Pittsburgh – The New Nexus of Business and Health Care
PARTNERS IN PIONEERING PITTSBURGH’S NEW FUTURE AS THE LEADER IN HEALTH CARE

A MESSAGE FROM DEAN ARJANG A. ASSAD

When people, especially those who live far away, hear the word “Pittsburgh,” what’s the first thing that comes to mind? For sports fanatics, it’s likely to be the Steelers, Penguins, or Pirates. For foodies, it may be our unrivaled custom of piling french fries on top of everything, from sandwiches to salads. To many others, Pittsburgh will always be known as the Steel City, historically the cradle of American strength in the production of steel, iron, and glass.

Old stereotypes die hard. The Pittsburgh of today is a story of improving fortunes and reinvention, largely on the back of its “eds and meds” economy, and bolstered by growth in the technology, professional services, and hospitality sectors. In this edition of Pitt Business magazine, we focus on Pittsburgh’s growing and dynamic health care industry. Health care accounts for 20 percent of all spending in the United States — a staggering figure — and our region is a leader in clinical research, patient care, and business operations.

Our business school is in an excellent position to take this transformation to the next level. We have launched new academic programs that leverage the outstanding strengths of health sciences at the University of Pittsburgh to create forward-thinking, industry-centric management programs for health professionals. The centerpiece of our efforts is the Executive MBA in Healthcare, offered in affiliation with UPMC, which welcomed its highly capable candidates this past April. We seek to play an active role in Pittsburgh’s transformation to a health care center, and expect health professionals from all over the country to be drawn to our globally acclaimed programs.

I’m also proud of our other new or soon-to-be-created health care-oriented programs: the MBA/Master of Health Administration in Health Policy and Management (Graduate School of Public Health), the MBA/Master of Social Work (School of Social Work), the MBA/Master of Science in Nursing (School of Nursing), and the Master of Science in Pharmacy Business Administration (School of Pharmacy). It is something I never fail to mention in my journeys across the world to meet with esteemed alumni and corporate partners. This past year, I made my first trip as your dean to India, China, and Japan. In May 2018, we plan on hosting our first-ever International Alumni Conference in Bangkok, Thailand. During these international trips, I am delighted to log the miles to meet with the large number of alumni who retain a remarkable affinity for their school. In fact, there is a special magic and sense of community that only our alumni can bring to the school. We want each and every one of you to get involved.

The articles included in this year’s magazine do a superb job of capturing the impact of our students and faculty, and our deep-rooted commitment to offering the finest business education. From projects aimed at reducing food waste in our communities to the launch of Katz’s new blended online MBA program, to the recruitment of new chaired faculty members, the School of Business is constantly carrying out its mission. Happy reading!
A YEAR OF IMPACT

The Pitt Business calendar is packed each year with educational, networking, and professional development events for graduate and undergraduate students. From case competitions to hackathons, alumni networking events to community service days, our students are enhancing a world-class education with hands-on development opportunities.

Second Annual Dean’s Tea with Associate Dean Audrey J. Murrell
Inaugural SCM Symposium hosted by the Center for Supply Chain Management
Leadership Webinar featuring Kalyana Mohar
CBA Philadelphia Networking Trip

Homecoming Block Party: A fun outdoor event hosted by CBA.
LMI MBAX Case Competition
Katz Invitational Case Competition
CBA Honors Student Breakfast

Race to the Case Competition hosted by the Center for Supply Chain Management
Supply Chain Management Breakfast Speaker Series
Katz Invitational Case Competition
Katz Invitational Case Competition

Katz Executive MBA Worldwide Program. The Katz Executive MBA Worldwide Program. Farewell to the Katz Executive MBA Worldwide Program.

Leadership Panel
Women’s Executive Leadership Panel
APICS Mid-Atlantic District Case Competition
Alumni Rankings Webinar

International Health Care Management Program Kickoff
In collaboration with UPMC and the Katz Center for Healthcare Management, the program provides management training to physicians from Asia.

Global Executive Forum in São Paulo
Pitt Students vs. Pittsburgh Steelers Charity Basketball Game

SCM Breakfast Series: Omni-Channel Opportunities
Institute of Management Accountants Certified Management Accounting Video Contest

Career Development Conference
Target Day of Giving

Supply Chain Management Breakfast Speaker Series
Minority MBA Student Case Competition
Closely Held and Family-Owned Business Event
Networking in New York City

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“When will Katz begin offering online MBA courses?” That day is here. The school is now offering blended online MBA courses with a mix of in-person and online learning as part of its Professional MBA program (formerly known as the Part-Time MBA program) for working professionals. Pilot courses were conducted in the spring term, and additional core courses were added this fall term. The online format uses the latest technology to allow students to complete coursework asynchronously on their own time and synchronously via live, online class sessions.

“Experience-based learning and a personalized experience are core parts of the Katz MBA experience. The blended format allows us to stay true to this mission, while also offering the convenience and flexibility that working professionals need,” Valenta says.

Student feedback has been overwhelmingly positive, with 89 percent of participants from the pilot courses saying they would take another blended course.

Because Katz is adding new blended online courses each semester, a student who began this fall term can graduate by taking only blended online courses. All blended online courses will be available by 2019.

Now that the Katz blended online MBA is in place, there is a new question that Valenta is hearing again and again: “Where do I sign up?”

We are focused on professional development and experience-based learning opportunities for students, and how they are tied together both inside and outside the classroom,” says Joe Pieri, Katz’s director of MBA programs.

“The data being collected will demonstrate in a tangible way, to recruiters and students alike, the impact of experience-based learning at Katz,” Pieri says. “For example, preliminary data collected on the Management Simulation Capstone demonstrate how board members’ evaluation of student performance improved as the semester progressed.”

The data collection project is a partnership with the University of Pittsburgh’s Learning Research Development Center.

In offering Katz students the Management Simulation Capstone in which they run a hypothetical company and present to a board of directors, the Consulting Field Projects course in which students tackle the business challenges of their clients, and the Global Research Practicum in which students study global business abroad, the Katz School is at the forefront of experience-based learning for MBA and MS students.

There is ample anecdotal evidence that these learning experiences have a significant positive impact on students. Now the Katz School is taking the next step by beginning to collect data on the student learning outcomes from these courses and the various professional development activities offered to students.

College of Business Administration (CBA) students have the opportunity to earn a master’s degree in accounting or law in new accelerated-degree programs that shave off a full year of tuition and speed up their entry into the workforce.

The 3+1 BBBA/MS in Accounting Program is offered in partnership with the Joseph M. Katz Graduate School of Business, and the 3+3 BBBA/JD Accelerated Law Admissions Program is offered in partnership with the Pittsburgh School of Law. Both programs allow students to fulfill their undergraduate degree requirements within three years, which benefits their path toward earning a master’s degree that can make them more competitive in the job market.

The design benefits accounting students because they can earn their BBBA and MS in Accounting degrees in four years, allowing them to enter the workforce at the same time as their peers, and arming them with an advanced degree and more prep for the CPA Exam.

Jared Shinberg, 21, of Allentown, Pa., is the first business student to participate in the accelerated law admissions program. The finance major fulfilled his undergraduate degree requirements and is starting in the Pitt School of Law this fall term.

“You get the advantage of getting a job sooner, paying off loans sooner — it gives you a huge jump-start,” says Shinberg, who plans to work in corporate law and this past summer interned with Pittsburgh incubator Idea Foundry in the sustainability sector.

“Accelerated degrees gain traction at CBA”

ACADEMIC PORTFOLIO

KATZ LAUNCHES BLENDED ONLINE MBA FOR WORKING PROFESSIONALS

ACADEMIC PROGRAMS

ACADEMIC PROGRAMS

STRENGTHENING OUR ACADEMIC PORTFOLIO

ACADEMIC PROGRAMS

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OTHER KATZ SCHOOL HIGHLIGHTS

► INAUGURAL EBL DAY in spring 2017 to celebrate and invite industry leaders to observe experience-based learning happening at the school

► INAUGURAL FULL-TIME MBA SALUTE CEREMONY in spring 2017 to celebrate the success of students and to recognize the faculty and staff members who were significant contributors to their success

OTHER NEW PROGRAMS

CBA continues to expand its portfolio of business analytics programs. These include the creation of a Business Analytics Certificate, an Industry Professional Network in Business Analytics, student analytics projects that are assisted by Entrepreneur in Residence Andrew Hannah (MBA ’02), the student organization League of Emerging Analytics Professionals, and the inaugural national Pitt Business Analytics Competition, which was held in March 2017 at the DICK’S Sporting Goods world headquarters.

This emphasis on analytics has filtered into CBA’s internal operations as well.

Analytics is increasingly used to become more targeted in admissions recruitment and in the measurement of student career outcomes and indicators of academic success. For example, the school now can track the average increase in earnings that students can expect to receive if they participate in a student organization (+$6,000), complete an internship (+$4,000), schedule a career advising appointment (+$3,000), or study abroad (+$2,000).

“The data paints a very compelling picture for why it’s important for our students to take advantage of the opportunities to get involved and stay engaged,” Murrell says.

Finally, another new program starting at CBA is that, starting this fall, students will have the opportunity to earn a double degree of their BBBA and a BA in Health Sciences...
An endowed chair is the highest academic award we can bestow on a faculty member, and this year, I had the very rare opportunity to name four faculty members to endowed chairs. Sharon, CB, Cait, and Vanitha are the best of the best in their fields, leaders in research and scholarship, and innovators creating and delivering new ideas and ways of thinking. I am confident they will have a profound impact on our students and on their bodies of research, and I am grateful to our donors who established the chairs in support of our faculty.

- Arjanga A. Assad, Henry E. Haller Jr. Dean

Sharon Alvarez
Tom W. Olofson Chair in Entrepreneurial Studies


CB Bhattacharya
H. J. Zoffer Chair in Sustainability and Ethics

CB Bhattacharya is the new H. J. Zoffer Chair in Sustainability and Ethics. He is also on the editorial review board of Business and Society. Most recently, he was the Pietro Ferrero Chair in Sustainability at the ESMT European School of Management and Technology in Berlin, Germany, and was the founding director of ESMT’s Center for Sustainable Business. While at ESMT, he also served as a professor of marketing, the E.ON Chair Professor in Corporate Responsibility, and the dean of international relations, and served on the editorial review board of Business Ethics Quarterly from 2000 to 2013. Bhattacharya’s research interests include ethics, business sustainability, and business strategy innovation. He has published more than 100 articles in leading journals and is the co-author of two books. His work has generated more than 18,000 citations according to Google Scholar.

Cait Lamberton
Ben L. Fryrear Chair of Marketing

Cait Lamberton is the inaugural holder of the Ben L. Fryrear Chair of Marketing. Her research on consumer behavior, both from an individual and a social perspective, has appeared in the Journal of Consumer Research, Journal of Association for Consumer Research, Journal of Marketing Research, Journal of Marketing, Journal of Public Policy & Marketing, Management Science, and Journal of Consumer Psychology. Lamberton serves as associate editor of the Journal of Consumer Research and Journal of Consumer Psychology and as senior editor at the International Journal of Research in Marketing. She has been selected as a Young Scholar by the Marketing Science Institute and chaired the American Marketing Association’s (AMA) 2013 Winter Educators’ Conference. Last year, Swaminathan joined the Executive Committee of the AMA’s Academic Council for a four-year term, beginning with the role of president-elect designate, and she will later serve as president of her term. Additionally, Swaminathan established a Center for Branding at the school.

Vanitha Swaminathan
Thomas Marshall Chair in Marketing

Vanitha Swaminathan is the Thomas Marshall Chair in Marketing. A leading researcher in brand strategy and consumer-brand relationships, she serves on the editorial review boards of the Journal of Marketing and Journal of Consumer Psychology. Swaminathan’s work has appeared in the Journal of Marketing, Journal of Marketing Research, Journal of Consumer Research, Management Science, and Journal of Consumer Psychology. She has been selected as a Young Scholar by the Marketing Science Institute and chaired the American Marketing Association’s (AMA) 2013 Winter Educators’ Conference. Last year, Swaminathan joined the Executive Committee of the AMA’s Academic Council for a four-year term, beginning with the role of president-elect designate, and she will later serve as president of her term. Additionally, Swaminathan established a Center for Branding at the school.

Thank you to David Shapiro, executive chairman of Giant Eagle, Inc., for serving as the inaugural visiting H. J. Zoffer Chair. He had an unswerving commitment to our students in their pursuit of models of ethical leadership. We are grateful for his contributions as a teacher, an advisor, and a leader in the greater Pittsburgh region.

The Tom W. Olofson Chair was created in 2003 by the late Tom W. Olofson (BBA ’63), chairman and CEO of EPIQ Systems. Olofson was a strong proponent of entrepreneurism and is the founder of Applied Derivatives, the former Walter Koch Endowed Chair at Katz and CBA and served as an Executive in Residence and on the school’s Board of Visitors. Executive in Residence and on the school’s Board of Visitors.

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Ben L. Fryrear Research Fellowship

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Construction on the Katz and College of Business Administration Research Center began this summer. Located in Posvar Hall, the lab is a dedicated space for faculty and students to run experiments and conduct research.

“The University of Pittsburgh is one of the nation’s leading public research universities and maintains this position by continually striving for excellence in research,” says Arjang A. Assad, Henry E. Haller Jr. Dean of the business school. “The Katz and CBA Research Center is a vital resource for both our faculty and our students as we continue to expand our research footprint and seek to attract and retain the best scholars.”

The research center was designed in collaboration with Pittsburgh architecture firm Rothschild Doyno, University of Pittsburgh architects and facilities management, and the business school’s behavioral lab committee of faculty members Willie Choi, Nicole Coleman, Jeff Inman, David Lebel, and Adam Presslee, and staff members Craig Muscato and Karri Rogers.

Emphasizing flexibility, the center design will accommodate different types of data collection and experiments. The center will have a focus-group room with a private observation area. Researchers can host discussions on new products and record test subjects’ responses to advertisements or interactive displays. A 20-seat computer lab will accommodate large-scale survey studies, such as those looking at the use of accounting information in the decision-making of employees and investors. Breakout rooms will be used for management studies involving live negotiations, as well as studies involving groups making purchase decisions.

A full-time lab manager will run the lab’s operations and oversee the subject pool.

Behavioral Lab Committee Chair Eugenia Wu, assistant professor of business administration, has been working with the committee for two years on the project. “We’ve been talking about adding a behavioral lab for a while, and, recently, things just started falling into place,” she says. “This is one of those cases where timing is everything.”

The timing could not be better because the number of faculty and PhD students conducting behavioral research at the business school has been growing. With space on Pitt’s campus at a premium, faculty and students conducted experiments wherever they could find room or relied on co-authors at other universities to collect data.

“Katz and CBA have some very strong behavioral researchers, and having a lab space that is just for business research will boost productivity and allow us to examine questions that we haven’t addressed in the past because of space limitations,” Wu says.

The Katz and CBA Research Center is slated to open this fall term.
T his past spring, Katz introduced the Global Issue Workshop (GIW), a new graduate course allowing students to deeply explore an international business issue abroad by working on an immersive project.

“The Global Issue Workshop provides an extensive analysis of a structural or external issue affecting an organization or industry located abroad,” says Jacqueline Saslawski, managing director of the school’s International Business Center (IBC). “A student team conducts in-depth international research in the US and then travels abroad to conduct field research and to speak to industry and organization experts. The resulting international experience culminates in a final presentation to the client.”

Before she graduated this past spring, Tamika Riley (MBA ’17), now an audit specialist on the risk management team of the Consumer Financial Protection Bureau, chose to participate in the GIW. “I had a positive experience the year before when I traveled to Europe for a Katz Global Research Practicum, and I wanted to build on that with a different kind of international experience that would be in Asia,” Riley says.

The GIW was a perfect fit: Riley and her team worked with Katz alumni Span Sze (MBA ’06), head of China business at Vayne Worldwide, on a mobile payments-focused project in Asia. Clinical Assistant Professor Andrew Washburn was the faculty advisor and led the day-to-day course assignments.

The objective of the Katz GIW team was to identify the best markets to expand the company’s services. The students examined nine countries in Asia before identifying the top options.

“Payment systems are very different in China than in the US,” Riley says. “In China, the app WeChat is used to send messages, request a ride, and to transfer money, whereas in the US, we have different apps for each one of those functions. For our project, we evaluated countries on a number of criteria, including the volume of Chinese tourism, as well as access to mobile phones and wireless networks.”

The Katz team spent a week in Shanghai meeting with company executives and learning more about the mobile payment industry in China. They also presented their findings directly to Sze.

“It was a terrific experience, and I gained a lot of knowledge about the industry and conducting a global research project,” Riley says.

Part of an innovative lineup of global, experience-based learning initiatives at Katz, the GIW was developed and launched in partnership with the IBC. The IBC’s mission is to create and deliver global learning opportunities through a collaborative approach.

The IBC works closely with Washburn; Visiting Clinical Professor Bud Smith; Jim Waite, director of alumni relations at Katz; and the MBA Office to design and execute the GIW.

LEADING ON THE WORLD STAGE
UNDERGRADUATE STUDENTS MAKE HANDS-ON IMPACT

A record number of College of Business Administration (CBA) students studied abroad this past year, touching down in almost every corner of the globe for international internships, community-focused business projects, and global business-related coursework.

Whereas traditional study abroad often means fulfilling general education requirements, an expanding portfolio of custom-built, experiential, business-centric programs is giving CBA students an edge and establishing the school as a leader in study abroad, says Ryan Schultz, director of international programs for CBA.

The Global Business Institute, International Internship Program, and Plus3 Program give students an opportunity to complete guaranteed internships, take business courses abroad, complete short-term business projects, and gain early exposure to study abroad.

“Our programs are distinctive in that they are more affordable and offer classes that count for our major requirements,” Schultz says.

Indeed, $328,000 in study abroad scholarships were available to students last year, helping to offset the cost of the international travel.

GLOBAL IMPACT GROWS
MASTER’S STUDENTS GAIN NEW GLOBAL PERSPECTIVE

The Global Research Practicum is a three-credit course in which Katz MBA and MS students spend time assessing an international economic center and then travel abroad for company site visits, cultural activities, seminars, and field research.

London (England) and Brussels (Belgium)
Assessment of the business and geopolitical impact of Brexit

BUENOS AIRES (ARGENTINA)
Examination of business trends in Latin America

SHANGHAI AND BEIJING (CHINA)
Analysis of economic, cultural, and geopolitical drivers in China

GET INVOLVED

If you would like to learn more about Katz’s global opportunities and how your organization can get involved, please contact Bill McShane, the program manager for experience-based learning at Katz, or Jacqueline Saslawski, managing director of the IBC, at globalscale@pitt.edu.

CBA STUDY ABROAD | HIGHLIGHTS 2016–17

- The University of Pittsburgh receives the 2017 Senator Paul Simon Award for Campus Internationalization from NAFSA
- 55% of students studied abroad
- #1 Worldwide in Social Entrepreneurship
- Over 75 destinations available
- 133 destinations available
- $2,000 average salary increase for students who study abroad
- $328,000 in scholarship funding available, about twice as high as the year before

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Connecting Students to Industry

Top Companies Are Seeking the Unique Talent of Pitt Business Graduates

The career teams at Katz and the College of Business Administration help students recognize their strengths, set career goals, prepare for tough interviews, and connect with top recruiters at hundreds of companies ranging from local Pittsburgh startups to global Fortune 500 companies.

Undergraduate

During the 2016-17 academic year, the College of Business Administration launched the Pitt Business Industry Professional Networks and Pitt Business Professional Academies Program. These new initiatives connect students with established industry professionals, while providing an educational opportunity in rapidly growing areas of business. AMBI International, the world’s largest global education network, recognized these programs with its prestigious 2017 Innovations that Inspire Award.

The Pitt Business Industry Professional Networks are facilitated by Pitt Business Executives in Residence, who offer decades of industry experience and an extensive network of professional contacts. Industry networks are facilitated by the Career Development team, Katz Career Management. They host more than 70 recruiting organizations throughout the academic year. Events included information sessions, case competitions, on-campus interviews, and Katz Coffee Chat, a new initiative giving students an opportunity to interact with recruiters in a more casual environment.

In addition to the corporate connections facilitated by the Career Management team, Katz alumni, faculty, and staff all made introductions to their connections in industry. Most recently, through a connection made by Joe Pari, director of MBA programs, an MS in Supply Chain Management student was hired for a corporate position at The Vitamin Shoppe, while two MBA students accepted internships with the company.

The Career Development Conference bigger and better than ever.

There are many ways Pitt Business alumni can get involved and assist in the employment of students, including through career mentoring, interview preparation, and resume review. Learn more by visiting www.katz.pitt.edu to connect with the Katz Career Management Team or www.cba.pitt.edu/careers to contact the CBA Career Development Office.

Spotlight on Alexandra Godfrey

Alexandra Godfrey joined the Katz Career Management Team in 2014 and quickly made her mark by helping students find employment by increasing the recruiter presence on campus. Godfrey’s talents soon led her to assuming the management of employer relations and student engagement.

In addition to relationships with companies like Crane Company, Deloitte, Giant Eagle, Equifax, SAP, Siemens, and Wells Fargo

Recruiting and Employment

Employment Highlights

- AmGen • Cane Co. • Fitch Ratings • General Mills
- Goldman Sachs • Highmark • Howard Hanna • IBM • Roper
- Nationwide Insurance • PNC • PPG Industries • Sidel Partners
- Texas Instruments • Usher

Internships

ALDI • BNY Mellon • Covestro • Cane Co. • General Motors
- GlaxoSmithKline • M&T Bank • WellSpan • Wells Fargo • Xerox

Job Placements

- PNC • PwC • Vanguard • Yelp
- J.P. Morgan • KPMG • Macy’s • Microsoft • Northrop Grumman
- PNC • Goodyear Tire and Rubber Company
- Texas Instruments • Uber
- Nationwide Insurance • PNC • PPG Industries • SDLC Partners
- Goldman Sachs • Highmark • Howard Hanna • IBM • Roper
- Eaton and Quest Diagnostics to campus for years, Godfrey is cultivating new relationships with local and global companies. She is also focused on expanding the employment opportunities for Katz students to include more variety in full-time and internship positions.

By tapping into the Pitt Business alumni network and by incorporating recruiting opportunities into the events held by the Pitt Business Research Centers, she has enriched the recruiter and student relationship at Katz.

The Center for Supply Chain Management hosts a Breakfast Speaker Series throughout the year, and I’ve built on-campus interviews into the events. Recently, one of our MBA students connected with an executive from the Goodyear Tire and Rubber Company, and that connection facilitated interviews and eventually a full-time employment offer for that student,” Godfrey says.

Godfrey has also created recruiting opportunities for students with Apple, Amazon, IBM, SCA Technologies, and many more local and global organizations.

“Looking forward, I am creating an initiative in which our students can connect with alumni from anywhere around the world,” she says.

New companies committed for this fall include Sales Force and Tech Mahindra, and the list is growing. Visit hire.katz.pitt.edu to learn about the many opportunities to recruit at Katz, or contact Godfrey to start planning your recruiting event at careermanagement@katz.pitt.edu.
Food security and food sustainability are core to the research mission of the David Berg Center for Ethics and Leadership. The Center previously created a Food Abundance Index to measure the access and availability of healthy, nutritious, and culturally appropriate food in a geographic area.

The topic is of concern locally and globally. Every year, one-third of all food produced for human consumption globally is wasted, according to the United Nations. Perfectly good food ends up in trash cans, compost bins, and landfills. The average four-person American household throws away anywhere from $1,500 to $2,000 worth of food each year, according to media accounts. This occurs while hundreds of millions of people go hungry.

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"There is a daunting disconnect in the world’s food systems, yet there also exists a golden opportunity for businesses, government agencies, individuals, and community stakeholders to partner for solutions," says Audrey J. Murrell, director of the Berg Center and associate dean of the College of Business Administration. The Berg Center, working with Pittsburgh-based Steady State Media, is in the process of creating a social documentary on these issues called "Rescuing Abundance." The film details strategies for combating food waste through interviews with members of 412 Food Rescue, Food Recovery Heroes, Pitt Dining Services, Ea’t Park Restaurants, Penn’s Corner Farm Alliance, Holymede Capital, and more. The film was initiated in a class project in the Certificate Program in Leadership and Ethics.

"As our film ‘Rescuing Abundance’ shows, there are actions taking place in Pittsburgh and on the University of Pittsburgh campus that offer a blueprint for success for other cities," Murrell says. "We hope this film is used as a tool to inspire others to take action to make a difference in their communities."

The Berg Center plans to release "Rescuing Abundance" later this academic year.

Beginning this fall, University of Pittsburgh students will have a new eco-friendly option for grabbing fresh sandwiches, wraps, and paninis on the go — one that was developed by College of Business Administration (CBA) students in a project course.

The Panther Grille, a converted box truck decked out in school colors, is designed to be a "no food waste" food truck, says Jim Earle, assistant vice chancellor for business at the University of Pittsburgh. Leftover food will be repurposed for use at the University’s 18 other dining facilities.

"Because we have so many dining options, we have a unique advantage over other food trucks. At the end of the day, we can take the product and store it in our refrigerator and freezer space," Earle says.

The Panther Grille is a collaboration among Pitt Dining Services, its food provider Sodexo, and CBA. Students from CBA’s Certificate Program in Leadership and Ethics are responsible for developing a business plan, modeling out financial projections, researching city permits, and creating a comprehensive marketing plan. Students even came up with the menu items.

"This was an idea we had, and the students really brought it to life," Earle says.

The University is the only food-recovery–certified school in the Atlantic Coast Conference. Pitt Dining Services partners with Food Recovery Heroes to have students collect leftover food and deliver it to food pantries.

"It’s a fantastic learning opportunity. Students are involved in running the truck, which is great experience for supply chain majors with sourcing and for marketing majors with the promotions," Earle says.

Bute is a managing partner of Hollymede Capital, an investment firm that looks to acquire food and beverage companies that support the local food economy. Last year, the team purchased Trumanet’s Food Products, an Oakmont-based commercial bakery.

Earlier this year, Bute was named an Executive in Residence in Food Systems at the David Berg Center for Ethics and Leadership. Bute is keenly interested in the food infrastructure of Western Pennsylvania, which encompasses the entirety of the food chain, everything from farmers and growers to processors and shippers, to point-of-sale and consumers.

"One of the advantages of the Berg Center is it can connect the dots," Bute says.

Bute has been busy creating opportunities for Pitt Business students. He is assisting in the development of a food business accelerator for aspiring food entrepreneurs. He is working with Food Conscious, the nonprofit that recently added Pittsburgh as its third city. He is also involved in organizing case competitions, consulting projects, and internships for students.

"Quality of life is tied to time spent at the dinner table. Everybody eats," Bute says, parroting the words of the author and food activist Michael Pollan. Food appreciation is a truth Bute learned at a young age, before heading off to first grade. Fifteen years later, he would knead the dough at their neighborhood pizza restaurant in Charlottesville, Va.

"When I was a kid, my dad’s idea of a good time was to take me to the national restaurant trade show in Chicago," Bute recalls with a chuckle. "Our house was full of trade rags and magazines in food services."

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“I like studying food because it applies to everyone.”

Peggy Liu, assistant professor of business administration at the University of Pittsburgh Joseph M. Katz Graduate School of Business and College of Business Administration, studies the psychology of consumer food behavior.

“I like studying food because it applies to everyone,” Liu says.

In 2013, Liu co-authored the paper “Using Behavioral Economics to Simplify Food Nutrition Policies to Address Obesity” in Applied Economic Perspectives and Policies, which argued that existing food nutrition policies in the United States do relatively little to sway consumer behavior.

Three common psychological biases explain why people fail to make healthy choices. The present-bias preference is our tendency to overvalue immediate benefits, which leads to food decisions based on convenience. Studies have shown that cafeteria patrons are less likely to eat ice cream if the cooler lid is closed and that residents who stockpile food items like potato chips eat more of them.

Visceral cues are another food bias. Studies show that exposure to smells, sights, and sounds — such as observing a slice of pizza in the oven — increases food cravings, even in situations when a person was not already hungry.

The third bias is the status quo and default-option bias. People are inclined to stick with whatever food is presented to them, even if healthier choices are available. Examples include menu side dishes that offer either french fries or side salads, but which make the fries the default, and the oversized portions served at most American restaurants.

Liu believes policy makers can adopt measures to spur healthier choices for consumers. One approach is to simplify nutritional labeling on food packaging. The United Kingdom, for example, devised a traffic-light rating system for food nutrition. Green (“go”) represents healthier foods, and red (“stop”) represents unhealthy foods. Another approach is to display the physical activity equivalent of the calorie units. Instead of seeing a sugary beverage represented as 220 calories, it would be represented as 50 minutes of jogging. Another option is to use a system of stars, check marks, or a numeric score to represent the nutritional value.

Liu also believes that restaurants can consider creative approaches to encourage healthier choices for consumers. For instance, she and her co-authors have proposed and investigated “vice-virtue bundles” (e.g., side dish plates comprising 25 percent salad and 75 percent fries). They are a win–win for consumers, addressing their taste goals and health goals within the same choice.

“There are simple tweaks that don’t cost much to represent the nutritional value. There are many reasons for food waste, including shoppers’ insistence for unblemished fruits and perfect packaging, shoppers’ desire for great variety and abundance of choices, and the reality that people are poor planners who often buy more food than they need.”

Lamberton and her co-authors presented several strategies for reducing food waste. Consumer education campaigns, like those initiated in Europe, can teach consumers that “ugly” produce is still edible. There are also service providers and mobile apps that make it possible to buy and receive alerts when imperfect produce or overstocked foods are available.

The authors also recommend that policy makers reevaluate expiration dates on food packaging. Some researchers call for making sell-by dates invisible to the consumer since these dates are intended for retailers to make stocking decisions. Others prefer an “open dating” approach, which makes sell-by or use-by dates intended for sell-by or use-by dates.

Beyond this study, Lamberton is conducting other research into preventing food waste. Lambert, Katz PhD marketing students Lauren Greed and Jillian Himovich, and Ohio State University Associate Professor of Marketing Rebecca Walker Roccia are addressing a specific stage in the squander sequence: the moment when consumers are faced with a purchase decision.

They are investigating why consumers don’t want to buy “ugly” fruits and vegetables. This produce is perfectly edible but has odd shapes and other aesthetic imperfections. The research — which is based in part on a field study conducted with the Pittsburgh organization 412 Food Rescue — indicates that consumers devalue this produce because purchasing it acts as a negative “self-signal,” making consumers feel worse about themselves. As a result, consumers are less willing to buy ugly produce, which leads to farmers and retailers throwing out perfectly edible produce.

Lamberton and colleagues hope these insights into food waste will reduce the amount of food being squandered in the future.
In his sophomore year, Vinh Luong combined his interest in aquaponics and entrepreneurship through the Aquaponics Project. He and his classmates converted an old freight-shipping container into a functioning ecosystem and installed it on the lawn of Liberty Avenue Park in downtown Pittsburgh.

Huong, 20, is studying computer science and information systems and is undeclared within the College of Business Administration (CBA). The Aquaponics Project — a collaboration with Joe DiPietro (Actuarial Science), Kiel Hillock (Environmental Engineering), Maddi Johnson (Architectural Studies), Kareem Rabbat (Environmental Engineering), and Catherine Schrading (Environmental Science) — received a total of $22,000 in funding from the Door Campaign and the Pittsburgh Downtown Partnership’s BetaBurgh program.

“I was amazed at the potential of aquaponics to create immediate impact. From the start, our goal was to educate communities about sustainable practices of agriculture,” Luong says.

Aquaponics is an agriculture system that produces fish, aquaculture, and plants in an integrated closed environment with minimal waste. This agriculture system decreases the amount of land and water needed for farming, while eliminating most transportation costs.

More than 1,000 educational tours were given of the Aquaponics Project structure when it was installed downtown from September 2016 to January 2017. The first harvest of basil was donated to a nonprofit and utilized by The Savoy, an upscale Pittsburgh restaurant.

The Aquaponics Project received support from the CBA chapter of Enactus, a national organization focused on social entrepreneurship.

“By bringing the project into Enactus, we provided professional development opportunities for students, and in return Enactus provided a wealth of resources to the project, including students, advisors, and grant opportunities,” Luong says.

Luong and his team also received consistent support from the Student Government Board and participated in various competitions such as the Randall Family Big Idea Competition. Additionally, Luong and his team won the Enactus Regional Competition this past spring in Chicago.

Sipes & Son contractors designed and built the two-story farming system. The project was developed in partnership with the Door Campaign, a local nonprofit investing in the link between education and employment.

“One of the most important things I have learned from this experience is how to lead and manage people. I have learned that to gather people around a project is to allow their ideas and concerns to be heard and thoughtfully considered,” Luong says.

The Aquaponics Project structure has been transferred to the Door Campaign for further research and development. The team is examining how different communities interact with the project. Luong hopes that the project will eventually be a part of the University of Pittsburgh campus for students to observe.

Following the success of its downtown installation, another Aquaponics Project shipping container was installed in Manchester Park in Pittsburgh’s Northside.

“The Aquaponics Project has been an enriching experience in entrepreneurship,” Luong says. “Three students who worked on the project received internships through their involvement.”

Although he is passing on some duties to other students, Luong will remain involved in big-picture issues. He already has his sights set on the next biological challenge of the Aquaponics Project. He is studying anaerobic digestion, so the project can begin processing local food waste and move one step closer to a turnkey food system.
PITTSGURGH

The New Nexus of Business and Health Care

Pittsburgh’s steel industry was in a state of total collapse in the 1980s. Carrie Leana, then a professor at the University of Florida, had traveled to Pittsburgh to interview former steel workers for a research project. She found that, in addition to losing their jobs, many also felt the loss of their personal identities. Being a steelworker was part of who they were, and, for some, that identity was forged across several generations of fathers, grandfathers, uncles, and brothers working in steel or related industries. Now it was all unraveling. Not just individually but for the region as a whole.

"Unemployment is a way to study what work means to people. Everybody knew somebody who worked in the steel industry, and when that disappeared, not only did jobs disappear, entire identities disappeared," says Leana, who during her research visit to Pittsburgh presented a talk at the University of Pittsburgh and was subsequently offered a position on the faculty of the Joseph M. Katz Graduate School of Business.

Leana, now the George H. Love Professor of Organizations and Management and director of Katz’s Center for Healthcare Management, documented the effects of the steel industry’s demise on workers. Now she is closely involved in building up an industry that is fueling the city’s economic revival: health care. She envisions the region standing out not only on the merit of its clinical prowess but also for its embrace of key business drivers, such as data analytics, supply chain optimization, and financial acumen. The necessary infrastructure already exists, she says, in the form of the region’s universities and health organizations.

"At the time I visited Pittsburgh, most people viewed it as a place in decay. I saw it as a place of great transition and thus great opportunity, so I accepted the offer to come to Pitt and never looked back," Leana says.

Health care may be Pittsburgh’s future, but for over 100 years, Pittsburgh was the world’s steel capital. The confluence of three rivers, coal deposits in the hills, and innovations in the steel production process provided all the necessary ingredients for the mighty steel industry to be born.

In the 1930s, one-third of all American steel was produced in local mills. Pittsburgh-made steel built the Empire State Building, the gates of the Panama Canal, and countless bridges across America, and helped Allied forces win World War II in Europe and the Pacific.

Suddenly all that was gone. Between 1980 and 1985, Pittsburgh shed more than 113,000 manufacturing jobs. Almost half of the drop came from the steel industry. Katz Professor of Business Administration Jim Craft says the primary causes for the Pittsburgh steel industry’s swift decline were outdated production operations, low-cost steel imports coupled with higher wages for U.S. workers, and decreased demand caused by a shift toward lighter and cheaper substitutes such as aluminum.

"There was a big question in the 1980s about whether Pittsburgh would survive," Craft says.

A MODEL FOR HEALTH-MANAGEMENT PARTNERSHIPS

When the steel mills began to close, Pittsburgh’s health care industry was limited in scope. The University of Pittsburgh Medical Center (UPMC) operated a single facility, what today is Western Psychiatric Institute and Clinic. Furthermore, Pittsburgh’s universities then did not have the global reputation that they do today.

Few could have predicted the change that was about to take place. The next chapter of Pittsburgh’s story was about to be written. During the 1980s, through public and private partnerships of corporations, the Allegheny Conference on Community Development, community groups, and local universities, Pittsburgh was able to avoid a total economic implosion and undergo an economic restructuring away from steel, says Sabina Deitrick, associate professor at the Graduate School of Public and International Affairs and director of the Urban and Regional Analysis program at the University of Pittsburgh Center for Social and Urban Research.
While manufacturing, including steel, continues to employ tens of thousands of workers in Pittsburgh today, the regional economy is more diversified. In particular, higher education institutions and medical facilities are the two pillars of the “eds and meds” sector. Health care involves both education through the universities and medicine through the clinical treatment facilities. Nowhere is the ascent of this sector in Pittsburgh more symbolic than with the former U.S. Steel Tower. Now the headquarters for UPMC, the top of the 63-story skyscraper is now adorned with the UPMC name.

Under the leadership of Arjang A. Assad, Henry E. Hailer Jr. Dean of the Katz School and the College of Business Administration, Pitt Business has initiated a new series of five-yearly programs in the areas of health management. All were created in partnership with other University of Pittsburgh schools. Programs currently under development include the Master of Science in Pharmacy Business Administration (School of Pharmacy), the MBA/Master of Health Administration in Health Policy and Management (Graduate School of Public Health), the MBA/Master of Social Work (School of Social Work), and the MBA/Master of Science in Nursing (School of Nursing).

"In today’s challenging environment, leaders in health care must be experts not just in medicine but also in management," Assad says. "We plan to attract physicians and health professionals from hospital systems and health care companies from all over the world. There is an impressive confluence of expertise in business and health care in Pittsburgh that can be a model for others to learn from."

There is an appetite for this program, Leana says, because of the management challenges facing the health care system.

Dr. Steven Shapiro, an executive vice president who is the chief medical and scientific officer and president of the health services division at UPMC, agrees. New training is required for health care leaders. Physician leaders have to focus on both the science of medicine and the larger business picture.

"Physicians can’t dissociate themselves from the move toward value-based care and quality in relation to cost. It’s the new dynamic in health care reform," Shapiro says.

THE FUTURE OF “EDS AND MEDS”

Craft, who joined the Katz faculty in 1972, remembers afternoons when he would shut his office windows on the 17th floor of the Cathedral of Learning because of smoke wafting in from the former J & L Works on the Monongahela River. Those days are gone. Craft sees a bright future for the City of Pittsburgh in health care industries and envisions the Katz School playing a big role. "Health care has grown as a major employer in Pittsburgh’s restructuring economy. We at the Katz School of Business are now working with the health industry to enhance the quality of care," Craft says.

In Pittsburgh, and in many other cities across the United States, higher educational institutions and health care providers are the region’s largest non-government employers. With over 20 percent of its population employed in the “eds and meds” sector, Pittsburgh has the third-highest rates of employment in education and health care among large U.S. metropolitan areas, trailing only Philadelphia and Boston, according to a report released earlier this year by CBRE Group, Inc., the Los Angeles-based commercial real estate services and investment firm.

In the Pittsburgh metropolitan area, employment in education and health services grew by 26 percent, to more than 25,000 employees, from 1990 through 2017, according to the U.S. Bureau of Labor Statistics. During that same period, employment in manufacturing decreased by 16 percent. Other industries also experienced less dynamic growth during that time period: manufacturing, arts, entertainment and recreation, and professional, business services, which grew by 21 percent and 46 percent respectively.

CRAFT ON HEALTH CARE FOCUS ON HEALTH CARE

The University of Pittsburgh supports 29,436 Pitt-supported and -sustained jobs in PA, accounting for 1 in 9 jobs in PA. Pitt Business has the third-highest rate of employment in education and health care in the United States.

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Katz-UPMC Executive MBA in Healthcare Program

EMBA HEALTHCARE
23 students
42 average age
14 average years of work experience
74% of students are physicians

Sectors:
- Health care
- Clinical Quality and Compliance
- Hematology
- Orthopaedic
- Transplant
- Emergency Medicine
- Neurology
- Insurance
- Medical Devices
- Behavioral Health
- Family Medicine

PROGRAM FACTS
19 months to complete
48 credits
Classes held once a month

Six credit practicum in which students apply tools and skills learned in the classroom to an ongoing opportunity or challenge in their organization.

STUDENT SPOTLIGHT
“I decided to earn my MBA with a focus in health care because business skills are essential for doctors. As an orthopaedic surgery foot-and-ankle specialist operating within a hybrid academic and integrated-care delivery system, I think we, as physicians, must have an understanding of the business of medicine. That’s the only way we can both innovate and help more people.”

MICHAEL V. HOGAN, MD (EMBA HEALTHCARE, CLASS OF 2018)
Vice Chair, Office of Education and Residency Programs; Director, Medical Director of Outcomes and Registries, UPMC Wolff Center for Quality, Safety, and Innovation; Chair, UPMC Mercy Orthopaedics; Chief, Division of Foot and Ankle Surgery; Assistant Professor of Orthopaedic Surgery and Biomedical Engineering, Department of Orthopaedic Surgery, University of Pittsburgh School of Medicine, University of Pittsburgh Medical Center

Power of Partnerships
By harnessing the vast expertise of the University of Pittsburgh’s world-class health-sciences schools and the globally acclaimed University of Pittsburgh Medical Center (UPMC), the Joseph M. Katz Graduate School of Business has developed a robust portfolio of health-management graduate degree and executive education programs. These partnerships help Katz to develop leaders who, in addition to advancing their own careers, elevate their organization’s performance and improve patient outcomes.

UPMC
EXECUTIVE MBA IN HEALTHCARE PROGRAM

UNIVERSITY OF PITTSBURGH SCHOOLS
MASTER OF SCIENCE IN PHARMACY BUSINESS ADMINISTRATION (MSPBA) — SCHOOL OF PHARMACY
MARSHALL WEBSTER PHYSICIAN LEADERSHIP PROGRAM
THE INTERNATIONAL HEALTHCARE MANAGEMENT PROGRAM

INTERNAL
INDUSTRY PROFESSIONAL NETWORK IN HEALTHCARE — UNDERGRADUATE
BUSINESS HEALTHCARE CLUB (BHC) — GRADUATE

“'The Master of Science in Pharmacy Business Administration (MSPBA) is a unique, 12-month, executive-style graduate program for pharmacy professionals seeking to obtain in-depth leadership and business skills. Synergistically fusing the expertise from the School of Pharmacy and the Katz Graduate School of Business, the real-world-focused curriculum, taught by world-class leaders in industry, focuses on leadership development, business concepts, and key analytical tools.’

BRIDGET T. REGAN, MBA, R.PH. (EMBA HEALTHCARE, CLASS OF 2018)
Director of Pharmacy Business Programs and Assistant Professor, University of Pittsburgh School of Pharmacy

“The joint MBA/MBA program was developed to provide students with an integrated learning experience that recognizes the incredible importance that the business side of health care plays in the management of health care organizations today. Our program combines the health care content expertise of a Master in Healthcare Administration with the financial and marketing management expertise of a Master in Business Administration to produce a highly-trained professional who can rapidly grow into leadership positions in health care organizations.’

MARK S. ROBERTS, MD, MPP (EMBA HEALTHCARE, CLASS OF 2018)
Professor and Chair, Department of Health Policy and Management, and Director, Public Health Dynamics Lab, University of Pittsburgh School of Public Health

“The MSW/MBA degree provides students with higher levels of knowledge and skills for any field of social work. I am a perfect example: I have an MBA, in addition to my social work degrees, and the combination has positively impacted my teaching, my scholarship, and my administrative leadership skills. This has enhanced my publication rate, increased my ability to teach students with expanded scope, and prepared me to be selected as associate dean for research, director of strategic planning and quality assurance, and PI of numerous grants and research projects.’

HIDENORI YAMATANI, PHD, MSW, MBA (EMBA HEALTHCARE, CLASS OF 2018)
Coordinator MSW/MBA Joint Degree Program Chair, Center on Race and Social Problems’ Community and Evaluation Research

FOCUS ON HEALTH CARE
MAKING AN IMPACT THROUGH RESEARCH

BUILDING A BETTER MODEL FOR TREATING KIDNEY DISEASE

Chronic kidney disease, the slow decline of the kidney’s essential filtration functions, is the ninth-leading cause of death in the United States, killing more Americans than breast and prostate cancers combined. Furthermore, one-fifth of all Medicare spending is on treating kidney disease. Treatment is complex because the patient’s condition is constantly changing and a high proportion of patients have other chronic ailments, such as diabetes or cardiovascular disease.

“No one should have to go through this,” insists Zlatana Nenova, a 2017 graduate of the University of Pittsburgh’s Swanson School of Engineering, Katz Graduate School of Business, and the Center for� Technology, Social Media, and Behavioral Health.

After running the data through a supercomputer, Nenova developed three predictive models for optimal appointment care. The models suggest that patients with the same chronic disease but different underlying complications will require different care intensity. Additionally, older individuals who are not close to kidney failure should be monitored more frequently than younger patients because age is a statistically significant factor in disease progression. One of the models suggests that to begin palliative care preparation, which is based on the annual number of chronic kidney disease appointments.

“Prior research has largely focused on disease detection and the optimal time to screen for a disease. My research focuses on optimizing the treatment strategies for patients so that they receive the best possible care,” says Zlatana Nenova, a 2017 graduate of the University of Pittsburgh’s Swanson School of Engineering, Katz Graduate School of Business, and the Center for Technology, Social Media, and Behavioral Health.

Nenova became interested in treatment of chronic conditions because many of the women in her family have diabetes. She ended up focusing on kidney disease because she was given access to a large data set and analytics group.

“My hope is that this information will assist in capacity planning for the patient population and possibly aid in hiring and staffing decisions,” Nenova says.

The research paper, which is part of her dissertation, is titled Optimizing Appointment Frequencies for Patients with Chronic Kidney Disease. Her co-authors are Katz Professors of Business Administration Jennifer Shang (her advisor) and Jerrold H. May.

This fall, Nenova will join the faculty of the University of Denver Daniels College of Business as an assistant professor in the business intelligence and analytics group.

ADDRESSING APPOINTMENT BOOKINGS IN HOSPITALS

Supply and demand is not the only reason that the line in the doctor’s office is so long. Many health providers purposely overbook to mitigate the risk of missed appointments.

“It’s a delicate balance between the facility wanting to see as many patients as possible and being respectful of patients’ time,” says Shannon Harris, a 2010 graduate of the Katz School’s doctoral program in the business analytics and operations area and a former Ben E. Fryrear Doctoral Fellow. Harris, now an assistant professor at the Ohio State University Fisher College of Business, specializes in analytical modeling in health care as it relates to improving patients’ access to care.

Harris began her career in health care when, as a PhD student, she met Katz Professor of Business Administration Jerrold H. May. While at Katz, she created a new model for predicting the probability that a patient will be a no-show at an outpatient clinic appointment. The model was tested on two data sets: more than 11,000 records of charitable donation activity and 4.7 million appointment sequences at a Veterans Health Administration (VHA) facility over a five-year period.

“The model predicts no-shows based solely on past behavior, and can be used as input in a larger model that includes other variables such as personal characteristics,” Harris says.

One of the strengths of the model, according to Harris, is its flexibility to be applied to other settings beyond health care and its ease of application for practitioners with a working knowledge of statistics. “We used appointment behavior and donor data. Both have a yes–no outcome and are an example where past history could affect what we do in the future,” Harris says.

The findings were published in the 2016 paper “Predictive Analytics Model for Healthcare Planning and Scheduling” in the European Journal of Operational Research, which was co-authored with May and Katz Professor of Business Administration Luis Vargas.

Currently, Harris is working on a project with the Ohio State University Wexner Medical Center designed to reduce the number of hospital readmissions following kidney transplants. The scientific study will test the effects of a mentoring program that pairs former kidney transplant patients with new patients to see if their readmission rate is lower than the rate of the control group.

Harris is proud to work on data analytics projects that have an impact on health care. A shorter wait time to the doctor’s office — and increased efficiencies that lower costs — is something everyone can appreciate.

IMPROVING ACCESS TO CARE FOR MILITARY VETERANS

Since 2010, University of Pittsburgh Joseph M. Katz Graduate School of Business Professor of Business Administration Jerrold H. May has worked on a number of big-data-oriented, predictive modeling projects for the Veterans Health Administration (VHA). The VHA has a national network of hospitals and outpatient clinics serving nearly 9 million patients annually. May’s projects have a singular focus: improving patient access to care. The contracts currently pay for five full-time and two part-time employees, and cover part of May’s time.

“Our goal is to make things better in the VHA. We are doing this to improve treatment for veterans,” May says.

Due to its large size and integrated system, the VHA provides a dataset ideal for large-scale modeling projects. VHA datasets include patient demographics, past histories, length of hospital stays, the drugs administered — everything down to detailed information on a patient’s prescription refills.

Using this information, May and his co-researchers have been able to identify the people most likely to miss outpatient appointments. This allows the VHA, since it cannot afford to offer a personalized reminder to each patient, to prioritize its resources and contact these patients with personalized phone calls. The first version of May’s models, currently in daily use across the entire VHA, customizes its analysis based on the outpatient service line and the geographic location of the facility. The latest version, currently at the pilot testing stage, has a tighter clinic focus, and is initially zeroes in on mental health outpatient appointments.

“One of the strengths of the model is that is the most actionable strategies that clinical staff can pursue to improve patient access,” May says.

In another ongoing VHA project, May and his team are exploring the usage of e-consultations to treat patients. The initial focus will be diabetic patients. There are a large number of them in the VHA system, and the VHA has to cover people nationwide, including in rural areas like Montana where there can be long wait times. The goal of the project is to identify those patients who would most benefit from a diabetes consult, by predicting if and when people may experience poorly controlled diabetes before it happens.

“It is always better to stop a problem than to fix a problem,” May says.
Melinda Franks (EMBA ’08)

AN ALUMNA’S STRATEGIES FOR REDUCING EMPLOYEE BURNOUT

Article submitted by Melinda Franks (EMBA ’08)

Burnout is a state of emotional, mental, and physical exhaustion caused by excessive and prolonged stress. It occurs when you feel overwhelmed, emotionally drained, and lack the energy reserves to meet constant demands. Often it is characterized by cynicism and detachment, a lack of empathy for others, and feelings of inefficacy and lack of accomplishment. It can result in depression, abuse of drugs or alcohol, and, at its worst, suicide. Accomplishment. It can result in depression, abuse and feelings of ineffectiveness or lack of detachment, a lack of empathy for others, and often it is characterized by cynicism and detachment, a lack of empathy for others, and feelings of inefficacy and lack of accomplishment. 

Burnout affects all members of the healthcare team and, as such, is the largest negative effect on the services in a health care delivery system. Burnout is directly associated with decreased quantity and quality of care delivery, lower patient satisfaction scores, increased medical errors, increased risk for malpractice, and costly clinician and staff turnover. Sadly, suicide also is a very real consequence of burnout. There are also consequences on the health care system, in this country, where we already have a shortage of health care providers, this already narrow talent pipeline and prohibits access to the services in a health care delivery system.

To mitigate the effects of burnout, improving the work life of clinicians and staff is becoming a primary goal of health care delivery, right up there with improving population health, increasing patient satisfaction, and reducing per capita spending (what is commonly known as the Quadruple Aim). As a clinical administrator leader, I am responsible for ensuring that tools, resources, and systems are available to optimize levels of quality, safety, and productivity. I need to do more than empower my teams to be resilient and manage their stressors. I must also focus my attention to invest in the resources and activities that prevent burnout from occurring in the first place.

To be honest, some days I’m tired, too. However, I draw motivation and restore myself by focusing on my belief that I am here to make a difference, and that I am resilient. Growing up as a teen just outside of Pittsburgh, I knew I wanted a career that included meaningful, meaningful work. A quote from one of my favorite poets, Ralph Waldo Emerson, stirred me to the health care sector. He wrote, “The purpose of life is not to be happy. It is to be useful, to be honorable, to be compassionate, to make it make some difference that you have lived and lived well.”

I spent the first 15 years of my career working as an EMT-Paramedic in prehospital emergency medicine. It was then that I developed perspective about the human condition and learned the strength of true compassion. I considered myself an insurmountable obstacle, so I was driven by a compulsion to prove myself and work hard. For years, I worked two jobs, and in the process I neglected activities that would have nurtured my own health and my own needs. I relied on my more experienced peers to set work models for resilience and to demonstrate how to de-personalize situations to avoid compassion fatigue. Little did I realize, then, that they too were quietly struggling. Realizing this problem, I moved to a more personal role at work. Then my family was stricken with a disease. That’s when I realized, life happens. I needed to find a new normal for me and for my family. The key for me was to keep going in the face of adversity. Alas, this is the very definition of resilience.

Eventually, I was ready for a change. I realized there was more to my identity than being a paramedic, and I decided to transition from direct patient-care delivery to rewarding administrative roles within UPMC in Pittsburgh. The fast-paced, ambiguous, and dynamic nature of the health care industry filled my desire to push myself to achieve superb results. By taking on challenging roles, I gained the experience, subject matter expertise, emotional intelligence, and interpersonal communication skills necessary to positively influence others and be effective at setting a vision and rallying others to it was difficult, but I enjoyed the broad impact on improving policy and patient-care delivery for thousands of clinicians and staff throughout Western Pa.

In time, I was ready to pursue a promotion into a senior leadership role, yet in order to advance I needed a graduate degree. To say that my personal 18-month experience in the Katz Executive MBA (EMBA) Worldwide program was difficult is an understatement. Three days prior to the start of the cohort, I was promoted into a newly created role at work. Then my family was stricken with long-term illness and significant loss. In the first two semesters, my grandmother and father died, and my mother was hospitalized in the ICU for months with a poor prognosis to recover. My employer was supportive, the Katz EMBA faculty and program managers were compassionate, and my classmates… well, there are not enough words for me to express my gratitude for their comfort. I thought about quitting the program and deferring to the following year. Then I realized, life happens. I know I had the ability to recover from these setbacks and I would adapt well to the changes to create a “new normal” for me and for my family. The key for me was to keep going in the face of adversity. Alas, this is the very definition of resilience.

Upon graduation, I again had the opportunity to work in an alternate specialty area of health care. For the past five years, I have enjoyed working within the physician group practice management at Emory Healthcare in Atlanta. This role comes with no lack of pressure. Extraverted and intense personalities create challenges to meet business demands. Every day I monitor the risk of clinician and staff burnout, while concurrently devising and implementing opportunities for prevention. The work will not get easier. Therefore, I must find ways to work together to make complex work easier to do. There is growing need for skilled, knowledgeable, innovative, and resilient health care leaders. The broad framework of the Katz EMBA curriculum helped me to expand my horizon and hone the skills I needed for critical thinking and a strategic approach to problem-solving. I applied Katz and UPmc for their new Executive MBA in Healthcare partnership and am thrilled for all those who choose to advance their careers in health care. Cheers!

**EMORY HEALTH FACTS**

- **BASED IN ATLANTA, GA.**
- **LARGEST HEALTH SYSTEM IN THE STATE**
- **FOUNDED IN 1905**
- **16,500 EMPLOYEES**
- **MORE THAN 3,000 PATIENT VISITS LAST YEAR**
- **6 HOSPITALS**
- **2,000 CLINICAL LOCATIONS**
- **AS WELL AS PRIMARY CARE, urgent care, and walk-ins**

**FOCUS ON HEALTH CARE**

**MELINDA FRANKS**

**JOB TITLE:** Clinical Administrator, Department of Otolaryngology – Head & Neck Surgery, Emory School of Medicine, Emory Healthcare

**HOMETOWN:** Pittsburgh, PA

**DEGREES:** Emory University, BSc Emergency Medical Service Management (2004)

**PREVIOUS EMPLOYMENT:** Director of Operations, Department of Surgery, Children’s Hospital of Pittsburgh of UPMC; various administrator roles at UPMC; EMT-Paramedic

**INSPIRATION QUOTE:** “Time is the coin of your life. It is the only coin you have, and only you can determine how it will be spent. Be careful lest you let other people spend it for you.”

- Carl Sandburg

**FAVORITE PART OF MY JOB:** My role has a broad impact. I play a critical role in support of high-quality health care delivery for millions of patients and family members throughout the southeast region. Working within academic medicine also allows me to take part in valuable and innovative efforts to prevent and treat disease, and help support the training of clinicians today and in the future.

**ADVICE TO OTHER HEALTH PROFESSIONALS:** Know your values and stay true to them. This will give you the comfort, confidence, and mental compass to navigate the ambiguous and dynamic landscape of health care.
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INTERNATIONAL DistinguisheD Alumnus Honoree

Jerry A. Soetikno
(MBA '97)
President, Director, CEO
Dexa Medica (Indonesia)
Jerry Soetikno is the CEO of Dexa Group, one of the leading pharmaceutical companies in Indonesia. Under his leadership, Dexa Group operates six companies in the pharmaceutical industry, with a strong market presence in Southeast Asia, Africa, Europe, and the United States. He joined the company as a business development director, and in this role established Dexa's export activities to various Association of Southeast Asian Nations (ASEAN) countries and Africa.

He is continuing the legacy of his parents, who founded the company a generation ago because they wanted to end the scarcity of medicine in their community.

Prior to joining Dexa Group, Mr. Soetikno served as Chief Operating Director for IC Pharmaceuticals in Pomona, Calif.

Mr. Soetikno was a recipient of the 2016 Indonesia Most Admired CEO Award.

DISTINGUISHED Alumnus HonorEe

John T. Harper
(MBA ’82)
President, Store Design, Visual, Construction, and Operations
Macy’s, Inc.

John Harper is the president of Store Design, Visual, Construction, and Store Operations for Macy’s Inc. He oversees the creation of visual displays, the logistics of delivering merchandise, and staffing, asset protection, and food operations for more than 700 Macy’s stores across the United States. He began his career at Kaufmann’s as a financial analyst in the downtown Pittsburgh store.

Later at Hecht’s, Mr. Harper held senior executive positions before being named chairman. When Macy’s Inc. acquired May Company, which included Hecht’s and The Famous Barr Co., he returned to St. Louis to serve as president of stores at Macy’s Midwest.

Mr. Harper currently sits on the board of directors of the Leukemia and Lymphoma Society and is a past board member of the Washington Ballet and Board of Visitors of Marymount University.

DISTINGUISHED Alumnus HonorEe

Robert B. Harrison
(MBA ’91)
Chief Omnichannel Officer
Macy’s, Inc.

Robert (R.B.) Harrison is chief omnichannel officer of Macy’s Inc. He is responsible for the technology, infrastructure, programming, site development, and analytics for macys.com and bloomingdales.com. All of the company’s technology capabilities fall under his executive leadership. Prior to his current position, Mr. Harrison was the company’s executive vice president for Omnichannel Strategy.

Mr. Harrison previously served as executive vice president for Finance, president for Stores, and president and chief operating officer for Macy’s West, and president and chief operating officer of Macy’s Northwest in 2006, following Macy’s Inc.’s acquisition of May Company.

Mr. Harrison began his career at Kaufmann’s in 1986 as an accounting analyst and served in positions of increasing responsibility before becoming vice president and controller.

DISTINGUISHED Service Award HonorEE

Ben L. Fryrear
(MBA ’64)
President (Retired) and Board Member
Applied Avionics, Inc.

Ben Fryrear retired as president and chairman of Aerospace Optics, Inc. in 2000. He joined the company in its infancy in 1970. The company was renamed Applied Avionics in 2015, and continues to be a technical leader in illuminated components for the aircraft and aerospace industries.

After serving in the United States Army, Mr. Fryrear worked as a chemical process operator and supervisor in the Coors Porcelain Company’s Atomic Energy Division in Golden, Colo.

He has established numerous scholarships, fellowships, and an endowed chair position at several universities and colleges. At the Katz School, he established the Ben L. Fryrear Fund for Faculty Development for professors, the Ben L. Fryrear Research Fellowship for doctoral students, and the Ben L. Fryrear Chair of Marketing.

CBA Outstanding Alumnus HonorEE

Karla G. Geci
(BSBA ’01)
Strategic Partner Development
President, Chief Marketing Officer
Facebook (London)

In her role with Facebook, Karla Geci partners with media organizations and content creators, leveraging the Facebook platform to build social applications and experiences on digital and mobile properties. She works with businesses in television, print, and digital media to increase their audience and engagement.

Prior to Facebook, she was the director of marketing for Bebo, a social networking website acquired by AOL in 2008, where she was responsible for developing marketing partnerships with media owners and publishers.

Previously, Ms. Geci was the European marketing and public relations manager for RealNetworks, where she worked across mobile, software, and digital music vehicles, launching and promoting enterprise products and consumer services.

53rd Annual Business Alumni Association Awards

For more information about the awards or to nominate an alumnus or friend of Pitt Business for future awards, visit www.katz.pitt.edu/awards.
ALUMNI HAPPENINGS

HOMECOMING 2017 AND 51+ LUNCHEON
Mark your calendar for the University of Pittsburgh’s 2017 Homecoming Celebrations, October 13–14! Pitt Business’ signature events kick off Thursday, October 12, with the return of the CBA Block Party in the Sennott Square Parking Lot. This new tradition is a highlight of the homecoming festivities with fun, food, and games for students, alumni, faculty, and staff to enjoy! You may even see your favorite professor in the dunk tank.

The annual 51+ Pitt Business Luncheon, which honors alumni celebrating more than 50 years of alumni status from the University of Pittsburgh business school, will be held Friday, October 13, 2017 at the Wyndham Hotel Ballroom. Generations of alumni will reconnect with friends and learn about the school’s initiatives. This special event is exclusive to Pitt Business alumni who graduated prior to 1966.

Homecoming weekend will have plenty of opportunities for alumni to reconnect with the school, including through mixers at Mario’s Eastside Saloon and The Porch at Schenley, and a fireworks and laser show.

The weekend’s activities culminate with the Alumni Tailgate before Pitt Panthers take on NC State Wolfpack.

Visit www.business.pitt.edu/alumni/events to register and view the full schedule of events.

ALUMNI GROUPS AROUND THE WORLD
Pitt Business Alumni Groups are established all over the world. Alumni living and working in Pittsburgh, Philadelphia, New York City, and Washington, D.C. — are the cities with the highest concentration of Pitt Business alumni — can represent their alma mater by attending alumni networking events in the region, helping recent graduates assimilate, and spreading the word about upcoming events in their city. Contact Amy Lind, manager of constituent relations, at alum (@) pitt.edu for more information.

GET INVOLVED
There are numerous ways for alumni to get involved with the school and build on the success of Pitt Business.

PITT BUSINESS ALUMNI MENTORING PROGRAM
More than 200 alumni have signed up for the Mentoring Match program, which connects College of Business Administration students with alumni from a diverse range of industries and specializations. Students search an online database of registered alumni based on industry, functional area, geographic location, and other parameters. For more information, contact the CBA Career Development Office at mentoring@business.pitt.edu or visit pittbusiness.ximiptre.com.

BECOME AN ALUMNI AMBASSADOR
Alumni living and working in Pittsburg, Philadelphia, New York City, and Washington, D.C. — are the cities with the highest concentration of Pitt Business alumni — can represent their alma mater by attending alumni networking events in the region, helping recent graduates assimilate, and spreading the word about upcoming events in their city. Contact Amy Lind, manager of constituent relations, at alum (@) pitt.edu for more information.

ALUMNI SPOTLIGHT
If you were recently married, welcomed a new child, changed jobs, or received recognition in your career, share your good news! The news you share may be included in future editions of the alumni magazine, the monthly e-newsletter, on social media, or in the news sections of the CBA or CBA websites. Email social (@) pitt.edu to share your story.

SIGN UP FOR NEWSLETTERS
Each month, we update our alumni with the latest news from the business school, including new initiatives, student and alumni success stories, and school rankings. If you would like to sign up for the e-newsletter, or if you would like to update your contact information, email the Pitt Business Alumni Relations Office at katalkau (@) pitt.edu for more information.

PARTICIPATE IN RANKINGS SURVEYS
Alumni are our strongest ambassadors and proof of the power of Pitt Business education. As a top business school, Katz participates in annual business school rankings by Bloomberg Businessweek, U.S. News & World Report, The Economist, Forbes, and Financial Times. Alumni ratings are a huge factor in the rankings.
Doctoral Fellowship Recipient Finds Her Niche in Data-Driven Marketing

Regardless of her job description, Aleksandra Kovacheva couldn’t imagine herself being happy at work if she wasn’t analyzing data and rendering business insights through comprehensive spreadsheets.

After earning a bachelor’s degree in economics from Sofia University St. Kliment Ohridski, Kovacheva began working at the Nielsen Company in Bulgaria. She was responsible for analyzing retail sales data and providing insights about the development of the market and the performance of company brands, and identifying possible opportunities or threats in the industry.

“I loved the analytical aspect of the job but wanted to go a step further and pursue my own research ideas and better understand the processes if she wasn’t analyzing data and pondering if she wasn’t analyzing data and pondering the next logical step.”

Kovacheva selected the marketing doctoral program at the Katz School because of the emphasis on research and the collegiality and support faculty members Jeffrey Immerman, Eugenia Wu, and Cait Lamberton.

“Cait Lamberton is amazing,” Kovacheva says. “She is one of the smartest and kindest people I know in academia, and is truly an outstanding mentor and an extremely compassionate and supportive friend. Working with her has been one of the highlights of my PhD experience, and I hope to continue collaborating with her in the future.”

Lamberton is the Ben L. Fryrear Chair of Marketing and associate professor of marketing. Both Lamberton and Kovacheva are recipients of the Ben L. Fryrear (MBA ’64) gifts to the school, which have provided an opportunity for research development and contributed to the school’s high research productivity rankings.

As a result of the Ben L. Fryrear Research Fellowship, Kovacheva was able to invest her energy into conducting research, preparing for job interviews, giving presentations, and completing her dissertation.

“The fellowship not only helped me secure a position as an assistant professor at the State University of New York at Albany, but also allowed me to establish important relationships,” Kovacheva says. “I presented my work to 22 business schools in the U.S., Canada, and The Netherlands, and established relationships with some of the most prominent academics in marketing along the way.”

“The fellowship played a key role in propelling my research and helped me advance my scholarly and career pursuits,” she says.

Pitt Day of Giving Sets New Milestone

February 28, 2017 marked the 230th anniversary of the University of Pittsburgh’s founders’ day. To celebrate the school’s rich history and bright future, the Pitt community united for the inaugural Pitt Day of Giving. Alumni, students, faculty, and staff generously donated more than $5.5 million in just 24 hours. The donations of all sizes — 7,100 gifts to be exact — will be used to help deserving students and support Pitt’s mission of education and innovation.

Many gifts came from supporters of Katz and the College of Business Administration. The funds will be deployed to strengthen a range of valuable initiatives in the months ahead.

At Katz, Kovacheva focused her research on how consumers react to uncertain products like mystery deals and how feelings of personal control and power impact consumer experiences and purchases. She collaborated with Katz marketing faculty members Jeffrey Immerman, Eugenia Wu, and Cait Lamberton.

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Dedicated to quality teaching and faculty development, Ben L. Fryrear (MBA ’64) established the Ben L. Fryrear Research Fellowship for doctoral students and the Ben L. Fryrear Faculty Development Fund to provide fellowships for outstanding faculty.

College of Business Administration

Scholarships: This fund both attracts high-achieving applicants to Pitt Business and provides need-based tuition assistance.

Annual Giving Fund: This fund helps students to develop strong leadership traits and industry skills, connect with corporate recruiters and alumni mentors, and participate in experience-based learning.

Study Abroad Scholarships: This fund enhances study abroad programs, international internships, and global corporate social responsibility projects.

Katz Graduate School of Business

Joseph M. Katz Graduate Student Scholarships: This fund both attracts high-achieving applicants to Katz and provides need-based tuition assistance.

Dean’s Excellence Fund: This fund supports the dean’s strategic priorities, and helps Katz recruit and retain high-caliber faculty, while maintaining a competitive edge in value and affordability.

Competitive and Leadership Skills Support Fund: This fund assists experience-based learning programs, international travel for students, case competitions, professional development, and more.

Many gifts came from supporters of Katz and the College of Business Administration. The funds will be deployed to strengthen a range of valuable initiatives in the months ahead.

Dedicated to quality teaching and faculty development, Ben L. Fryrear (MBA ’64) established the Ben L. Fryrear Research Fellowship for doctoral students and the Ben L. Fryrear Faculty Development Fund to provide fellowships for outstanding faculty.
Welcome to the New Katz Website

According to World Internet Stats, there are more than 3.7 billion internet users around the world, visiting more than 1.2 billion websites. Websites are often the first interaction a customer has with an organization. That first impression counts. It takes about 50 milliseconds (or 0.05 seconds) for users to form an opinion about a website and to decide whether to stay or to leave. Ninety-four percent of that first impression is influenced by design.

During the past year, a team of students, administrators, and program staff have been working with a Pittsburgh-based digital marketing agency to design a new website for the Katz School. Their goal was to create a site with effective navigation, clear and concise messaging, and a functional design. The team reviewed who used the site, how they used it, and what content was most relevant to visitors.

The end result is a fresh new look, simplified navigation, consolidated content, and a few shiny bells and whistles.

One of the striking new features is the Katz Degree Finder, an interactive tool designed to help a visitor pick a program that aligns with his or her interests and goals. A visitor can also view highly visual student profiles that present a day in the life of a Katz student and alumni success stories that highlight the accomplishments of Katz graduates. A new section about Pittsburgh was added to show off the city’s transformation from a steel town into a future-focused hub for eds and meds. The site’s responsive design can be viewed across mobile platforms and tablets.

We’re proud of the new website and think it will create a positive (and lasting) impression! Check it out: www.business.pitt.edu/katz.

Remembering a Giant of Research and Truly Creative Mind

THOMAS L. SATY • 1926 – 2017

Tom Saaty, a long-tenured Katz professor who was known around the world for his creation of a groundbreaking decision-making framework that was notable both for its effectiveness and its versatility in solving complex problems, died this past August at the age of 91.

In the 1970s, Saaty pioneered the Analytic Hierarchy Process, which with his subsequent Analytic Network Process was applied to such issues as arms control and disarmament, geopolitical conflicts in Africa and the Middle East, urban design in American cities, NFL draft-day decisions, and countless business applications worldwide. In the field of decision analysis, making comparisons among choices is of central importance, and Saaty advanced the theory of relative measurement, which was necessary to build meaningful numerical scales associated with intangibles.

“Tom put Pitt in the limelight,” says Dean Emeritus H. J. “Jerry” Zoffer, who in 1979, convinced Saaty to join the Katz faculty and leave his position at the Wharton School at the University of Pennsylvania. “He was clearly the rare academic who was able to produce a valuable process that not only added to the literature but also improved the world.”

Holding the highest faculty rank of Distinguished University Professor and receiving many awards and accolades, Saaty was a prolific researcher and author who generated more than 97,000 academic citations, according to Google Scholar, in his lifetime. His wide-ranging contributions to operations research included mathematics, queuing, networks, linear programming, and arms control.

Saaty earned his PhD in mathematics from Yale University and completed post-graduate work in pure mathematics at The Sorbonne at the University of Paris. Prior to his academic career, Saaty worked in government and defense areas for the U.S. government, sometimes working on classified projects. He held prominent positions with the Office of Naval Research, Navy Management Office, Operations Evaluation Group, the U.S. Embassy in London, and the Arms Control and Disarmament Agency.

Up until the end of his life, Saaty continued teaching and conducting research. For years, Saaty taught the popular MBA course Problem Solving and Creativity, where he challenged business-minded students to think outside the box.

Katz Professor of Business Administration Luis Vargas worked on research with Saaty for more than four decades, first as his doctoral student at the Wharton School. He will always remember Saaty’s eternal curiosity for truth and his passion for life, which also included a love of Beethoven and humor. Over the years, Saaty compiled hundreds of jokes into many published booklets.

“After 40 years spent with him, I cannot find words to express the sadness that I feel,” Vargas says. “But I am happy to think that perhaps now he has found the answers he was looking for to the innumerable questions he had about physics, mathematics, science, and life in general.”

Saaty is survived by his wife, Rozann Saaty, his five children, and his 13 grandchildren and great-grandchildren.

A Legacy of Impact

Over the course of nearly 60 years on the Katz faculty, Tom Saaty left an indelible mark on the institution through his interactions with colleagues and the doctoral and MBA students who benefited from his instruction. Saaty was the recipient of the University of Pittsburgh’s highest honor for research, the Chancellor’s Award for Research, and the business school’s H. J. Zoffer Medal for Meritorious Service. Saaty also received the Impact Prize from INFORMS and the Gold Medal from the International Society for Multi-Criteria Decision Making.
Brian Burley (MBA ’15) released YNGRLEPPGZ, a book that spotlights Young Black Professionals in Pittsburgh and highlights their journeys, impact, and influence.

Diana Cogliani (MBA ’16), senior executive associate, Pittsburgh Life Sciences Greenhouse, received the Pittsburgh Business Times Business Women First Award.

Al Jacobson (MBA ’15), director of corporate support for the Pittsburgh Symphony Orchestra, and his wife, Noodle, welcomed their son, Alfred Christian Langi (Al) for short, into the family on October 12, 2015. He joins his big sister, Megan.

William Lauer (MBA ’13), MS Engineering ’13, Business Operations Analyst – Electrical Utilities, T&D Data Analytics and Performance, PPL Corporation, won EPRI’s Technology Transfer Award. “The award recognizes industry leaders and innovators at the vanguard of adopting new continuous improvement of KPI metrics, including safety and quality, people, delivery, and cost.”

Andrew J. Brennan (MBA ’17) married Patrick Lynch on May 28, 2016. Patrick graduated from Carnegie Mellon University’s Tepper School of Business in May.

Mehul Mohanka (MBA ’11) was appointed as the managing director and Group CEO of Yajga Industries Limited.
Katz graduate Wenjia (Anna) Huo and her team of Pitt Engineering students earned the Best Video Award and a $1,000 cash prize at the Randall Family Big Idea Competition for their startup, Root, a company that provides a method for effective defense against cyber attacks.

A team of CBA students earned first place in the inaugural Deloitte Audit Case Competition.

CBA students Kelsey Magilton and Jackie Pines received the Study of Ethics in Business scholarship from Angiulli & Associates at the Pittsburgh Business Ethics Awards.

The Pitt Business Professional Academies and Industry Professional Networks were recognized among the 2017 Innovations That Inspire by AACSB International, for critical work being done by business schools to better their communities at large.

CBA graduates Alicia Craig and Everett Green were named to the Poets & Quants List of the Best and Brightest Business Majors – Class of 2017.

Associate Dean Audrey Murrell, Professor Carrie Leana, Professor John Camillius, and Professor Ravi Madhavan were named to the 2017 Smart Business “Who to Watch” Pittsburgh list, which recognizes men and women poised to make the Pittsburgh region a better place to live and work.

CBA students, along with Dean Arjang Assad, attended an annual student leaders dinner hosted by Chancellor Patrick Gallagher.
The University of Pittsburgh received the 2017 Senator Paul Simon Award for Campus Internationalization, presented by NAFSA: Association of International Educators. It is the most prestigious honor a college or university can receive in recognition of its overall excellence in internationalization efforts. The Pitt Business International Programs Office has been recognized as playing a significant role in receiving this award.

CBA students Evan Turman and Everett Green won first and second place respectively in the 9th Annual KeyBank Leadership and Creativity Undergraduate Minority Student Symposium.

Cait Lamberton and Jeff Inman were recognized by the AMA for research productivity. Lamberton ranked 28th and Inman was ranked 12th. Katz was ranked 17th.

MBA student Dontez Ford was named to the prestigious Hampshire Honor Society by the National Football Foundation and College Hall of Fame. He was also named a recipient of an ACC Postgraduate Scholarship and is a four-time University Scholar - Athlete honoree at Pitt.

Professor Jay Sukits and CBA senior Connor Van Pevenage appeared on KDKA-TV Sunday Business Page to discuss socially responsible investing.

CBA and Katz MS in Accounting auditing teams placed 3rd and 4th in the IIA/PICPA Case Competition at Maher Duessell.
HOMECOMING 2017

PLEASE JOIN US!

OCTOBER 13, 2017: ANNUAL 51+ PITT BUSINESS LUNCHEON
Pitt Business alumni who graduated more than 51 years ago are invited to attend the Annual 51+ Pitt Business Luncheon.

OCTOBER 14, 2017: CBA ALUMNI AFTER-PARTY
8:30 – 10:30 PM
The Porch at Schenley, 221 Schenley Drive, Oakland
We welcome CBA alumni to The Porch for fireworks, food, fun, and socializing.

OCTOBER 14, 2017: KATZ HOMECOMING MIXER
8:00 – 11:00 PM
Mario’s Eastside Saloon, 5442 Walnut Street, Pittsburgh, PA 15232
We welcome Pitt Business alumni to join current Katz students for fun, fellowship, and networking.

OCTOBER 15, 2017: PITT BUSINESS ALUMNI TAILGATE
Two Hours prior to Kick-off
Come stop by our tailgate outside Heinz Field at Gold Lots 1 and get ready to cheer on Pitt as they tackle NC State.

SEE ALL UPCOMING EVENTS HERE: WWW.BUSINESS.PITT.EDU/ALUMNI/EVENTS