September 2025 issue of Insight into Academia, is the result of a comprehensive and proactive approach that is multi-faceted. It includes, for example, financial relief from the Whitman Opportunity Fund for unexpected expenses key to student education or to supplement those students unable to participate in experiential activities not covered by tuition, like the annual Whitman on Wall Street visit to major global partners in New York City. According to Assistant Dean of Academic Programs and Student Successs Lindsay Quilty, the award also recognizes Whitman

Wellness Week, held twice each academic year to applaud healthy habits, open dialogue and mindful activities during peak periods of stress, such as mid-term exams. In addition, the Whitman School welcomes guest speakers and holds seminars that utilize real-life examples of managing, overcoming and destigmatizing mental health challenges, both in the academic and professional world. And, Whitman also offers its Entrepreneurial Well-Being course to specifically equip future leaders with vital stress management aids. W



SCANTO READ FULL ARTICLE





KEY ELEMENTS OF TRANSFORMATION 2030:

- Elevating the academic and student experience to ensure a culture of teaching excellence and emphasizing relevant skills for career preparation, including infusing AI and emerging technologies into the classroom and increasing support for students in need.
- Investing and growing Career Services, allowing for expanding of tools, resources and use of technology for internship and job search at top companies like Goldman Sachs, Amazon and Google.
- Expanding experiential learning and programs throughout the entire Whitman experience. This includes career exploration trips, study away programs, certifications and competitions, projects, simulations, and use of VR and other technology.
- Extending Whitman's geographic reach to untapped student populations beyond the northeast.
- Elevating the brand and reputation of the Whitman School and fully aligning the advancement, alumni engagement, and marketing and communications teams, improving social media storytelling, and showcasing the thought leadership of the faculty.
- Enhancing the facility and learning environment to support student learning and strategically using space to support operations.
- Diversifying Whitman's revenue streams beyond undergraduate tuition.
- Creating best-in-class alumni and donor engagement strategies including creating the Whitman Leadership Circle to recognize outstanding generosity, and the Parents Advisory Council to expand the Whitman network and support.

Then the Whitman School of Management welcomed members of the Class of 2029 to campus this fall, it was greeting the most academically qualified and well-rounded group of undergraduates Whitman has enrolled to date, according to Syracuse University Vice Chancellor for Strategic Initiatives and Innovation and Executive Dean of the Whitman School J. Michael Haynie.

"This cohort of students is symbolic of the direction to come for Whitman between now and 2030," says Haynie. "As a group, they are not only the most academically qualified but also a great balance of those who were team captains, club leaders, military veterans, budding entrepreneurs and more—a fantastic testament to the effort the Whitman School is undertaking to make ourselves a top 25 ranked undergraduate business school by 2030."

Called Transformation 2030: Ascending to Excellence in Business Education at Whitman This initiative is a hard and fast commitment to reaching this goal. "It's more than just a traditional five-year strategic plan that every school puts out as a guideline," says Haynie, who joined Whitman in 2023 as executive dean, in part, to focus on raising the school's profile with the full support of the Chancellor's Office.

"It's a line in the sand that is sending a signal both internally and externally that we are going to be doing things differently at the Whitman School. We intend to go from good to great. And we're

being very transparent about our intentions in order to get everyone on board, while also holding ourselves accountable," says Haynie.

Haynie makes it clear that Transformation 2030 is about far more than a ranking. "Being in the top 25 is a tangible milestone that is part of a larger goal to deliver world-class educational outcomes for our students," he says.

Whitman Interim Dean Alex McKelvie agrees. "You achieve a goal by putting it out there and talking about it," he says. "Our students, staff and faculty know what we intend to do, but we're also making sure that our alumni, corporate partners and, of course, prospective students and families and the greater community also are aware."

The Whitman School has been on an upward trajectory both in rankings and the excellent academic experience it offers for a number of years, receiving student applications in record numbers for four years in a row. This fall's class of first-year students saw nearly 8,600 applications for a cohort of 573, many more students than Whitman was expecting and the second largest incoming class ever.

"That's 16 applications per available slot, which makes us the most in-demand school on campus," says McKelvie, noting that Whitman had the second highest number of applications of the University's 13 schools behind only the College of Arts and Sciences

In addition, Whitman enrolled approximately 100 students transferring from other schools and colleges within Syracuse University and 25 external transfer students. Whitman is the fastest growing school on campus with an 11% increase in applications.

Whitman is drawing record numbers at a time when colleges, particularly those in the Northeast, are being impacted by the "demographic cliff." This term refers to the decline in high school graduates and college-bound students beginning in 2025 as a result of declining birth rates recorded after the 2008 Great Recession. The decline is expected to continue for the next several decades, which may lead to fewer qualified applications, lower enrollment, decreased demand for some majors and, as recent headlines have shown, the closure of some institutions, particularly smaller colleges.

Syracuse University, along with all the colleges and schools in this region, will have to work that much harder to attract and retain the best students. And while business schools remain highly sought after, that does not mean that Whitman's student numbers could not decline, further emphasizing the need for Transformation 2030 to be successful.

"The top students out there are going to have a lot of excellent choices in the years ahead, and that is part of the reason we are undertaking Transformation 2030," says McKelvie. "Business is the fastest growing area of higher education right now, particularly since the COVID pandemic, and that's not lost on us, but it's not lost on our competitors, either."

A smaller pool to pull from makes it essential to ensure that high-achieving students and their families see and hear the success stories coming out of Whitman related to career and internship opportunities, the variety of majors offered, quality of faculty, alumni engagement and networking, experiential learning and merit scholarships, as well as funding to cover expenses that ensure that all students are getting an equitable experience.

Of course, an initiative of this size cannot be accomplished in a bubble. According to Haynie, Transformation 2030 has the full support of the Syracuse University Chancellor's Office and senior leadership.

"We need the backing of the entire University to make this happen," says Haynie. "Whitman's success will also be Syracuse University's success, as having a top 25 ranked business school will be a positive for the entire University."

"We need the backing of the entire University to make this happen. Whitman's success will also be Syracuse University's success, as having a top 25 ranked business school will be a positive for the entire University."

- I. Michael Haynie, executive dean

Whitman's leadership has established metrics to show progress as it works toward its 2030 goals.

"As a business school, we are practicing what we preach, and the proof will be in the data," says McKelvie. "This is going to be an open and transparent process. We know that some things won't work out exactly as planned, but I'm confident most will. And like any good business, we will also be prepared to adapt and pivot as we learn from our efforts and see results that will ultimately achieve this herculean but obtainable success."





WHAT DETERMINES **RANKINGS?**

A number of factors go into a college ranking, which are determined by organizations using methodologies that combine data, as well as surveys to evaluate universities on various weighted elements.

Whitman is gauging its success in reaching the top 25 from the highly respected Poets&Quants, a global media company and leading source of rankings, news and analysis for business programs.

"Poets&Quants bases its rankings on three equally weighted categories: admissions, student experience and job placement," says McKelvie. "The benefits relative to other rankings are the simplicity and alignment of what we value and what Poets&Quants values."

> **THE WHITMAN SCHOOL WAS RANKED**

in the 2025 Poets&Quants Best **Undergraduate Business** Programs in the U.S.

Continued on page 8

Extending Its Geographic Reach to Find New Student **Populations**

In response to the demographic cliff, the Whitman School has developed strategies to extend its reach into regions not experiencing a decline in student population. Whitman traditionally draws from the Tri-State area and throughout the Northeast. New locations identified, for example, are Georgia and parts of the Southwest, where the Whitman School has had strong interest in the past, as well as the Washington, D.C., area, where the Syracuse University Center is an established presence.

"We are being very strategic in our recruiting efforts. Of course, we will continue to market Whitman in the places where we know we already have solid brand recognition and a strong alumni base, but we're also working on creating a stronger physical and digital footprint in places that the data shows have a larger population of students headed to college in the next decade," says Lindsay Quilty, assistant dean of academic programs and student success.

Quilty notes that Whitman will continue to tell the story of its success both in traditional markets and areas targeted as potential markets around the country. As a school and a University, the proximity to New York City and the opportunities

available to students and graduates are a big draw. And Whitman will continue to use that to its advantage to market to those in other parts of the country who want a taste of living and working in New York City.

This will happen both through physical and digital outreach, including digital advertising, targeted social media campaigns that highlight events and share a day in the life of a Whitman student, as well as more robust digital tours of the campus so students unable to access campus can get a realistic overview of the sights, sounds and excitement of Syracuse University and the Whitman School.



Class of 2028 Barnes Scholars.

Incentivizing High Achieving Students to Stay

Of course, getting students to apply to the Whitman School is only a piece of the puzzle. Once students are accepted, the real work begins in getting them to choose Whitman and stay the course for four years.

For example, the newly created D'Aniello Scholarship for Excellence offers an opportunity for those considering enrolling at the Whitman School by offering an elite scholarship for those who not only excel academically but also demonstrate valuable leadership qualities that they are certain to bring to the Whitman community.

According to McKelvie, the process involves assessing as many as 300 prospective students and offering a select group additional merit-based funding (beyond any financial aid packages they receive from the University) to earn their degree at the Whitman School. Last spring, 35 first-year students were offered this opportunity, and 18 enrolled—clearly a win for both the students and the Whitman School, especially given the academic credentials of those students selected.

In addition, Whitman is looking to purposefully retain those students who have demonstrated outstanding academic achievement during their first year but have not necessarily received meritbased scholarship funds from Syracuse University. High achieving students are often at risk of being lured away by competing schools with merit scholarships and other incentives after their first year, according to Quilty. However, a new retention scholarship program called the Barnes Scholars allows Whitman to try to thwart that risk.

Fifty students in the Class of 2028 were offered the Barnes Scholarship last year to counteract the risk of them being poached by other business schools. This resulted in 49 choosing to return to Whitman this fall to continue their education and contribute to the vibrancy of the larger school community.

"Both the D'Aniello and Barnes scholarships are initiatives sponsored by dedicated alumni who are using their generosity to help the Whitman School recruit and retain the most academically qualified and accomplished class in the history of the Whitman School," says Michael Paulus, assistant dean for advancement and external engagement.

"Both the D'Aniello and Barnes scholarships are initiatives sponsored by dedicated alumni who are using their generosity to help the Whitman School recruit and retain the most academically qualified and accomplished class in the history of the Whitman School."

- Michael Paulus, assistant dean for advancement and external engagement.

Off and Running with AI and Other Emerging Technology

While the Whitman School already has plenty to offer, Transformation 2030 is set to create so much more. Continuing to elevate the experience will impact every student at the Whitman School, whether that be by ensuring they are ready for work upon graduation, particularly in the areas of technology; through strong connections to Whitman alumni and other supporters, and/ or through the ability to understand the career possibilities that await them.

"Today, it's AI; tomorrow it could be something else. But we have a responsibility to prepare our students with a working knowledge of AI, as well as the responsibilities that come with it."

- Lindsay Quilty, assistant dean of academic programs and student success

One such initiative that began this fall is a one-credit course, Business and Technology: Foundations for the Future, that emphasizes artificial intelligence (AI). This course is required of all first-year Whitman students to introduce them to Al from the perspective of the professional needs and ethical standards expected in using this technological set of tools in their field.

"Al is impacting the world more quickly than anyone anticipated, so this class is not simply focused on how to use this technology but also demonstrates the changes and influence it is

having on business right now," says Quilty. "Today, it's AI; tomorrow it could be something else. But we have a responsibility to prepare our students with a working knowledge of AI, as well as the responsibilities that come with it."

Quilty concedes that Al is going to replace some jobs or skill requirements, but it's also certain to change the way people work-including for the betterso the Whitman School has the responsibility to teach students how to think critically about AI, use it responsibly and leverage the human skills that will be even more valuable in an Al-driven future. Part of Transformation 2030 is working to give students the technological know-how to present themselves to potential employers with the utmost confidence that they have the skills to use AI and other critical technology.

"We take pride in knowing that we can confidentially say we are prioritizing AI and other technologies to interested students," Quilty says, noting that many prospective students and parents inquire about Al use when coming to Whitman for a college visit.

In addition to the AI course for first-year students, plans are in the works to develop a signature experiential program for each undergraduate year. Seniors are required to complete their Capstone course, a solidifying experience that sums up four years of learning. However, the goal is to add other types of business industry-ready skills programming for sophomores and juniors as well, possibly related to deeper dives into specific skills relevant.

IMPACT Through New Executive Leadership Speaker Series

Another aspect of a great Whitman education is exposure to highly successful individuals and their own journeys.



Michael Haynie (left) in fireside chat with Scott Blackburn.

"Students are eager to hear the career paths, obstacles, risks and even failures that the most successful people around have taken to achieve at their level."

- Alex McKelvie, interim dean

Two years ago, the Whitman School started its IMPACT Executive Leadership Speaker Series, which brings C-suite executives and business leaders to participate in a fireside chat-style Q/A with Haynie or McKelvie, followed by questions from students in what has become a standing-room-only audience.

"Students are eager to hear the career paths, obstacles, risks and even failures that the most successful people around have taken to achieve at their level," says McKelvie. "It shows them that everything is possible, and that one day they, too, could be sitting in that chair addressing the next generation of business students. Access to these high-level professionals is an outstanding opportunity that Whitman will continue to offer its students in order to bolster their enthusiasm about what the future could look like for them."

Continued on page 10 >

PAST SPEAKERS ADDRESSED STANDING-ROOM-ONLY CROWDS





April Arnzen

Executive vice president and chief people officer, Micron Technology



Frank Bisignano P'11, H'17

Former president of Fiserv and current commissioner of the U.S. Social Security Administration



Jim Boeheim '66 (A&S/MAX), G'73 (MAX), H'24, P'22, P'24

Syracuse men's basketball coach from 1976-2023 and current special assistant to the Syracuse University athletic director



Scott Blackburn,

Senior partner and chairman U.S. government, McKinsey & Company



Felisha Legette-Jack '89

Head coach, Syracuse University women's basketball team



Bruce Mosler

Chairman of global brokerage and the Veterans Initiative Program, Cushman and Wakefield Inc.



Savneet Singh

President and CEO, PAR Technology



Neeraj Tomare

Senior vice president and chief information officer, the Coca-Cola Company



Buddy Valastro P'27, P'29

Celebrity baker of Cake Boss fame, restaurateur, television personality and business owner who turned his family's business, Carlo's Bakery, into an empire.

Summer Business Academy Offers Business Minor Differentiating Its Audiences and Offerings

While the Whitman School depends on tuition dollars and support from generous alumni and partners, part of Transformation 2030 is finding new sources of revenue and enabling continued expansion of opportunities for its students.

One source is the establishment of the Whitman Summer Business Academy (SBA), which is targeted to non-Whitman students at Syracuse University who want to add a solid business background to their LinkedIn profile and resume.

Launched during summer 2025, SBA had 115 students enroll for at least one class in its inaugural year. Some participants used the program to earn a business minor (18 credits) over a short period that doesn't overburden them during the traditional academic year. The SBA's business minor allows students to complete 15 of the 18 required credits over the University's two summer sessions. The remaining three credits can be taken during an academic semester or even abroad. This year, the Whitman School offered significant financial grants to kick off the SBA and make it affordable for interested students. The initial popularity of the SBA is a promising road to more opportunities.

Doubling Down on Lessons Learned Outside the Classroom

It is important to remember that some of the critical learning at the Whitman School takes place outside of formal lessons in the classroom. The level of experiential learning has become a differentiator in its degree programs, as the school works to double the number of students participating in this growing array of activities.

Transformation 2030 involves a commitment to a significant expansion of these opportunities, in number, topics and locations, as well as making sure all students, regardless of major or financial ability, have access to the programs, competitions, career exploration trips and other events and activities that enhance their education and business skills.

According to Erin Draper, director of experiential programs, the Whitman School recently took steps to define what experiential learning means

in terms of real-world experiences. The result is defined as learning "gained through active experience rather than passive instruction."

Having this clear definition of experiential learning, Whitman has begun to specify and organize the skills, knowledge and abilities into what is collectively called the Whitman Mindset. These competencies have then been organized into four pillars: Be Prepared. Be Collaborative. Be Global. Be Innovative.

"The Whitman Mindset is not going to be taught in any single class," says Draper. "It's something



- BE PREPARED
- 2. BE COLLABORATIVE
- 3. BE GLOBAL
- 4. BE INNOVATIVE

that will develop over time through participation in high-impact experiential programs offered early and often in a student's academic career. These are going to be what continues to distinguish our graduates as prepared, global, innovative and collaborative, while pushing our rankings further upward."

The plan is to create a center that houses most of the experiential learning resources at Whitman. This includes areas like Study Away, the Whitman Industry Readiness & Excellence (WIRE) Initiative, various case competitions, simulations and other industry opportunities. According to Draper, this center is expected to be launched this year and will be housed on the third floor of the Whitman School.

New Experiential Transcripts Help Tell Student Stories

Part of Whitman's continued expansion of experiential learning will be an effort to record and track the various non-classroom initiatives students participated in during their four years.



Students networking with alumni during the 2025 Panasci Local Leadership Initiative graduation.

"In our efforts to reach our top 25 ranking goals, we expect a greater variety of student experiences, meaning more trips, pertinent additions to our Goodman IMPRESS Program, and more funding through the Whitman School and its generous donors to make sure we can provide the best possible experiential learning for our students."

- Erin Draper, director of experiential learning

Along with their academic transcripts that show classes and grades, students will begin creating experiential transcripts that outline the opportunities taken and the associated skillsets learned.

"Students sometimes struggle to explain how their hands-on experiences connect to the skills employers are looking for. The experiential transcript makes those connections visible, and with support from Career Services, students are learning how to tell that story effectively, so they can clearly articulate the value of the opportunities they've embraced and stand out when it matters most," says Draper.

"In our efforts to reach our top 25 ranking goals, we expect a greater variety of student experiences, meaning more trips, pertinent additions to our Goodman IMPRESS Program, and more funding through the Whitman School and its generous donors to make sure we can provide the best possible experiential learning for our students."



WHITMAN SCORES WITH **ROFESSIONALS SPORTS** COLLABORATION

Another way Whitman plans to diversify its revenue is certain to be a win for the home team, as it has recently committed to a cross-collaboration with Syracuse University's David B. Falk College of Sport, the S.I. Newhouse School of Public Communications and the College of Professional Studies to offer various degree and business certification options to the Major League Baseball Players Association, the National Hockey League and Major League Soccer.

The initiative will create pathways for current and retired players, their families and team staff to earn online degrees or complete degrees that they never finished due to the demands of their sports careers, as well as certificates and other credentials. It will also allow players to participate in a number of non-credit professional development and executive education training programs, workshops and courses. The program will be tailored to players' needs and accessible through various formats-online, on-campus or through Syracuse Study Away locations in New York City, Washington, D.C. and Los Angeles.

In addition, the partnership with these organizations will allow Syracuse University students who are interested in sports-related careers to network with those working in the business of sport and have access to internships, projects and even job opportunities.

Business Competitions Prepare Students for the Real-World Shark Tank

Something that creates a lot of excitement are the various competitions held frequently at the Whitman School and at other universities and conferences around the U.S.

Students work together on their own time in teams, often across majors or, sometimes, across other schools and colleges on campus, to compete in areas that encompass entrepreneurship, sustainability, technology and innovation, and real estate. The camaraderie and competitive nature allow students to develop soft skills like public speaking, elevator pitches, leadership, confidence and collaboration, with some competitions resulting in cash prizes and others simply held for the experience and, of course, the bragging rights.

Some competitions held annually at the Whitman School include the Panasci Business Plan Competition, Orange Tank Pitch Competition, the Dean's SDG Innovation Challenge and the senior year Capstone competition, which showcases examples of what students have learned in their four years of undergraduate education.

During the 2024-25 academic year, another competition was added. The Real Estate Competition for undergraduate students revolved around creating a

redevelopment plan for an existing piece of property, taking into account issues of sustainability, environmental impact, zoning, noise and community concerns.

All competitions bring in a variety of alumni judges who are experts in their fields, as well as other corporate supporters, who not only select winners but give valuable feedback to student participants.

"I participated in the Real Estate Competition to challenge myself and apply my accounting skills to a realworld scenario," says Carly Conway '25, a member of last year's winning team. "Being an accounting major gave me an edge because of the broad foundation of our curriculum, specifically, tax and law courses, managerial and financial accounting courses and business formation concepts that set us up to succeed."

As Transformation 2030 moves forward, the Whitman School will continue to look for additional opportunities of this kind, as well as ways to offset expenses for students and faculty representatives to travel to competitions off site. In addition the Whitman School hopes to attract a greater number of cross-disciplinary alumni to participate as judges and mentors for these competitions.

Continued on page 12 >

Spring 2025 Capstone winning team Insulitics, consisting of Class of 2025 members Ryan Morash, Emily McClure, Kathryn Proefrock, Adam Best, Evan Kalish and Timothy Cavanagh posing with their mentor Professor of Entrepreneurial Practice Alexandra Kostakis.





Whitman students dancing with locals in Nairobi, Kenya, spring 2025.

Exploration Trips Open Students' Eyes and **Company Doors**

Another highlight for students is the opportunity to go on career exploration trips to cities like New York and Boston. These short trips, often coordinated or hosted by Whitman alumni and their employers, give students a first-hand look inside companies like Microsoft, Deloitte, EY, Reebok and Converse, as well as the opportunity to interact with C-suite executives and other industry experts.

And, of course, what student doesn't love the opportunity to learn as they travel around the world. While Whitman students have the chance to participate in Syracuse University's semesterlong Study Abroad programs in various locations globally, the Whitman School has developed several business-specific trips for students that typically take place over spring break, Maymester or the summer.

Last year, Whitman offered three such trips: Business in East Asia, Managing in a Global Setting-Kenya, and Business in Latin America. Business in Latin America, led by Professor of Entrepreneurial Practice John Torrens, focused on business models in the hospitality industry, and included networking with entrepreneurs living and working in Costa Rica. Business in East Asia was a trip to visit 10 major global businesses for an immersive understanding of the economic, geopolitical and cultural aspects of business culture centered in South Korea, led by Associate Professor of Entrepreneurship David Park. Managing in a Global Setting took students to Kenya, led by Assistant Teaching Professor

Elizabeth Wimer, and included interaction with women refugees supporting themselves through entrepreneurship.

Such trips are typically one to two weeks long and tied to a course at the Whitman School. They include visits with business and community leaders, networking with industry experts, tours of companies and pertinent locations, awareness and practice of business etiquette and cultural practices in different cultures, and of course, some time for sightseeing, delicious food and fun.

Carleton Landingham II '26 participated in the trip to East Asia and noted that one of the highlights was a visit to Samsung and the Samsung Innovation Museum. "It was a powerful reminder of how far we've come in the world of technology and how companies like Samsung have been at the heart of this progress," he says.

Each group published a blog on the Whitman School website, with a number of students sharing their unique and exciting exposure to business, as well as their first-hand education in the people and culture of faraway places.

"Everyone who is able to go on one of these trips, whether it be a five-hour drive to New York City or a 16-hour flight to South Korea, comes back with such vibrant and eye-opening outlook on businesses near and far. What we have offered has been tremendously successful thanks to our faculty, staff, alumni and corporate partners, and, as part of Transformation 2030, we intend to build on that model by adding new cities, greater participation levels and equitable opportunities for more students to have these experiences."

 Erin Draper, director of experiential learning

Trips like these are connected to Whitman's mission to be "globally minded, innovative and entrepreneurial leaders" and the desire to offer students "transformative learning experiences."

"Everyone who is able to go on one of these trips, whether it be a five-hour drive to New York City or a 16-hour flight to South Korea, comes back with such vibrant and eye-opening outlook on businesses near and far," says Draper. "What we have offered has been tremendously successful thanks to our faculty, staff, alumni and corporate partners, and, as part of Transformation 2030, we intend to build on that model by adding new cities, greater participation levels and equitable opportunities for more students to have these experiences."

GOODMAN IMPRESS PROGRAM TRANSFORMS LEARNING

The Goodman IMPRESS Program has evolved to offer increased emphasis on greater customization, career readiness through professional certifications, a digital repository of materials and a highly personal Goodman Leaders Academy, all geared to create and deliver transformational learning experiences for students.

2024-25 ACADEMIC YEAR **OFFERINGS**

personal and professional leadership development opportunities

digital resource center videos

engagement events

major and industry

IMPRESS

global context workshops

types of WIRE certification

Growing Career Services Realigns to Put More Students in Really High **Places**

While the Whitman brand is strong, Transformation 2030 is going to make the brand stronger—so much so that even the most elite companies will seek out Whitman candidates to fill job openings on a regular basis. All aspects of Career Services, from student-to-advisor ratios to job placement are extremely important to determining rankings, so improvements to this piece of the Whitman undergraduate experience are vital.

"We want every company, from Goldman Sachs, the Big Four, Google and other leading corporations in the world, to think of Whitman first when there is a job opening or internship to fill," says McKelvie.

Part of that goal is transforming the student experience by helping them map a route to a successful career. A step toward that goal has begun by aligning Career Services more closely with Employer Relations for a streamlined approach that guides undergraduate students through their four years in planning critical steps of their career track, bringing in more potential employers—particularly the big names—to campus for networking and hiring events, and shining a brighter light on Whitman students through their accomplishments and the rising reputation and ranking of the Whitman School.

"We know we have a very high job placement rate for those actively seeking employment after graduation-currently 98.7%-but we also want a high percentage of job placements at the most coveted companies," says Kara Primrose, executive director of career services and employer relations. "It's no secret that some of the most prominent companies and firms recruit only from the best schools, and the best

OF ACTIVELY SEEKING **GRADS WERE EMPLOYED** WITHIN 180 DAYS OF **GRADUATION**

"We know we have a very high job placement rate for those actively seeking employment after graduation—currently 98.7%—but we also want a high percentage of job placements at the most coveted companies. It's no secret that some of the most prominent companies and firms recruit only from the best schools, and the best schools by industry standards are the ones that are the most highly ranked. That means we must be able to produce extraordinary job candidates that check all the boxes, as well as be able to demonstrate this success to these companies through relationship building and external metrics."

- Kara Primrose, executive director of career services and employer relations

schools by industry standards are the ones that are the most highly ranked. That means we must be able to produce extraordinary job candidates that check all the boxes, as well as be able to demonstrate this success to these companies through relationship building and external metrics."

Ongoing expansion and restructuring to further this effort has resulted in Sara Garvey, director of employer relations, and her team, working under Career Services.

Garvey is the primary point of contact between the Whitman School and employers interested in engaging and networking with students, participating in corporate visits, supporting student activities, and, most importantly, actively recruiting Whitman students for internships and jobs.

Employer Relations also fosters close ties with Whitman and Syracuse University alumni who might be interested in helping students. And the department also maintains a clear understanding of market growth and relationships, including a list of alumni who work at key companies, and keeps abreast of hiring and salary trends.

One example of this type of relationship building is BNP Paribas, a major French multinational banking and financial services group.

"We are seeing a meaningful increase in engagement with Whitman, which has translated into more Syracuse students joining our internship program," says Jeremy Rosen, managing director, head of Delta One solutions, Americas, at BNP Paribas. "This growth reflects the strength and partnership with the Career Services team, whose dedication and strategic efforts have elevated the Whitman brand and positioned its students for success. Their commitment has ensured that we consistently connect with talented, well-prepared students who are the right fit for our program."

Through Transformation 2030, Career Services is also working to provide a lower ratio of student to advisor interactions, as it has been working with fewer resources than the national average. According to Primrose, Whitman had approximately 550 students for every career advisor, while the national average of peer business schools is approximately 225 students per advisor. Through restructuring and hiring, the ratio now sits at 375 students per advisor-clear progress but also something that Whitman intends to keep improving on to reach the expected ratio for a top 25 school (225:1) by 2030.

"Career Services is a big focus in our transformation plan, and we will continue doing things differently with new reporting lines, integrated teams and investment in physical space, budgets and staffing to make sure no student falls between the cracks or doesn't have the guidance he or she needs to take an outstanding Whitman education out into the world and make their mark at some of the largest and most prestigious companies possible," says McKelvie. "Our students' success is our success, and it reflects positively on us all."

Continued on page 14



Design Your Future Helps Sophomores Build Career Readiness

Another distinct initiative of Career Services is helping more students secure internships after their sophomore year to not only gain experience but also explore various career options while there is still time to choose more specific classes or minors or learn specific skills that might help them be more prepared. To guide them, Whitman has started offering the Design Your Future (DYF) Professional Development Program targeted to sophomores with dedicated time each week to strengthen their professional skills and build confidence in their career readiness.

"Through connections with alumni, networking and industry professionals, as well as targeted skill-building activities, students gain early access to career development resources. Graduates of the DYF Program leave prepared to secure internships, navigate the job search effectively and succeed in their chosen career paths," says Alicin Welsh, associate director, Whitman Career Center, who leads the program.

Eighty-eight percent of sophomores who participated in the program last year said that completing the DYF program was key in helping them land an internship, according to Welsh.

"I truly gained so much from this program and am already telling my friends in Whitman to apply for next semester," says Lucy Urquijo '27, who had an internship at White Honey, a creative image services company for renowned global and boutique brands in New York City. "I probably would not have set aside time to grow my professional portfolio without DYF, so I am very grateful for this opportunity and am moving forward 150 times more confident and knowledgeable than I was before."

As Transformation 2030 moves forward, Career Services is going to be a major factor in reaching the top 25, as ranking organizations look carefully at many of the areas of student development that this department oversees.

According to Primrose, the hope is to devote more resources to hiring staff, start working with students on their career aspirations as early as their first year, and work with Employer Relations to form solid relationships in the business world that make Whitman the go-to school for companies looking to hire interns and fill new full-time positions that offer highly competitive

"We are pleased with the success of our students, but you'll never catch us being complacent. We understand the value of a Whitman School degree, and we intend to make sure we have the level of support to not only help them secure any job but the very best jobs possible," says Primrose. "Our success will help move our rankings, and, in turn, a higher ranking will help our profile with future employers, so it's a win-win."



Tosin Alabi '25 MBA meeting with Graduate Career Advisor Linda McHugh.



Record Fundraising in 2024-25 Sets High Bar

Already, the efforts have seen significant success. Thanks to the generosity of the Whitman community, more than \$10.9 million in cash donations were raised during the 2024-25 academic year, the most successful cash fundraising effort in the history of the Whitman School. Not only did Whitman set a record for donations, but it also saw its greatest level of participation since 2021 with 1,649 donors.. Interestingly, 1,266 of those who donated to the Whitman School gave less than \$2,500.

"This is guite a testament to the power of the Whitman community in that it shows every gift, regardless of amount, has a direct impact on our success," says Paulus. "Whether it's \$50 from a recent graduate or \$50,000 from a long-time supporter, we appreciate all the generosity that has been coming our way in order to keep Whitman on its upward trajectory."

This record-breaking support was made possible through various avenues. including the Whitman School's Dean's Fund. In 2024-25, the Dean's Fund took in \$3.2 million in cash giving and pledges, marking the most successful year of giving to that fund to date.

The Dean's Fund is vital to the success of Whitman students and the transformation of the Whitman School, as it supports whatever is the greatest priority or need at any given time at the discretion of the dean. This ranges from emergency financial support for students to funding for those who wish to participate in professional development and other experiential opportunities not traditionally covered by financial aid. It represents the highest amount since 2020.

Reimagining External Relations Bolsters Staff and Alignment

Supporting the various initiatives needed to make Transformation 2030 a success for the Whitman School will be dependent, in part, on the efforts of the external relations team, made up of advancement, alumni engagement, and marketing and communications. Led by Assistant Dean for Advancement and External Engagement Michael Paulus, who joined the Whitman School in this role in 2024, the external relations departments have undergone a realignment for better efficiency and use of resources that not only work with alumni to expand involvement and giving but also better highlight the Whitman brand to external stakeholders around the country.

The integration of all three external departments under one leader is a new approach for Whitman to align efforts and create best-in-class external relations with its various publics that range from donors, alumni, peer institutions and the media. As part of the restructure, the marketing and communications department is continuing to increase its staff and resources. This includes a new executive-level role to champion the school's marketing and brand strategy, brand reputation, positioning and storytelling to elevate the perception and awareness of the Whitman School among its many constituents.

Continued on page 16 >





total raised in cash donations (record year)



most participation since 2021



contributed to the Dean's Fund (most successful year)



gave under \$2,500—showing collective impact



Darren Mungkhalodom '19 M.S., David Ayoub, Blake Brossman '98 (VPA), Barbara Ashkin '74 (A&S) '77 M.S. and Rickey Brown '06 judging the Spring 2025 Capstone competition.

Newly Created Whitman Leadership Circle Recognizes **Outstanding** Generosity

One of the biggest transformations to come out of the advancement office of late is the establishment of the Whitman Leadership Circle (WLC), which recognizes a newly formed giving society aimed at recognizing gifting commitments starting at \$25,000 (over a five-year period) and rising through six levels that extend to \$1 million or more from alumni, family, friends and other supporters.

Direction for these gifts can be earmarked by the donor for any aspect of a Whitman education or be left to the discretion of Whitman leadership. In the first year, the WLC welcomed 49 members who made commitments that generated more than \$6.3 million in new support.

According to Paulus, the WLC empowers donors to support Whitman through multi-year giving commitments that will help the school transform into a top 25 business school over the next five years.

Darren Mungkhalodom '19 M.S. recently became a WLC member after making a \$50,000 pledge to establish the Darren Mungkhalodom G'19 Retention Scholarship. An entrepreneur at heart since he was a 9-year-old kid selling chocolate bars and baseball cards to make extra money, today Mungkhalodom, a military veteran, is a restaurateur and also owns Fresh Coat of Painters with franchises in Rochester. New York; New York City and Florida.

"My parents weren't rich, which is why I was always looking for opportunities to make some money as a kid—and throughout every step of my career since then," he says. "I came to Whitman for a master's degree to get some more formalized training in entrepreneurship, and after meeting Vice Chancellor Mike Haynie, also a veteran, and having such a great experience there, I knew I was going to find a way to give back and support the school."

Since then, he has become more engaged with Whitman, including serving as a judge for last spring's Capstone competition.

"It is truly amazing what these kids are doing and the skills they have," Mungkhalodom says. "I was very impressed by the high level of competition and innovation coming

"My parents weren't rich, which is why I was always looking for opportunities to make some money as a kid—and throughout every step of my career since then. I came to Whitman for a master's degree to get some more formalized training in entrepreneurship, and after meeting Vice Chancellor Mike Haynie, also a veteran, and having such a great experience there, I knew I was going to find a way to give back and support the school."

- Darren Mungkhalodom '19 M.S.

from Whitman students during the Capstone competition, and I'm certain the Whitman School is on the right track to reach its goals."

Enthusiasm and support like Mungkhalodom's are exactly why the WLC was formed to harness the power of the collective community to transform the Whitman School through philanthropy, according to Paulus.

"In just one year, we have seen alumni, parents and friends step up to answer this call in extraordinary ways," says Paulus. "This momentum is reflective of the energy surrounding the Whitman School, and our team is excited to continue connecting the Whitman community to meaningful opportunities that ultimately support our students and get us closer to our Transformation 2030 goals."

Continued on page 18 >



SCAN FOR MORE INFORMATION ON THE WLC

WHITMAN **LEADERSHIP CIRCLE GIVING LEVELS***

\$25,000 (\$5,000/year)

\$50,000 (\$10,000/year)

\$100,000 (\$20,000/year)

\$250,000 (\$50,000/year)

\$500,000 (\$100,000/year)

\$1 million+ *over a five-year period

WHITMAN LEADERSHIP **CIRCLE BY THE NUMBERS**



entry-level commitment







in new support







BIG MOVES ENHANCE FACILITY AND PHYSICAL LEARNING ENVIRONMENT

Over the summer of 2025, there were a lot of big moves, both within departments and within the Whitman building to better align workflow. Some of these included:

- Ombining our recruiting teams, both graduate and undergraduate, in Suite 111.
- Moving the alumni and external engagement team to Suite 114 for easier guest access.
- Placing student-facing IT staff in the computer lab on the second floor.
- Creating a one-stop academic advising shop, both graduate and undergraduate, in Suite 215.
- Building an operations and services office in Suite 311 to include nonstudent facing IT, marketing and communications, faculty support and budget/administration teams.
- Emphasizing a focus on experiential learning and student experience by placing them together in Suite 315.

In addition, a number of significant building upgrades have been made on every floor, including new digital signage and wayfinding, suite improvements, a new modern building entranceway, a lounge outside Lender Auditorium and a heated rampway to combat ice and snow at the building entrance.

Additional plans include new faculty offices on the fifth and sixth floors, notable improvements to Olsten's Cafe and final touches to much of the environmental signage and branding.

First Parent Advisory Council **Expands Network and Support**

Another initiative to help transform the school and enhance connections with another key audience is the Parents Advisory Council (PAC), established in 2024-25 to allow Whitman to tap into the network and insights of many parents working within key areas of the business world who are willing to enhance the student experience and placement after graduation. Interested parents serve two-year terms focusing on the three core areas: career readiness and job placement, student experience, and philanthropy and community building.

PAC member Derek D'Antilio, CPA, P'28, is proud that his son, Alex '28, is a student at the Whitman School.

"Alex's experience so far has been fantastic. He's thriving, has made many friends, is participating in Greek life, sports and social clubs," says the proud dad, who is the executive vice president, chief

financial officer and treasurer of Allegro with more than 20 years of financial and operating experience in semiconductor and high tech companies. "My son is majoring in accounting and already had a great internship this past summer. His experience at the Whitman School has been even better than I expected it to be."

D'Antilio says he likes what he sees going on at the Whitman School, both right now and in its intention to rise in the rankings.

"I have a bit of an entrepreneurial bent myself, and, of course, when I met Mike Haynie, a fellow veteran, I really wanted to get involved and offer my expertise in any way that would be beneficial to the school. Plus, it's a chance to come to campus more and spend some time with my son," says D'Antilio, who is also a WLC member.



SCANTO LEARN MORE ABOUT THE PARENTS ADVISORY COUNCIL

2025-26 PARENTS ADVISORY COUNCIL

David A. Altman '99, P'28 Derek P. D'Antilio P'28 Maya M. Eckstein L'95, P'28 Jonathan E. Kass P'26, P'29 Stacey Kochanowski P'25, P'27 Vinny G. Lobdell Jr. P'28 Kerstin Osterberg P'28 lason Rich P'26, P'27 Michael Richman P'22, P'28 Lin Rogers P'28 Alisa Silverberg '85, P'27 Lisa Valastro P'27, P'29





As the 2025-26 academic year is already well underway, the efforts of Transformation 2030 are becoming apparent as the news spreads throughout the Whitman community and beyond. Like any success in the world of business, the goals and expectations are high, but the commitment and hard work are even higher, as the Whitman community works together to see the school reach the top 25.

"This is an exciting time in the history of the Whitman School. And, while 2030 seems like a long time from now, we know we have a lot to do in what is really a short, fiveyear window. We intend to be aggressive and move fast, as it is a must that we keep pace with the continuous changes to the business landscape," says McKelvie. "It's a challenge. It's a risk. But, in 2030, there will be reward, as we are confident that we will be ranked among the top business schools in the nation. The anticipation of great things to come is already palpable within the Whitman School. And there's nothing that makes my day more than walking down the halls of Whitman and having a student look at me and say, 'top 25 in five." W



YES, YOU CAN HELP TRANSFORM THE WHITMAN SCHOOL

As Whitman pursues this bold but attainable goal of becoming a top 25 business school by 2030, we're counting on your participation, too. Want to know how you can help?

- Hire a Whitman student for an internship or job opportunity.
- Host and mentor students eager for an inside look at career possibilities.
- Open your network connections to Whitman.
- Use your expertise to judge a business competition.
- Invest through philanthropy—from an annual gift.



Or, fill out our submission form by scanning the QR code, and we'll help you find the best way for you to take part in Transformation 2030.



WHITMAN SCHOOL NAMES JULIE NIEDERHOFF AS CHAIR OF MARKETING DEPARTMENT

The Whitman School has appointed Associate Professor of Supply Chain Management Julie Niederhoff as chair of the marketing department. She also serves as co-director of the H.H. Franklin Center for Supply Chain and the Harry E. Salzberg Memorial Program. The Department of Marketing is comprised of marketing, retail and supply chain management programs, providing students with an end-to-end perspective on business processes.

"Professor Niederhoff is a respected researcher and educator whose contributions have long enriched students' experience at the Whitman School," says Interim Dean Alex McKelvie. "Her commitment to student success and the advancement of the Whitman

School, both in and outside of the classroom, as well as her collegial and positive leadership qualities, will serve as a great asset to the marketing department and its faculty members. We congratulate Professor Niederhoff on her new position."

Niederhoff succeeds S.P. Raj, who served as marketing department chair for many years and will return to the faculty full time.



SCANTO READ FULL ARTICLE



WHITMAN SCHOOL SOLD ON NEW MASTER'S DEGREE IN REAL ESTATE

Real estate is more than just closing deals. This fast-moving industry requires expertise in finance, management, development, investment and more. The Whitman School is meeting this demand with the launch of a new Master of Science in Real Estate, with the first student cohort beginning in Fall 2026.

The one-year, on-campus program takes a finance and sustainability-focused approach to Real Estate. Building on the strength Whitman's undergraduate Real Estate program, the new Master's degree offers dedicated real estate education related to development, finance, and sustainability, accomplished faculty experts, hands on learning and a nationwide network of Syracuse alumni working across the industry. The program is STEM-designated, which allows international students to apply for a 24-month optional practical training (OPT) extension.

"We are excited for the future of real estate, and this new specialized master's degree is the next step for our already excellent program," says Whitman Interim Dean Alex McKelvie. "The face of real estate has changed dramatically in recent years, moving towards a model where a background in finance, business analytics, entrepreneurship, and environmental sustainability are vital components. This new program, combined with Syracuse's proximity to major hubs like New York City, positions Whitman to create added value and drive job-ready professionals into the real estate industry."

The 30-credit program can be completed in one calendar year with flexibility for students who prefer a longer timeline. According to Milena Petrova, professor of real estate and finance and academic director of the real estate program, students will take specialized real estate academic courses, alongside electives in areas such as sustainability, infrastructure and real estate law, which reflect the evolving needs of the industry.

Students will also engage in a Capstone project, Green Real Estate Competition: Doing Well by Doing Good, a group project that will leverage real estate data, modeling and analytical capabilities as students take part in a simulated competition on "green" real estate stock selection as part of their experiential learning.

"Graduates of the program will be well prepared to pursue careers across the real estate industry, including development, investment analysis, capital markets, corporate real estate, private equity, and asset and portfolio management," says Petrova.

A central component of the program is experiential learning. Students will gain hands-on experience with industry software such as ARGUS Enterprise, participate in national student competitions and connect with professionals through the Whitman Real Estate Club and the James D. Kuhn Real Estate Center.

Students will also have the opportunity to interact with a highly accomplished alumni base working throughout every aspect of real estate. An annual NYC Immersion Program will give students inside access to real estate firms and the chance to network with leading professionals—many of them Syracuse and Whitman alumni.

"There is a real excitement around the rollout of this master's program," Petrova adds. "We have a strong history of excellence in real estate at the undergraduate level, but, as the field evolves, we are eager to add a designated master's degree. Students from diverse backgrounds in

fields like architecture, marketing, accounting, finance, law, entrepreneurship and more will find opportunities here to build on their experience and pivot into new careers." ①

APPLICATIONS ARE NOW OPEN FOR THE FIRST COHORT OF WHITMAN'S M.S. IN REAL ESTATE, BEGINNING FALL 2026.



SCANTO READ PROGRAM PAGE

IMPRESS CELEBRATES OVER A DECADE OF

By Caroline K. Reff

In fall 2014, the Whitman School launched the Goodman IMPRESS Program through the generosity of Ken Goodman '70, retired president and chief operating officer of pharmaceutical company Forest Laboratories. Goodman has always believed that teaching students leadership skills-like teamwork, ethics, business etiquette and networking—is critical to fostering standout candidates for a competitive job market. His donation planted the seed to create the IMPRESS program, and 10 years later the initiative stands as a hallmark of a Whitman education.

"If people can learn leadership early in their lives, they can be more successful in college and go on to have more success in their careers," said Goodman when the program launched.

Initially, the IMPRESS program focused on first-year students, separating them into competing "houses," each with a faculty house mentor who facilitated the program and required course, SOM 122: Perspectives of Business and Management. Houses (which acted as teams) vied for the highest number of points for every IMPRESS activity their members participate in throughout the year (e.g., speaker presentations, networking opportunities, business etiquette sessions, discussions on

Continued on page 22



"The IMPRESS program is one of the main reasons I chose the Whitman School, and it has been instrumental in shaping my college experience. Through its focus on leadership, professional development and community building, IMPRESS has helped me grow both personally and professionally. The supportive, goal-driven culture of IMPRESS has motivated me to take full advantage of the many opportunities Whitman offers. It has been a foundational part of my journey, and I am grateful for the lasting impact it has had on me."

- James Crane '25, '26 M.S.

2014



Installation of the newly designed IMPRESS banners in Flaum.



The house model and Goodman Cup competition gain momentum as more first-year students engage in leadership and professionalism programming.

2016



Career-focused events, networking sessions, and business etiquette workshops expand as IMPRESS becomes a core part of the firstyear experience.



Student participation continues rising, and returning students begin serving as stronger peer role models within their houses.

prioritizing mental health). At the end of the academic year, the house with the most points is presented with the Goodman Cup.

In 2021, Goodman gifted \$1.25 million to the University's Forever Orange campaign with a significant portion directed at continuing the IMPRESS program. This was the beginning of IMPRESS 2.0, aimed at furthering opportunities and incorporating even more skills, particularly in an effort to prepare students for a digital work environment. This strategy has opened up a greater level of opportunities for upper-division students to continue to increase their leadership abilities, access more experiential learning opportunities and certifications, and make them even more sought after in the job market.

Spring 2022 saw the launch of the WIRE (Whitman Industry Readiness and Excellence) program, which has helped students achieve a total of 275 certifications on platforms like Google Al Essentials, Tableau, Microsoft Associate and even Lean Six Sigma Black Belt and Green Belt-at no additional cost to the students.

As IMPRESS 2.0 expanded, Roshawn Kershaw G'22 (MAX) joined as program coordinator in 2023, furthering Whitman's commitment to this program and students' success.

"The IMPRESS program gives Whitman students an advantage when it's time to start looking for internship opportunities or employment," says Kershaw. "Students understand the value that the many facets of the program are offering them, and we've also seen an uptick in prospective students who have decided to apply to Whitman because they've heard of the benefits of IMPRESS."

That same year, and in keeping with Goodman's focus on developing leaders, the Goodman Leadership Academy was established to offer a select group of motivated sophomores a greater level of advancement through hightouch leadership opportunities, small group mentoring, networking and interactions to opportunities to practice and demonstrate their leadership, conflict resolution and networking skills. Highly competitive, the initiative began by choosing only 20 students per academic year from a pool of applicants. More recently, it has transitioned to a one-semester program to accommodate more students. Since its inception, 56 students in a total of three cohorts have completed the Goodman Leadership Academy. This fall, 14 students were chosen from 52 applicants. All applicants require a minimum 3.0 GPA, a high IMPRESS score and a letter of recommendation.

By the 2024-25 academic year, the IMPRESS program had grown from 108 to 135 learning opportunities with 8,754 challenge participants. This included 38 personal and professional leadership development opportunities, 29 major and industry exploration events, 24 digital resource center videos, 27 IMPRESS certifications, 16 community engagement events and five global context workshops. Students participate on their own time and for no credit, but they know these activities will help them rise above the competition in the job market.

Some recruiters have specifically remarked on the IMPRESS program as a reason why Whitman students have been chosen for a job placement. In addition, students who went through the program several years ago have come back to assist with peer mentoring, as speakers and to network with students at IMPRESS events, according to Kershaw.

"The IMPRESS program shaped the start of my career and prepared me to navigate uncertainty with confidence, as many of my IMPRESS experiences have stayed with me," says Christina Coco '23, who was hired by Evercore upon graduation as an investment banking analyst and is now pursuing a law degree at Fordham School of Law.

"IMPRESS showed me that it was possible to have more than one interest. I learned that I could have a passion for accounting finance, retail, entrepreneurship and supply chain all at once because careers don't always have to follow a straight path, she adds. "I went from an accounting major at Whitman to an investment banker, and now I am venturing on to become an attorney. Each pivot has been a part of my growth in ways that reflect exactly what IMPRESS set out to teach."

The program is also fortunate that its long-time faculty house mentors-Professor of Practice John Petosa, Assistant Teaching Professor Elizabeth Wimer, Professor of Retail Practice Ray Wimer, and Professor of Entrepreneurial

2018



The program's growing reputation helps distinguish Whitman students during internship searches, reinforcing leadership skills as a competitive advantage.



Faculty house mentors deepen programming variety, adding mental-health and teamworkfocused sessions that become student favorites.

020



IMPRESS sustains its leadership development mission through virtual engagement, keeping students connected during pandemic disruptions.



Ken Goodman gifts \$1.25 million to the University's Forever Orange campaign with a significant portion directed at continuing the IMPRESS program.

Practice Alexandra Kostakis-have continued with the program throughout the past decade, along with Assistant Teaching Professor Christie Novak, who joined when an additional house was created for transfer students.

"The first group of students I had when I started at Whitman are now seniors, and it's very rewarding to see them win awards and get great internships, knowing that I've helped them in a special way," says Kershaw. "IMPRESS didn't teach them about their chosen majors, but it helped them learn how to best present themselves and the knowledge that they have gained. That's very rewarding to me and to all of those who have been a part of this program."

Goodman's generosity continues to support the program and allows any students at Whitman to participate in its programs throughout the years.

"Great leadership is about empowering others by listening, mentoring and demonstrating professional and confident conduct, and it's especially important that students are taught these valuable skills while they are in college, still figuring out who they want to be and how to succeed," says Goodman. "It's a process, and I'm so proud of the hard work so many people at Whitman have given to create and grow this program far and above my initial expectations 10 years ago. I'm proud that I could do my part in making the IMPRESS program a core element of a Whitman education." W

"Great leadership is about empowering others by listening, mentoring and demonstrating professional and confident conduct, and it's especially important that students are taught these valuable skills while they are in college, still figuring out who they want to be and how to succeed. It's a process, and I'm so proud of the hard work so many people at Whitman have given to create and grow this program far and above my initial expectations 10 years ago. I'm proud that I could do my part in making the IMPRESS program a core element of a Whitman education."





Ken Goodman '70

2022



Whitman introduces WIRE, providing industry certifications at no cost-students earn 275+ credentials in analytics, Al and process improvement.



Roshawn Kershaw G'22 joins as program coordinator and the Goodman Leadership Academy launches for select sophomores to receive hightouch leadership development.

2024



IMPRESS reaches its 10-year milestone with 135 learning opportunities and 8,754 program participations, now recognized as a hallmark of a Whitman education.



2025

The program continues expanding access and leadership pathways for all students, with ongoing alumni involvement and employer recognition driving its future growth.

FINDING HIS RHYTHM: HEATH MEGNIN TRANSFORMS HIS PASSION FOR MUSIC INTO DATA-DRIVEN INSIGHTS IN THE RECORD INDUSTRY

By Renée Gearhart Levy



24 | WHITMAN SCHOOL OF MANAGEMENT | SYRACUSE UNIVERSITY

"The music industry has changed so much, even over just the past year. With so many recent layoffs, I'm working to create systems that free up time and increase efficiency."

- Heath Megnin '26 (WSM/NEW)

"The music industry has changed so much, even over just the past year," he says. "With so many recent layoffs, I'm working to create systems that free up time and increase efficiency."

The previous summer, Megnin worked at Republic Records, part of the Universal Music Group, which represents top artists such as Taylor Swift, Post Malone and Sabrina Carpenter. "Republic has been the most prominent label over the last ten years, and Columbia is the oldest label in the industry, so I really am fortunate to experience working at both," he says.

He credits the combination of his Whitman and Newhouse education for being crucial to his success. "Both schools do such a good job of getting professors of practice who've actually done the job before," says Megnin. "They really provide a perspective that you don't get unless you've done the job."

A Denver native, Megnin comes from a family with strong Syracuse University ties. His parents met as Syracuse undergraduates, and both grandfathers attended the University. Beyond academics, he's an active member of Delta Sigma Pi business fraternity, serves as a Whitman School ambassador, co-directs the collaborations board for the University Union and serves as finance commodore for the Syracuse club sailing team.

Looking ahead to graduation, Megnin hopes to land in New York, Nashville or Los Angeles, the music industry's major hubs. "I'm passionate about exploring how art, music and culture can shape and inspire communities," he says. "

TURNING IDEAS INTO IMPACT: EDEN STRACHAN BRINGS HER ENTREPRENEURIAL SPIRIT AND AUTHOR'S VOICE TO WHITMAN'S MBA PROGRAM

By Bo BenYehuda



"Whitman has been a very positive experience because of the school's culture, rigorous education and sense of community. I am so proud to be a Whitman student. I highly recommend anyone considering an MBA to consider Whitman."

- Eden Strachan '26 MBA

Competition in Washington, D.C. "The preparation started in late summer and it was a great opportunity to be exposed to MBA-level work even before classes started. I learned a lot throughout the experience and built very meaningful relationships with my teammates," she

Strachan, who received the National Black MBA Association Scholarship at Whitman, has found the program to be just as engaging as she expected. "The professors and staff at Whitman are extremely invested in the success of the students. They go above and beyond to make our experience here meaningful," Strachan says.

Her ability to connect storytelling with social impact has led to numerous accolades. In 2022, she delivered a TEDx talk, "Who Gets to be the Girl Next Door?" which explored the lack of Black female representation in the media. That same year, she presented at the New York State Reading Association Conference on the challenges underrepresented students of color face in school. In 2023, she was named to the CNY Business Journal's 40 Under Forty list.

For Strachan, Whitman is more than just an education, it's an environment where she can expand her impact. "Whitman has been a very positive experience because of the school's culture, rigorous education and sense of community," she says. "I am so proud to be a Whitman student. I highly recommend anyone considering an MBA to consider Whitman."

BUILDING A FOUNDATION: VICTORIA DARMODY HOPES HER ONLINE MBA WILL PREPARE HER TO TRANSITION TO A CAREER IN MARKETING

By Renée Gearhart Levy



Rather than a purely online experience, Whitman requires three residencies, though Darmody has opted for six. These intensive weekend experiences have taken her to Denver to study cannabis and hospitality, to New York City for entrepreneurship and to the Syracuse campus to study negotiation with Chancellor Kent Syverud.

"My favorite one[residencies] were the sports and business track," she says. "They brought in the commissioner of the Big Ten Conference, speakers talking about NIL deals. To see so many women in sports was really exciting."

The program's hybrid format combines asynchronous lectures with weekly 90-minute synchronous sessions, allowing working professionals to balance careers with academics. For Darmody, this means managing two classes per semester year-round while working nine-hour days.

"The connection that the recruiting team made with me as a prospective student was really above and beyond. They said, 'We're going to make you feel like you're part of this community.' And that was communicated so clearly from the beginning."

Victoria Darmody '25 MBA

Her capstone project this fall will simulate launching a business, complete with financial projections and a *Shark Tank*-style final presentation. But for Darmody, the real measure of success will be transitioning into marketing—potentially within McMaster-Carr, though she's open to opportunities elsewhere.

"If my company is open to letting me move into a marketing role, I would love to do that," she says. And her ultimate dream? "I would love to be on the marketing and communications team for the Philadelphia Phillies." W

student was really above

and beyond," she says.

"They said, 'We're going to

make you feel like you're part

of this community.' And that

was communicated so clearly from the beginning."

FROM MARKET CRASH TO MACHINE LEARNING: PH.D. STUDENT JING WEN IS REVOLUTIONIZING FINANCIAL RESEARCH WITH AI

By Renée Gearhart Levy

Jing Wen '28 Ph.D. was happening." While earning a master's degree in finance

he 2020 stock market crash that sent millions of investors into panic sparked something entirely different in Jing Wen: unquenchable curiosity. While others watched their portfolios plummet, the University of Toronto undergraduate found herself wondering why the markets were behaving the way they were.

"During COVID, the stock market was really dramatic," recalls Wen, now a second-year finance Ph.D. student at the Whitman School. "As a student studying math and statistics, I really wanted to understand the factors behind what

Those questions sent Wen on a path that has led her to the cutting edge of financial research, exploring how machine learning can transform everything from environmental, social and governance (ESG) investing to extracting market insights from news videos.

> at Boston University, she realized she had discovered her passion. "Being exposed to research papers, I realized I had even more questions," she says. "I'm very curious about the factors that drive stock returns. and I realized I could apply my math, stats and coding skillsets to finance using different data and models."

> > The Whitman School's finance program attracted her specifically because of its faculty expertise in asset pricing and machine learning—a perfect match for her quantitative background and growing interest in market behavior.

Wen's doctoral research sits at the intersection of artificial intelligence and financial markets. Her primary project involves using machine learning methods to impute missing ESG values and analyze how these affect investment decisions.

But her most ambitious work involves extracting financial insights from video content.

"I'm trying to create data from news channels," she says, describing her efforts to develop programs that can analyze BBC News and Wall Street lournal videos for market-relevant information. "Videos are unstructured data, so you can't directly use them, but I'm trying to figure out how to transform and create data from videos."

The complexity of this challenge doesn't faze her. "I'm trying to write that code now," she says.

Having completed her coursework in May, Wen is preparing for her first teaching assignment this fall: FIN 346, an investment course for juniors and seniors.

"I want to be on a stage like other professors, teaching like they own the materials, to not only create knowledge, but to disseminate that knowledge."

- Jing Wen '28 Ph.D.

She says it's helpful that she's comfortable interacting with all kinds of people, an outcome of her international background. Born in Beijing, Wen moved to Vancouver at age 4, spent her formative years in Canada, then returned to Beijing for high school at an international school serving diplomatic families.

"I can relate to anyone," she says.

Aiming for a career in academia, Wen is excited to begin teaching. She credits her advisor, Professor Si Cheng, for playing a pivotal role in her academic journey, guiding her research and providing invaluable mentorship along the way.

"I want to be on a stage like other professors, teaching like they own the materials," she says, "to not only create knowledge, but to disseminate that knowledge." @

MESSAGE FROM THE ASSISTANT DEAN OF ADVANCEMENT AND EXTERNAL ENGAGEMENT

MICHAEL PAULUS



Greetings from Whitman! As you have read throughout this issue, our school is at the start of an exciting transformation—one that focuses entirely on elevating the student experience and, as a byproduct, leading the Whitman School into becoming a top 25 undergraduate program.

While we outline how key components of the Whitman 2030 Transformation plan will directly impact current and future students, it's important to also recognize how achieving this goal will affect our alumni and parents. The tradition of excellence and innovation at Whitman is one that has existed since our founding as a business school. Our alumni are business leaders, industry experts and world-renowned entrepreneurs. Our network is far-reaching and passionate about helping each other find opportunities to thrive and succeed.

Our ambitions of becoming a top 25 program aim to ensure that the rest of the business and higher education community see what we have always known to be true: that our community is one of a kind and that the investment you make attending Whitman sets you up for success.

As partners in our progress, alumni, parents and friends will be the driving force behind the momentum and success of Whitman 2030.

This work has already begun! Empowered by our donors, Whitman enters the 2025-26 academic year on the heels of our most successful cash fundraising year on record. Thanks to this collective generosity, Whitman has been able to support students with resources at a whole new level.

There is a place for everyone in the new chapter of the Whitman School. I invite you to explore how you can be a part of the momentum. Whether by attending an event, making a gift, providing internship and career opportunities to students, joining the Whitman Leadership Circle or simply coming back to campus to reengage with our community, we hope to hear from you soon

Be Orange. Be Whitman. Sincerely,

Milue puller

Michael Paulus, Ph.D.

Assistant Dean, Advancement and External Engagement

P.S. The advancement and external engagement team is excited to welcome alumni, parents and friends to our new home in the Whitman Alumni Center in Suite 114 in the Whitman School of Management building. Visit us the next time you are on campus.

2024-25 FUNDRAISING STATISTICS

Whitman raised more than

\$10.9 MILLION

surpassing the previous high of **\$7.9 million**

49 new Whitman Leadership Circle commitments generating

\$6.3 MILLION+

The Dean's Fund tripled in funding, receiving nearly

\$3.2 MILLION

30 STUDENTS

received scholarship support via the Whitman Internship Opportunity Fund

\$100,000+

awarded in venture funding through entrepreneurial competitions

\$620,000+

awarded in student retention scholarships

1,649

total donors supporting Whitman

YOUR JOURNEY, YOUR IMPACT: WHITMAN SUPPORTERS SHOW THAT PHILANTHROPY ISN'T ONE-SIZE-FITS-ALL

By Suzi Morales

"This place is special."

That's what Jeff Schulz '09 thought the first time he set foot on the Syracuse University campus as a high school senior taking college tours.

"The vibe and the energy that was in the air, I had such an excited feeling," Schulz recalls of his visit. With a vibrant student body, dedicated alumni, engaging classes and a wealth of hands-on experiences, that vibe isn't just a feeling. A deeply engaged community that gives back to the school in multiple ways is one of the keys to making the Whitman School, as Schulz found it, something special.

That's why, after he graduated, Schulz found that giving back to Whitman was an "easy decision." Like many in the community, he has consistently supported the school through philanthropy. During the 2024-25 academic year, Whitman raised over \$10.9 million in cash donations, the school's highest cash fundraising year on record.

But the numbers don't tell the whole story of each of the 1,649 donors who gave at many levels over the past year.



leff Schulz '09

First-Time Giving: A Foundation of Generosity

For many, philanthropy starts even before graduation. Each year, Syracuse seniors contribute to a class gift. Since fiscal year 2020, seniors in the Whitman School have led the charge with the most senior giving participants among the entire University. In the Class of 2025, 257 Whitman students made a gift.

"I would encourage people to participate at the level in which they can starting out," says Michael Paulus, Whitman's assistant dean for advancement and external engagement. "That can be \$100 a year, or it could be \$10 a month, however people feel that they can contribute and participate in giving back."

While major donors with their names on buildings often make headlines, most donations are of a different scope. Of the 1,649 donors supporting Whitman last year, 1,266 made gifts less than \$2,500. New support from graduates out 10 years or less has risen consistently in the past four years, from around \$32,000 in 2022 to more than \$56,000 in 2025.

For many young alumni, giving a boost to a student who could use financial help is a strong motivation. That was true back in 1977, when Tom Seifert '69 began giving as a young accountant. "It's my way of giving something back to the community and helping the student who needs a little bit of financial assistance to get through college," he says.

Decades later, Nick Monzi '11 had a similar motivation to begin supporting Whitman. Education and entrepreneurship are important to Monzi. In 2013, just two years after graduation, he founded Learn Fresh, a nonprofit that provides STEM education programs to schools in partnership with professional sports leagues. From relatively early in his career, he has supported the entrepreneurship and emerging enterprises department as well as the Panasci Business Plan Competition.

"I want to continue to help students achieve their goals," he says.



Nick Monzi '11

"I would encourage people to participate at the level in which they can starting out. That can be \$100 a year. or it could be \$10 a month, however people feel that they can contribute and participate in giving back."

- Michael Paulus, assistant dean for advancement and external engagement

Career Growth: Increasing the Impact

As Monzi's career and business have grown, so has his financial support for Whitman. He recently increased his support for the school and joined the Whitman Leadership Circle. a philanthropic society founded in 2024 for alumni, families and friends to support and engage with the Whitman School.

As a nonprofit leader himself, Monzi says, "Long-term support for organizations, schools and nonprofits is always helpful to create

consistency. I recognize that as someone who's had to navigate that process myself, and I do believe in what the University is doing. I think the strides that have been made over the last few years, in particular, to strengthen the external presence of the school, to strengthen opportunities for innovation and entrepreneurship, have been really great, and I want to continue to be a part of it."

Jeff Schulz '09 not only earned a degree in accounting and finance that set him up for a career crunching the numbers in the biopharmaceutical industry. He also met his future wife—who was at the time a psychology major, attended many basketball games and volunteered for Syracuse University Ambulance.

Schulz and his wife, Leah Brennan '09 (A&S), attend University events in the Boston area, where they live. They dress their children, ages 2 and 5, in Orange gear. For Schulz, the global financial comptroller for atai Life Sciences, giving back wasn't a question.

Through Schulz and Brennan's financial support for the Whitman School, they have become members of the Hill Society, a University-wide recognition society for annual donors supporting Syracuse's highest priorities. According to Schulz, he has directed giving toward the Whitman School, particularly students who need financial support.



leff Schultz with wife Leah and kids

For Schulz and Brennan, the time on campus "was just such an important and influential part of our lives. Our time at Syracuse set us up for not only our careers but also so many aspects of the life we live today. We are who we are because of Syracuse."



Michael Richman and Ruth Toporoff

Strategic Philanthropy for a Lasting Influence

Of course, giving isn't only for alumni. Many other philanthropically minded members of the Whitman community choose to support the school.

When Michael Richman and Ruth Toporoff's daughter, Logan '22, was considering universities where she could pursue her interest in communications and journalism, Syracuse, particularly the S.I. Newhouse School of Public Communications, was at the top of her list. Logan also earned a minor in marketing through the Whitman School and now works in marketing. A few years later, she was followed

"I want [Whitman's] experiential learning to develop. I want them to have opportunities to take the kids to different cities and engage with different companies so they get greater experience, so they can get internships and permanent positions."

- Michael Richman

by her brothers Hayden '28 and Connor '28, both of whom are Whitman School students.

When their daughter enrolled at Syracuse, Toporoff and Richman began giving to the University, to do what they could to support not only her education but also that of other students. They are now members of the Whitman Leadership Circle. Richman also lends his advice and expertise to the Whitman Parents Advisory Council.

"I want to be involved in my kids' education," says Richman.

Richman and Toporoff both have law degrees. Richman is a managing director at Goldman Sachs, where he began in a legal capacity. Toporoff's expertise is in animal rights. As a law student, Richman participated in a volunteer program representing indigent clients, at a time when experiential education was in its infancy. He credits that program with shaping his professional development, and it has influenced his giving to Whitman's experiential education initiatives.

"I want [Whitman's] experiential learning to develop. I want them to have opportunities to take the kids to different cities and engage with different companies so they get greater experience, so they can get internships and permanent positions," says Richman.

Beyond the Bank Account

Giving back to Whitman is often multifaceted. "There's so many different volunteer opportunities," says Paulus. "We have a number of different departmental boards at the school. We have alumni councils. We have mentorship opportunities. The ability to help hire and support our students get jobs is incredibly important in addition to philanthropy."

For example, Monzi has been involved as a judge for the Capstone competition. In the fall of 2025, he is taking his involvement a step further, teaching a course called Innovative Sport Ventures.

"The financial commitment is just the tip of the iceberg," says Monzi. "Finding ways to show up and engage with the community is probably the most impactful way to be involved deeply, and I think it helps make the financial component easier, because you feel like you're giving back to something that you're a part of."

"Finding ways to show up and engage with the community is probably the most impactful way to be involved deeply, and I think it helps make the financial component easier, because you feel like you're giving back to something that you're a part of."

- Nick Monzi '11



Nick Monzi '11 and Orange Tank 2025 finalist Ava Lubkemann '27, founder of Revamped



Tom Seifert

Endowment: Building an Orange Legacy

Throughout a busy life, Seifert has lived by the philosophy, "Life should be about having some fun, doing something for your community, and putting something back into your community." He already was supporting undergraduate Whitman students through an endowed scholarship when he made the decision to include Whitman in his estate planning. He has now committed to a legacy donation.

"Life should be about having some fun, doing something for your community, and putting something back into your community."

- Tom Seifert '69

During his career as an accountant and later business manager in the energy industry, Seifert learned not just to read a spreadsheet and balance the budget, but also to solve problems that arose at the plants where he worked. He says, "In my classes at Syracuse 60 years ago, the professors that I had, they taught you and encouraged you to think outside the box and experiment. Those are values that we need to make sure we keep and go forward with."

Although it's been years since Seifert was a student, his values are still alive on campus, thanks to the philanthropy of all those who support the Whitman School.





WHITMAN FURTHERS REACH TO FOSTER ALUMNI

RELATIONSHIPS, STUDENT OPPORTUNITIES

By Caroline K. Reff

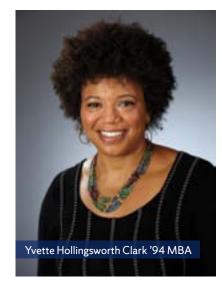
rom biotech and fintech to banking and startups, companies in the Boston area are thriving along the same streets that once shaped a revolution. Business deals are made over lunches of clam chowder, and there's sure to be a Dunkin' on every corner for a mentor meeting or networking opportunity. Add to that almost 2,000 Whitman School graduates in the greater Boston area, and the city has great potential for students seeking internships and jobs, alumni opening their doors to recruit and host students, and the commitment of graduates who stay connected to Whitman through their talents and generosity.

















WHITMAN'S EFFORTS TO INCREASE ITS **BOSTON PRESENCE INCLUDE:**

- Whitman Day networking reception, held in April for the past four years.
- Networking events before Syracuse/Boston College basketball games.
- Joint panel discussion and alumni networking reception with the School of Architecture, S.I. Newhouse School of Public Communications and College of Arts and Sciences scheduled around the 2023 Management Association Academic Conference.
- Student/alumni networking night during this spring's Boston career exploration trip.

"Boston is a booming city with a lot of opportunity," says Interim Dean Alex McKelvie. "We are committed to furthering our engagement with alumni there, as well as solidifying relationships with them as mentors, speakers and those willing to help Whitman students explore career opportunities."

Last March, 17 Whitman students took a career exploration trip to Boston to visit companies like Microsoft, Partner Capital, Deloitte, Wayfair, Converse, JLL and State Street, while also networking with C-suite leaders. According to Whitman Executive Director of Career Services and Employer Relations Kara Primrose, Boston is the No. 2 location for Whitman students to pursue internships and employment.

Gabrielle Harvey '10, executive managing director at ILL, a Fortune 500 commercial real estate and investment management company, was one person to welcome students during this year's trip.

"I was very impressed with the Whitman students. The grit they have is different from other students I meet, and they also have a lot of the soft skills in business that we're looking for," Harvey says. "The most impressive take away, however, was the handwritten thank-you notes I received

following their visit. That's just not something you see much of anymore."

Yvette Hollingsworth Clark '94 MBA welcomed students to State Street Corp., a global financial services and bank holding company where she is executive vice president and chief compliance officer.

A former member of the Whitman Advisory Council, Clark set up a panel discussion that included not only herself but also State Street's chief financial officer and head of global delivery, who talked to the group about the banking and finance industry.

"State Street is not a retail banking name that everyone immediately recognizes. Because of that, we encourage students not to limit themselves but to explore the breadth of banking, such as institutional asset management, where State Street is a leader," says Clark. "I am glad that Whitman has been making opportunities in Boston available to its students. And we are making a recruitment effort back to Whitman, too, because there's clearly a lot of talent there."

Other Boston-area alumni have also kept in touch with Whitman through student interaction and financial generosity.

Guy Daniello '89 is an entrepreneur and CEO/founder of Peloton Consulting Group, a global leading management and IT services firm helping drive digital transformation.

"Boston is a great place to do business, and a part of our strategy is bringing in talented students, including those from Whitman," he says. "We like to be able to interact, mentor and help new hires develop and grow. I'm proud to say we've hired both Syracuse and Whitman grads and look forward to more in the future."

Daniello has also given his financial support to Whitman, particularly to support its entrepreneurial focus, business leadership and artificial intelligence. "I like to tag my donations to these types of skills because they are important to the direction the business world is headed," he says.

Many other Boston-based alumni have also given generously to Whitman, including Jerome '99, '13 MBA and Duyum Ryan '99. Jerome is chief risk officer at Carbonaires, a carbon finance specialist, while Duyum is the finance chief operating officer/ senior vice president of the Cigna Group.

Both take the time to mentor and connect with Whitman students. Jerome recently joined the Whitman Advisory Council and last spring served as a judge for the Dean's Sustainability Challenge.

In 2022, the Ryans, who are members of the Whitman Leadership Circle, created the Jerome '99, '13 MBA and Duyum Ryan '99 Family Scholarship, which enables financially struggling students to participate in co-curricular activities that give them the full Whitman experience.

All in all, the greater Boston area is teeming with opportunity, and the Whitman School is eager to expand its pipeline to the resources available there through an alumni network that continues to be generous with time, financial resources and experience. W

ANNUAL NYC EVENT CONTINUES TO ELE

Awards Ceremony Recognizes the Impact of Whitman's Supporters

By Suzi Morales

n a Thursday evening last May, overlooking Manhattan's Union Square in a reception room decked out in Syracuse Orange, students, administrators, alumni and friends of the Whitman School gathered for the 2025 Whitman Awards and Appreciation Event.

It was a celebration of the ways in which the Whitman community on campus and around the world collaborates to support current students and build the future of the school.

The evening's award winners come from a variety of backgrounds and support Whitman in diverse ways. Awardees were:



Doug Present '86

Recipient of the highest honor given to a Whitman alumnus, the Jonathan J. Holtz Alumnus of the Year Award. Present is a member of the Syracuse University Board of Trustees and chairs the board's Finance Committee. He also sits on the Whitman philanthropy and engaged volunteer leadership committees and the Whitman Advisory Council.



Matty Simon

Winner of the Whitman Impact Award for his support for students and recent graduates as Bloomberg L.P.'s lead recruiter for analytics and sales roles in the Americas.



Blake Brossman '98 (VPA) and Gisele Marcus-Thomas '89

Recipients of the Dean's Citation for Exceptional Service.

The award recognizes those who exemplify a significant commitment to helping Whitman prepare and place future business leaders, Brossman, founder of PetCareRx and Click Action Ventures, has done so as a judge of numerous student competitions, class speaker, and mentor and advisor to student-founded startups. Marcus-Thomas, vice dean of the Office of Equity, Diversity and Inclusion at Washington University in St. Louis, was selected for her service as a Syracuse University trustee and significant involvement with the Lender Center for Social Justice.



Tyler Newman '20 and Warren Johnson '20 (WSM/IST)

Recipients of the Orange Ovation Award for alumni from the past 15 years setting a positive example to Whitman students. Johnson chairs the Student Engagement and Mentorship Committee of the Young Whitman Advisory Council and supports students and recent graduates through New York City-area networking events. As an assistant vice president of client development and strategic initiatives at Synchrony, Newman has been a strong advocate for Whitman and instrumental in a successful relationship between Whitman and Synchrony, resulting in more than 50 Syracuse students and graduates invited into Synchrony's Business Leadership Program.



From left: Alex McKelvie, Matty Simon, Blake Brossman, Warren Johnson, Gisele Marcus-Thomas, Doug Present and Tyler Newman.

"While our main purpose tonight is to honor a few select individuals, it is also an opportunity to recognize and celebrate the contributions of all of our alumni and corporate partners," said Interim Dean Alex McKelvie during the event. "So many of them (that means you all here tonight) have made—and are making—valued and impactful contributions to Whitman, Syracuse University and our students."

As the event's name indicates, appreciation was a common theme of the evening, which, aside from during the pandemic, has been held in New York City since 2019.

"It was a night of appreciation for volunteer leaders, engaged alumni and engaged companies," says Alison Kessler, director of alumni engagement at the Whitman School. According to Kessler, the event began as a small reception to honor the Holtz Alumnus of the Year winner and has expanded to a larger celebration of the various ways of contributing to the Whitman community.

"It's an opportunity to thank more people in person," says Kessler, who notes that attendees came from Washington, D.C., Syracuse and elsewhere, in addition to New York City.

The event highlighted the impact on Whitman students throughout the past year, such as 843 completed internships, 162 employers participating in recruiting events, and more than a thousand alumni and corporate partners engaged in student programming in-person and virtually. A number of students attended and shared their experiences.

Notably, the Whitman network relies on participation from many who are not alumni, like Whitman Impact Award winner Simon.

"It is really important to recognize that some of our biggest supporters are not alums," says Kessler. "They may be parents. They may be someone that is a recruiting partner at a company...It could be someone that gives their time, comes and speaks, hires students [or] mentors."

The biggest winner of the evening was the Whitman School itself. Assistant Dean for Advancement and External Engagement Michael Paulus says, "It's a formal evening where you get together and you celebrate individuals, but you're really celebrating the Whitman School and what's going on at the school and

"It is really important to recognize that some of our biggest supporters are not alums. They may be parents. They may be someone that is a recruiting partner at a company...It could be someone that gives their time, comes and speaks, hires students [or] mentors."

- Alison Kessler, director of alumni engagement

how we're supporting our students. It creates a sense of pride. It adds to that meaningful connection of what's going on at the Whitman School and all the great things that that our individual alumni or corporate partners are doing to help advance the school." 00

CLASS NEWS & NOTES

1970-1989

NEW POSITIONS AND PROMOTIONS

Ken Sosne '80

President, Delaware Federation National Active and Retired Federal Employees Association

Chris Jaeger '87

Senior Consultant, Valere Capital Partners LLP

Michael Giarretto '94

Inventory Control Supervisor, Hermès

AWARDS AND ACCOLADES

Shawn Outler '89 was included among the top 50 chief diversity officers by The Women We Admire.

Scan to read article



IN MEMORIAM

William Heisler '70 MBA, '72 Ph.D.

passed away March, 7, 2025, at the age of 82.

Scan to read obituary



1990-1999

NEW POSITIONS AND PROMOTIONS



Frank Ryan IV
'90, L'94 is one of
three newly elected
members of the
Syracuse University
Board of Trustees.
Ryan is global cochair, global co-CEO
and Americas chair
at DLA Piper, a

global law firm with more than \$4 billion in revenues and offices in more than 40 countries. Known as a go-to strategist for some of the world's most sophisticated media and sports companies, including Disney, ABC, the Pac-12 and ESPN, Ryan helped lead the firm through a period of unprecedented growth. He is also founding chair of the firm's scholarship programs established to assist student athletes and veterans wishing to pursue a legal career. Ryan earned a bachelors degree in finance at Whitman in 1990 while competing on the Syracuse University wrestling team before earning a l.D. in 1994.

Thomas Baskind '91

Founder, Sales Fulcrum

Joseph Stafford '93

Controller, Carestream

Garry Nelson '97

Managing Director of Finance, Paul Hastings

Nancy Girondo '98 (A&S/MAX), '16 MBA. '18 M.S.

Senior Client Portfolio Manager, Municipals, Invesco

Nicole (Cuda) Piotrowicz '98

Associate Principal, Wende

IN THE MEDIA

David Schwartz '99, co-founder and principle of Slate Property Group, was interviewed for the Wall Street Journal article "NYC Builders Are Converting Shuttered Migrant Hotels Into Apartments" to discuss Slate's work to transform underused hotels into hundreds of units of affordable housing.

Scan to read article



AWARDS AND ACCOLADES

Chettha Saetia '96 was awarded the 2025 State of Illinois SBDC Connector Award.

IN MEMORIAM

Daniel Jason Beder '92 passed away June 8, 2025, at the age of 55.

Scan to read obituary



2000-2009

NEW POSITIONS AND PROMOTIONS

Laura McClain Nolen '06

Vice President, Product Development and Commercialization. Osmo

Lauren (Tobias) Rosen '07

Executive Director, Morgan Stanley

William Weinstock '07

Director Portfolio Management, Barings

Emily Woodward '07

Vice President, Investor Relations, Treasury & ESG, Toast

D. Brian Cook '08 MBA/MPA (WSM/MAX)

Recruiting Partner, Goodwin Recruiting

Inga Orozco '08 M.S.

Advisory Board Member, Life Science Cares Boston

Henry Haber '09

Director of Sales & Strategy, Video Content, Better Collective

Jeff Kryger '09 MBA

Director, Citizen Services Business Unit. Agile Defense

Shannon McLoughlin '09 (WSM/NEW)

Corporate PR. Intuit

Karthik Pasupathy '09 MBA

Partner, EY

IN MEMORIAM

Stephen C. Jones '04 MBA/MPA (WSM/MAX) passed away June 13,

2025, at the age of 76.

Scan to read obituary



2010-2019

NEW POSITIONS AND PROMOTIONS

less Balsamo '12

Lead Customer Success Manager, UKG

Josh Fishman '12

Senior Director, Head of Performance, Beauty and Well Being, Unilever

Tori lpacs '12

Senior Manager, Category Management, The Hershey Company

Ali Levenson '13

Product Marketing Manager, Midea America

Program Manager, Supply Chain, Google

Zachariah Clickman '15

Vice President, Solution Advisor

leroen Dijkema '15 M.S.

Project Control Manager, Flatiron Dragados

Mike Lembo, CPA '15

Chief Financial Officer, Cardiovascular Centers of America

Lauren Levine '15

Sourcing Manager, Ross Stores Inc.

Kelley (Long) McKenna '15

Senior Manager, Consumer & Market Insights, Unilever

Ariel Tavakoli '15

Assistant Vice President. AssetManagement, Extell

Blair Finkel '16

Procurement Manager, Rothschild & Co.

lose David Godinez '16

Transformation Lead. Monks

Iulia Griffin '16

Staff Accountant, Dannible & McKee LLP

Joseph Howard '16

Manager, eCommerce Operations, Uplight

Naim Hussein '16

Tax Senior Manager, EY

Adriana Appelbaum '17

Trade Marketing Director, Lancome

Isaac Clark '17

Senior Manager, EY

Sloan Genzer '17

Senior Assistant Buver, Men's Shoes. Bloomingdale's

Ahmad Hasan '17

Senior Vice President, Citi

Walsh Richards '17

Senior Transaction Manager, CBRE

Nicholas Sabatino '17

Finance Manager, Ripple

Collin Brown '18 (WSM/NEW)

Planning Analyst, Stitch Fix

Eli Carter '18

Mid-Market Account Executive, Attentive

Harry Dittrich '18

Vice President, Antares Capital LP

Max Gil'18

Manager, SS&C Technologies

Roger Hoff '18

Manager, Integrated Marketing (DashPass), DoorDash

Matthew Przybysz '18

Team Lead, Systematic Trade Support, Brevan Howard

lason Tucker '18 MBA

Director, Spark Foundry

Flanagan Brown '19

Senior Merchandise Planning Analyst, Ross Stores Inc.

Nick Cresta '19

Consultant, Altus Group

Kevin Garcia '19 MBA

State Manager Chains, Texas, Brown-Forman

Kalynn Jenkins '19 MBA

Chief Operating Officer, Gravillis Inc.

Derek Lepore '19

Account Executive, FloQast

Alex Muzaurieta '19

Practice Director, Financial Services, Robert Half

Augustine Prosper Ro'19

Lead Solution Engineer, Revenue Cloud, Salesforce

IN THE MEDIA

Ron Arana '19 MBA was recently featured on Autodesk's Digital Builder Podcast to reflect on his journey as a second-generation builder and managing partner of Arana Group Inc. The episode focuses on community-centered construction, public works and how small businesses can drive impact across the built environment.

Scan to watch podcast



MERGERS AND ACQUISITIONS



Devin Dadigan '10 and his wife. Kirsten. welcomed daughter Aida in May. She joins doting big sister Cora, age 2.



lennie Snider (May) '17 (WSM/NEW) and her husband welcomed their first child, a girl born in April.



Melinda Guida '15; her husband, Alessandro '13 (A&S), and their daughter, Giuliana, welcomed Alessandro John Guida Jr. in April.

2020-2025

NEW POSITIONS AND PROMOTIONS

Marc Ben-Ami '20

Partner, Botwinick & Company LLC

Davis Blum '20

Associate, Beach Point Capital Management

Cole Callahan '20 MBA

President, Callico Distributors Inc.

Sophie Hall '20

Manager, EY

Gracyn Janiga '20

Senior Account Manager, 120/80 MKTG

Ava Notkin '20

Associate Director of Strategy, GLOW creative agency

Bridgit O'Donnell '20

Technology Risk Manager, EY

Patrick Sheridan '20

Risk Consulting Manager, EY

Jaykumar Shiyani '20 (WSM/IST)

Associate, BBVA

Dana Valelly '20, '21 M.S.

Vice President, Citi

Rex Anderson '21

Global Sustainability Manager, Hanesbrands Inc.

Noa Carmi'21

Account Executive, HubSpot

Michala Davis '21

Senior Manager, Compliance Risk, Sallie Mae

lillian Ghory '21 MBA

Senior Director, Wholesale Operations, Madewell

Dylan Gordon'21

Senior Product Manager, Irving Fund

Karen Henao '21

Associate Buyer, Ross Stores Inc.

William Mirabile '21

Manager, Consulting, EY

Vera Zhou '21

Digital Manager, Within

Matt Keenan '22

Business Development Associate, ICI Mutual

William Slaski '22

Assurance Senior, EY

Aaron Swartz '22 (WSM/NEW)

Associate Director of College Guidance, University School of Milwaukee

Melena Aldorisio '23

Media Planner, Digitas North America

Morgan Fahy '23

Business Execution Consultant. Wells Fargo

Bianca Gutierrez '23 MBA

BDS Executive Transport Supply Chain Management Analyst IV, Boeing

Alex Kim'23

Enterprise Development, Ramp

William Giffen '24

Senior Project Consultant, USC Consulting Group

Cecilia Sperandio '25

Global Capital Markets Rotational Analyst, Scotiabank

AWARDS AND ACCOLADES

Ionathan Quinlan '20 and Gideon

S. Dixon '25 MBA were selected as CNY Business Journal's 40 Under 40 2025 Award honorees.

Scan to read the article





TRANSFORMING WHITMAN TOGETHER

"To be **Orange** means being someone who is trying to be the best version of themselves. It means not being afraid to take steps towards your future. It means being passionate, strong and confident.

My Whitman experience has helped shape who I want to be and has prepared me for my future career."

- Jake Cohen '27

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FRAN BROWN JR.'S FIRST YEAR AT WHITMAN IS A TESTAMENT TO HIS PARENTS' COMMITMENT TO EXCELLENCE ON AND OFF THE FOOTBALL FIELD

By Caroline K. Reff

When Fran Brown Jr. '28, known as Frannie, decided to transfer to Syracuse University to attend the Whitman School, he knew his mother, Teara, and father, Fran Brown, head coach of the Syracuse University football team, would have great expectations for him not only on the field, but, more importantly, in the classroom.

"My parents say getting a C is not acceptable. They want A's and B's," says Brown, who is majoring in entrepreneurship and emerging enterprises as well as maybe looking at finance.

"My mom tells me to push past my limits, and that if you think you can do something, you can probably do even more. I'm trusting God, and he has a plan for my life. I have a responsibility to be a role model to my younger brother and sister. As long as I follow that, I will have success and set a good example."

This is Brown's second semester at the Whitman School, having transferred in January 2025, which gave him some time to make friends outside of football and get to know his classmates, professors and the opportunities at his new school. While he's had to balance sports and school most of his life, coming the Whitman School to earn a degree while playing football is a challenge. A long snapper and fullback, Brown is listed as a redshirt sophomore on this year's roster.

"I came here because I know it's going to give me the most opportunities. I'd like to play in the NFL and also coach like my dad one day, but you never know what 40-year-old me might want to do—maybe start a business or something like that. Watching my dad build his own dynasty motivates me, and as I get older, I know I'll have a good blueprint to follow."

- Fran Brown Jr. '28

But he knows the sacrifice will be worth it.

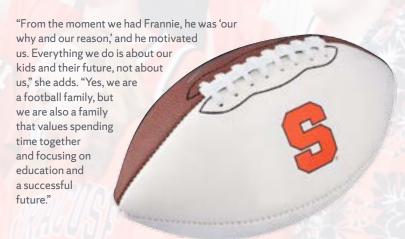
"I came here because I know it's going to give me the most opportunities. I'd like to play in the NFL and also coach like my dad one day, but you



The Brown Family, from left: Fran Jr., Ivy Ann, Teara, Fran Sr. and Brayden.

never know what 40-year-old me might want to do—maybe start a business or something like that," he says. "Watching my dad build his own dynasty motivates me, and as I get older, I know I'll have a good blueprint to follow."

Fran and Teara Brown have always emphasized the importance of education. "From when I was a young girl, I wanted to be a nurse and knew I had to be educated," says Teara, who earned a bachelor's degree as a registered nurse as well as a master's degree to become a nurse, anesthetist.







PROFESSOR LYNNE VINCENT HELPS TRANSFORM MANAGEMENT MAJOR TO REFLECT CHALLENGES OF TODAY'S WORKPLACE

By Caroline K. Reff

A year after being appointed chair of the Department of Management at the Whitman School, Associate Professor of Management Lynne Vincent has taken on the challenge of ensuring that the major is a reflection of how the needs of the job market are changing to ensure that Whitman students are prepared to excel in their business careers.

"I am so grateful for my colleagues," Vincent says. "Since I stepped into this role, there has been nothing but encouragement, kindness and excitement. Everyone has been so incredibly supportive, as together we've transformed the management major by changing the structure and adding four new courses, allowing students more flexibility and customization."

The changes allow students to focus on either strategy and complexities of an organizational action if they like industry shifts or the human element of management, such as organizational behaviors or human resources. New courses cover negotiations, technology and innovations strategies, women in business, and corporate development strategies. According to Vincent, the department will continue to pilot additional courses and incorporate innovative ideas to share relevant information as it impacts the field.





Inserting Creativity and Technology in the Classroom

Vincent, herself, has infused some high-impact experiential learning into her classes, one of which is piloting a set of workplace simulations in her class, MGT 248: Managing and Leading People in Organizations. The course includes virtual reality (VR) to help students learn some necessary soft skills like conflict management, solid communication, and both critical and ethical thinking.

"VR is not a complete substitute for an in-person encounter, but it is a very good practice, and student feedback is that it feels very real," she says, noting that the exercises were programmed to simulate tense situations, such as an employee being angry about not getting a promotion.

- Lynne Vincent, department chair, associate professor of management

Students start by learning how to use the VR headsets, an important skill, as many companies are now using VR systems for job interviews and training. Once they are familiar with the hardware, the students use VR technology to practice topics like conflict management.

"VR is not a complete substitute for an in-person encounter, but it is a very good practice, and student feedback is that it feels very real," she says, noting that the exercises were programmed to simulate tense situations, such as an employee being angry about not getting a promotion.

"This has been a wonderful way for students to practice how they might handle these challenging situations and understand that in business, conflict is unavoidable. It helps them prepare for these situations while they are only dealing with an angry avatar and learn how to transform conflict into value."

Making Headlines

A member of the faculty since 2015 who earned a Ph.D. from Cornell University, Vincent is bringing value to the Whitman School through her research, which examines the moral and social implications of creativity with a twist that looks at the potential dark side and unexpected consequences, as well as how others in the workplace think of and respond to creativity. She also specializes in ethics in organizations, organizational behavior and labor relations.

Currently, she is looking at the interactions between perception of conflict and creativity evaluations, entitlement in creativity and how someone's belief that they deserve more can actually result in that person being more willing to endorse another's creative ideas.

Vincent recently co-authored "Entitled Management Endorse Costly Creative Ideas," which was nominated for best paper by the Managerial and Organizational Cognition division of the Academy of Management (AOM). In July, she traveled to Copenhagen to present the paper at the AOM's 85th annual meeting.

Her work has also appeared in such publications as the Academy of Management Journal, Journal of Management, Journal of Personality and Social Psychology, Organizational Behavior and Human Decision Processes, Journal of Experimental Social Psychology and General and Psychological Science.

In addition, Vincent has represented the Whitman School as an expert in a number of interviews with local and national media, particularly related to recent labor strikes.

Vincent is pleased to be a part of a dedicated faculty who have transformed the management major to the benefit of Whitman

"I see the management major as a career maker," Vincent says. "It gives you the ability to take your job and make it a career how you are going to think about long-term organizational strategy, train and develop employees, and create a work culture to support your organizational skills. Every student should consider a management major because they will benefit from the information and experiences no matter what area of business they decide to pursue."

Output

Description:

FACULTY RESEARCH



Social Cues Shape Maladaptive and Adaptive Perfectionism in Professional Ballet

A new study by Rachael D. Goodwin, assistant professor of management, reveals how subtle workplace cues can either fuel unhealthy perfectionism or support a healthier drive for excellence in high-pressure environments.

The paper—co-authored with Lyndon Garrett, assistant professor of management at Melbourne Business School, and Ali Block, clinical research coordinator at the Icahn School of Medicine at Mount Sinai—is forthcoming in the Academy of Management Journal and draws on interviews with 61 professional or semi-professional ballet dancers across 24 companies.

It builds on research that distinguishes between maladaptive perfectionism—marked by fear of failure and self-destructive behaviors—and adaptive perfectionism, which upholds high standards without the same emotional toll.

The study finds that dancers often shift between these forms based on social signals. Dehumanizing cues—like harsh punishment for mistakes or discouraging rest—push dancers into unhealthy patterns, while rehumanizing cues help them maintain a pursuit of excellence while reclaiming agency and tending to their well-being.

Goodwin, R. (2025) "Under Pressure to Be Perfect: How Dehumanizing and Rehumanizing Social Cues Lead to Maladaptive and Adaptive Perfectionism in Professional Ballet," (with Garrett, L. and Block, A.), Academy of Management Journal.



The Hidden Cost of Startup Growth

A new paper by Johan Wiklund, Al Berg Chair and Distinguished Professor of Entrepreneurship, in Strategic Management Journal challenges conventional wisdom about rapid growth in startups. "We show that scaling might not be great for everybody, particularly for the employees," Wiklund said.

His co-authors are two Whitman grads, James Bort '14 MBA, '20 Ph.D., assistant professor in the department of management and entrepreneurship at DePaul University, and Wei Yu '13 M.S., '18 Ph.D., assistant professor in the department of industrial systems engineering and management at the National University of Singapore.

The researchers linked data about employee satisfaction with their current or former employers on Glassdoor.com with details of 263 startups from a private company database.

They found that while job satisfaction initially increased when a business expanded, it decreased if growth was too fast, for example due to management problems.

Startups, Wiklund said, should scale with intention. "Moderate growth isn't a failure—it can be a strategic choice."

Wiklund, J. (2025) "Firm Growth and the Job Satisfaction of the Startup Workforce," (with Bort, J. and Yu, W.), Strategic Management Journal.



Local Knowledge Helps in the Fight against Wildfires

Wildfires usually ravage whole regions—but sometimes leave pockets of land relatively untouched that can't be explained by geographical barriers.

Maria Minniti, director of the Institute for an Entrepreneurial Society and the Louis A. Bantle Chair in Entrepreneurship and Public Policy, and her former advisee Devin Stein '23 Ph.D., now an assistant professor at the University of Alabama, explore a possible explanation in a new paper forthcoming in the Academy of Management Journal.

Looking at two decades of wildfire prevention initiatives in Northern California, they found that self-organized communities—groups that arise voluntarily and may include residents, businesses, NGOs, or neighborhood associations—can effectively contain damage. The broader the participation of stakeholders, the more successful they are at combining best practices with local knowledge to take tangible measures like creating firewalls or identifying the most effective routes for responders.

The study offers a blueprint for addressing other grand challenges—from infrastructure to healthcare—by tapping into the potential of local knowledge and informal collaboration.

Minniti, M. (2025) "Distributed Knowledge and the Creation of Public Value: Wildfire Management in Northern California," (with Stein, D. '23 Ph.D.) Academy of Management Journal.



Sense of Autonomy Enhances Consumer Decision-Making with AI

Retailers increasingly use Al-based recommendation systems to help consumers make purchase decisions. A new study by Guiyang Xiong, associate professor of marketing, forthcoming in MIS Quarterly, suggests that consumers who feel a sense of autonomy—that Al is assisting rather than determining choices for them—are more likely to make purchases and less likely to return them later.

Xiong and his colleagues—love linghui Hou, assistant professor of information systems at the University of Houston; Shuai Yang, professor at Donghua University; and Paul Pavlou, dean of the University of Miami's Herbert Business School tested this idea across two field experiments in fashion retail stores. When store messaging emphasized that the Al system-which scanned customers and offered recommendations based on factors like body shape and trends—was simply offering help, shoppers bought more and felt more satisfied with their decisions. Interacting with the AI on their own smartphones rather than store devices also increased customer's feeling of autonomy. Several lab experiments supported these findings.

Xiong, G. "Enhancing Consumer Decision-Making with Al: The Role of the Sense of Autonomy," (with Hou, J.J., Yang, S. and Pavlou, P.) MIS Quarterly, forthcoming.



Does Quantitative Easing Stimulate Corporate Investment?

es, say Erasmo Giambona, professor of finance and the Michael J. Falcone Chair in Real Estate, and colleagues in their recent paper in the Journal of Money, Credit, and Banking. His co-authors are Rafael Matta, professor of finance at SKEMA Business School; Jose-Luis Peydro, professor of finance at Imperial College London; and Ye Wang, associate professor at the University of International Business and Economics.

During financial crises, the Federal Reserve cuts interest rates to encourage borrowing and investment. Once rates hit near zero, as they did during the Great Recession, the Fed turns to quantitative easing (QE), buying large amounts of mortgage-backed and Treasury securities. This lowers the supply of safe assets, pushing investors like pension funds to buy corporate bonds.

The authors show that safe companies with access to the bond market, like Apple and Amazon, benefit most, borrowing at rates close to the government's and in turn increasing their investments. Giambona calls this the "corporatebond lending channel," challenging the view that firms simply replace equity with debt when money is cheap.

Giambona, E. (2024) "Quantitative Easing, Investment, and Safe Assets: The Corporate-Bond Lending Channel," (with Matta, R., Peydro, J-L. and Wang, Y.), Journal of Money, Credit, and Banking.



Petty Traders Challenge Bureaucratic Barriers at Kumasi's Kejetia Market

Kejetia Market in Kumasi, Ghana, is one of West Africa's largest marketplaces, with 25,000 daily visitors. Over the past decade, foreign investments have reshaped the market and excluded long-standing petty traders who lacked formal registration.

In a recent article in the Journal of Business Venturing, Assistant Professor of Entrepreneurship Arielle Newman explores how these traders fought successfully for inclusion.

Newman, along with Alexander Lewis, assistant professor of management at the University of Texas at San Antonio, and Ryan Coles, assistant professor of management and entrepreneurship at the University of Connecticut, showed how traders drew on Nyansapo—an Ashanti philosophy of mutual support—to form coalitions through the Petty Traders' Association and appeal to the Ashanti king to leverage their indigenous cultural capital.

"This research challenges the idea that indigenous business practices are an institutional void." Newman said. "It calls us to rethink how we look for and measure value and how we design policies and programs that reflect people's real, lived experiences."

Newman, A. (2025) "Emancipatory Entrepreneurship in Postcolonial Economies: The Clash of Institutional Systems in the Kejetia Marketplace," (with Lewis, A. and Coles, R.) Journal of Business Venturing.

WHITMAN WELCOMES FOUR NEW MEMBERS TO ADVISORY COUNCIL AS CHAIR SIGNS ON FOR **SECOND TERM**

Judd Caplain '82

With over 30 years in financial services, most recently as a partner at KPMG as global head of financial services and overseeing a \$13 billion business across 150 countries, Caplain brings deep industry experience in regulatory compliance, strategy and growth. His expertise also extends to driving innovation to meet evolving regulatory and digital demands. A resident of Hingham, Massachusetts, he has been named to The Consulting Report's "Top 25 Financial Services Consulting Leaders" and continues to be a dedicated mentor and advocate for the next generation of business professionals.

Cory Pettinella '09

As vice president, senior relationship manager, at Bank of America, Pettinella has a background in commercial banking. In his current role, he supports mid-sized businesses with financial stability and sustainable growth with a strong grasp of credit risk and financial statement literacy, as well as an appreciation for how economic trends can impact business performance. Pettinella lives in Pittsford, New York.

Jerome P. Ryan '99, '13 MBA

Chief risk officer for Carbonaires, a carbon asset management firm, Ryan is an accomplished operational risk and resiliency leader with more than two decades of experience designing governance risk and controls solutions that strengthen organizations across industries. The founder of GRM Solutions, a consulting firm to help businesses anticipate, mitigate and recover from complex risks, A resident of Lynnfield, Massachusetts, Ryan has also held positions with State Street Corporation and Pfizer.

Valerie Vargas '94

Vargas has a long history of leadership positions with AT&T and is currently senior vice president of creative content and advertising responsible for the strategic development and creative execution of full-funnel paid advertising and social media marketing, retail marketing, and design of marketing communications and experiences at AT&T stores. Previously, she held managerial positions with BellSouth Cellular and Cingular Wireless and also has marketing expertise in the financial services arena from her work with HomeBanc Mortgage Corporation. Currently living in Dallas, Texas, Vargas also holds a law degree from the University of Miami and is a member of the American Bar Association and the Georgia State Bar.

Tracy Barash'89 Continues for Second Term as Chair

McKelvie also shared that the WAC will continue to operate under the strong leadership of Barash, following the successful completion of an impactful first three-year term as chair of the Whitman Advisory Council.

Residing in Atlanta, Georgia, Barash is owner and principal of Cut-Thru Consulting, specializing in brand management and strategic planning for media, entertainment, sports and consumer goods companies. She has held a number of positions with Warner Bros. Discovery, most recently as a senior vice president for Turner Sports, overseeing research and business operations and as senior vice president of marketing. She also held roles at Cartoon Network including vice president of global franchise management. Barash was a voting member of the Syracuse University board

NEW YOUNG WHITMAN ADVISORY **COUNCIL MEMBERS**

Daniel Adediran '21

Associate, Commodities Sales, HSBC

Maria Baires '17

Senior Finance Manager, Ping Identity

Evan Bothmann '19

Senior Financial Analyst, Converse

Lily Buckley '24

Business Transformation Consultant, FTI Consulting

Adrianna Carello '17

Senior Manager, Commercial Planning and Content Strategy, Rothy's

Tommy (Modi) Essoka '15

Senior Pricing Associate, Google Cloud

Kenneth Mintz '19 (WSM/NEW)

Director of Communications & Brand, Gamefam

of trustees during her term as the president of the Syracuse University Alumni Association Board and has been actively engaged with the Whitman School as a mentor and speaker for a number of years.

Central to Barash's success as chair of the WAC is her emphasis on finding more ways to efficiently and effectively leverage the talents of WAC members in order to best benefit the Whitman School and its students. This has been accomplished through updating the council's governance, and designing and reshaping the membership and standing committees to align with Whitman's current goals and needs. W



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Show your school spirit in style with Whitman apparel and accessories. Shop the collection in the campus bookstore, or online by scanning the QR code.





"Being named to this list is always nice, and publishing in top journals is something we all endeavor. It's extremely difficult, and it does indicate that I'm succeeding in something that most academics strive for, publishing our research. I'm very proud to represent the Whitman School and also be recognized on a list that includes many friends and colleagues furthering interesting research in the various areas of business around the world."

- Johan Wiklund, Al Berg Chair and Distinguished Professor of Entrepreneurship

DISTINGUISHED PROFESSOR JOHAN WIKLUND NAMED A TOP SCHOLAR GLOBALLY FOR BUSINESS RESEARCH PUBLICATIONS

By Caroline K. Reff

I Berg Chair and Distinguished Professor of Entrepreneurship Johan Wiklund was recently listed as one of the most prolific business and economic research scholars globally, in "What We Know About the Science of Science in Business and Economics? Insights From the Top 50 Journals, 2008-2022," published in Production and Operations Management (2025). Wiklund was ranked No. 32 with a total of 42 papers published on a select list based on the Financial Times Top 50 academic and practitioner journals.

"Being named to this list is always nice, and publishing in top journals is something we all endeavor," says Wiklund. "It's extremely difficult, and it does indicate that I'm succeeding in something that most academics strive for, publishing our research. I'm very proud to represent the Whitman School and also be recognized on a list that includes many friends and colleagues furthering interesting research in the various areas of business around the world."

Wiklund joined the Whitman School's Department of Entrepreneurship and Emerging Enterprises in 2008. His research interests focus on entrepreneurship, neurodiversity and mental well-being. He is considered a leading authority in his field with over 100 articles published in leading journals and more than 60,000 citations to his research, as well as a number of international awards and honors. This spring, he was named a Distinguished Professor at Syracuse University.

"This is not the first time Professor Wiklund has been recognized among the most prolific business scholars, but this time his ranking has risen, reaffirming his research productivity and its quality for the second time over a long period," says Michel Benaroch, Whitman's associate dean for research and Ph.D. programs. "The Whitman School is proud to have Johan among its ranks, and I trust we will hear more about his research leadership and accomplishments in the future." W



FIVE NEW FACULTY MEMBERS JOIN WHITMAN SCHOOL

By Caroline K. Reff

HYOJU JEONG Assistant Professor of Entrepreneurship

Hyoju Jeong joined the Department of Entrepreneurship and Emerging Enterprises (EEE) as an assistant professor of entrepreneurship. With a Ph.D. in business administration and a concentration in strategic management and entrepreneurship from the University of Minnesota, Jeong previously was a visiting professor at Tulane University.

Jeong was drawn to Whitman by the cross-disciplinary environment within the school and across campus. Her research is in mission-driven entrepreneurship, which came from traveling the U.S. as a Ph.D. student finding places in low-income rural areas where reliable internet was not available. She found communities stopped waiting for providers to solve the problem and formed member-owned cooperatives to bring in the services themselves. Other research includes government partnerships with big banks versus community banks when it comes to small business lending.

While her first semester at Whitman is devoted to research, Jeong will teach Introduction to Entrepreneurship in spring 2026 and eventually other specialized EEE classes.

FURKAN OZTANRISEVEN

Assistant Teaching Professor of Business Analytics

Furkan "Oz" Oztanriseven joined the Department of Finance as an assistant teaching professor of business analytics, bringing 10 years of experience researching and teaching, along with an enthusiasm for expanding a relatively new major at Whitman. Oz spent the past decade at Le Moyne College, where in 2022 he was named associate professor and program director of business analytics.

Originally from Turkey, Oztanriseven simultaneously earned a master's degree in industrial and systems engineering and an MBA from Colorado State University-Pueblo, and then a Ph.D. in industrial engineering from the University of Arkansas. His research focuses on economic decision analysis, transportation and logistics modeling, disruption response, homeland security and sustainability.

Today, Oztanriseven is concentrating on teaching prescriptive analytics, financial analytics and machine learning, as well as sharing his knowledge of a field he says is essential in in every kind of business environment.



IAN RENNIE L'09

Assistant Teaching Professor of Law and Public Policy

While Ian Rennie L'09 joined the faculty as an assistant teaching professor of law and public policy in the Department of Management, he was already a familiar face, having worked as an adjunct instructor since 2022. A graduate of Syracuse University College of Law, Rennie assumed a full-time position on the faculty to share more of his expertise on how law is not just for the courtroom but also for the boardroom.

Rennie has been in private practice for 15 years, focusing on trial litigation, where, in addition to his civil practice, he represents defendants in criminal jury trials and advocates for clients in appellate matters. In 2023, he was elected town justice in DeWitt, New York, handling cases ranging from criminal actions, landlord-tenant disputes, civil matters and code violations. In 2024, he was elected president of the Onondaga County (New York) Magistrates Association.

He continues to teach Introduction to the Legal System, as well as Commercial Transaction Law, while preparing students to carefully consider the ethical challenges that impact the law, business and greater society.

ANYWHERE SIKOCHI

Associate Professor of Accounting

Anywhere Sikochi joined Whitman in fall 2024 as a visiting professor and in January 2025 was hired as an associate professor of accounting.

From Zimbabwe, Sikochi earned an MBA in general management from the University of Virginia, followed by a Ph.D. in business administration from Penn State. Before that, he was a Berol Corporation fellow and assistant professor of business administration at Harvard Business School.

Sikochi is teaching financial statements and analysis to upper division and graduate students, while continuing his research looking at capital as a big part of how communities thrive. He is also using his knowledge to help a small- to medium-sized business enterprise rating system in Nigeria, similar to the U.S. credit rating system. He is also looking at environmental, social and governance ratings and why there is a disagreement among agencies as to what ratings to give to individual firms.

CHI ZHANG

Assistant Professor of Marketing

Assistant Professor of Marketing Chi Zhang first visited the Whitman campus in August 2024 as a participant in the Product Development and Management Association Doctoral Consortium as a Ph.D. candidate, where he took second place for the Best Dissertation Proposal award. A year later, he was back as a member as an assistant professor in the Department of Marketing.

Originally from China, Zhang has a Ph.D. in marketing from Texas A&M. His research includes pricing strategy, product design and the creator economy. One of his current interests is looking at the digital artwork market, which is rapidly evolving due to technological innovations in blockchain and generative artificial intelligence, and is looking at how these technologies are transforming the market.

This fall, Zhang is focusing on research while creating a class on new product development, which he will teach to undergraduate and graduate students in spring 2026. W



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