In April, I had the privilege of introducing the 2014 award recipients at our Business Alumni Awards ceremony at the University Club. It being the 50th anniversary year, I couldn’t help but get wrapped up in the history of the moment. In the audience I saw alumni and friends who played a big part in the City of Pittsburgh’s inspired renaissance. Likewise, I saw alumni whose leadership is transforming other American cities and fueling economic growth in Brazil, China, India, Indonesia, South Korea, Singapore, and many other nations.

Seeing these vivid examples of our global impact got me thinking about our strategic positioning going forward. Our College of Business Administration (CBA) is celebrating record enrollment, as well as improved test scores and GPAs among the incoming class. Our Full-time MBA program was recently ranked as a Top 25 U.S. public university and a Top 50 U.S. overall university in Financial Times, The Economist, and Forbes, and in U.S. News & World Report we experienced the fourth-highest improvement of any previously ranked school, just missing the respective Top 25 and Top 50 marks. Furthermore, we recently established a new Center for Supply Chain Management that in the coming months will create new opportunities for faculty research and student projects.

The articles in Pitt Business personify our history and future direction. We are offering a new capstone program for MBA students called the Management Simulation. The course challenges them to role-play the executive team of a global organization, as they compete against their peers for market share. At CBA, new Associate Dean Audrey J. Murrell has wasted no time in implementing a number of bold changes. Her torrid pace and sweeping vision reminds me of the first one hundred days of a U.S. presidency.

The magazine also focuses on our doctoral program. We tell the interesting stories of a number of PhD graduates who later became business school deans and explore how our program enabled their success. Another article highlights the ground-breaking research of faculty member Chris Kemerer, whose insights are of interest to anyone shopping for a new electronic device.

The magazine shares personal stories, too. You may have a favorite former professor or two, but do you know the hidden talents and hobbies that they have outside the classroom? In another story, we focus on families who, for one reason or another, made going to Katz a family tradition. We also provide a window into how Katz has changed over the years by comparing the experiences of alumnae from the 1970s to today.

A Message from Dean John T. Delaney

A Storied History and A Promising Future

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Each spring, we send you the magazine to keep you informed about the school. Regardless of where you live, there are a number of ways to get more involved with your alma mater. Volunteering as a student mentor, guest speaker, or company representative in a class project can be as valuable as a fundraising contribution. Go ahead and contact our Alumni Director Jim Waite — he would love to get you started.

This brings me back to the 50th annual Business Alumni Awards ceremony. That night the best of our graduates were on display. I refer not only to those who accepted awards, but to the rest of the audience as well. Collectively, our 28,000 alumni are changing the business world and making lives around them better. People just like you.
Rose Choi is starting her dream job right out of college: LinkedIn’s global sales rotational program in San Francisco. The highly competitive, management-track position will expose her to different sides of the rapidly growing social media enterprise.

“I’m beyond excited,” says Choi (BSBA ’14), whose start date is in July. The 21-year-old Philadelphia native majored in marketing and earned certificates in leadership and ethics and international business at the University of Pittsburgh’s College of Business Administration (Pitt CBA).

Choi landed her job at LinkedIn through hard work in the classroom and the completion of marketing internships with the Pittsburgh Steelers, PNC Financial Services Group, and Naava Business. Preparing students to make an immediate impact upon graduation is a primary objective of Pitt CBA, and in this spirit, the school is rolling out new academic programs, expanding its international reach, and even claiming a newly remodeled residence hall for freshmen, says Associate Dean Audrey J. Murrell.

In August 2013, Murrell became the leader of Pitt CBA with the retirement of longtime Associate Dean Edward J. Palascak. Before Palascak, there effectively was no College of Business Administration. He helped to reinstate Pitt’s undergraduate business program in 1993, ending a long hiatus dating back to a University decision in the 1960s to disband the undergraduate program. Under Palascak’s leadership, the quality of Pitt CBA improved, as did its enrollment, from an initial class of 156 students to more than 2,000, enough to make it Pitt’s third-largest school by enrollment.

“Palascak’s are big shoes to fill, but Murrell is up to the task. “In my mind, the letters C-B-A stand for community, betterment, and analytics,” Murrell says. “It’s about building community among our students. It’s about helping students better themselves and the world around them. And it’s about the analytics. How can we measure our impact and improve our ROI?”

Murrell’s strategy is already taking shape. Starting this fall, incoming Pitt CBA freshmen will live together in the Bruce Hall Living Learning Community (LLC), located just blocks away from the Cathedral of Learning. While LLC residence halls are not new to Pitt or CBA, Bruce Hall’s size and scope set it apart. The residence hall has space for about 170 students. Students live on floors dedicated to one of four themes: global business, social responsibility, business honors, and entertainment and sports. As LLC residents, students have the added benefit of interacting with dedicated faculty advisors and attending special lectures, events, and extracurricular community projects.

“We want our students to feel connected from their very first day on campus,” Murrell says.rose Choi took charge at the Berg Cup Case Competition. As a student, rose Choi took charge at the Berg Cup Case Competition.
ELEVATING CAREERS AND INTERNATIONAL OPPORTUNITIES

The Pitt CBA honors track comes on the heels of three new majors added in fall 2013: business information systems, human resources management, and supply chain management. The majors make Pitt CBA graduates more competitive to the talent needs of employers, one of the top priorities of New Career Services Director Fredrick “Fred” Kendrick.

Kendrick, who joined Pitt in November 2013, is the former director of global human resources and employee benefits at K&L Gates. In order to better serve students, his department is further integrating the services of academic and career counseling, so the two are more in sync. Additionally, students can count on more one-on-one mentoring support from the school’s Executives in Residence, who are retired senior-level professionals from a range of professions. Another change will increase Career Services’ involvement in professional student-led organizations, to improve the quality of the extracurricular experiences.

“My goal is to make sure a student’s DNA matches the DNA of the employer. It’s not just about getting a job, it’s about sustaining a career,” Kendrick says.

Global experiences are crucial on a résumé, and soon more Pitt CBA students will have them, thanks to Bryan Schultz, new director of international programs. He is driving up students’ participation rate by offering more extensive global experiences in new locations and reducing the participation cost for students.

“My ultimate goal is to get 100 percent of business students studying abroad,” Schultz says.

Beyond the option of studying in more than 75 locations worldwide through Pitt’s traditional study abroad programming, Pitt CBA students have access to tailored programs. The International Internship Program enables students to work at major companies in Asia, Europe, and South America over the summer. Short-term trips happen periodically, like one over 2014 Spring Break when students completing the Certificate Program in Leadership and Ethics traveled to Paris for a class project in which they studied sustainability practices at L’Oréal and FedEx. Add it all up, and about one-third of Pitt CBA students complete at least one international experience, which is three times the national undergraduate average, according to the Institute of International Education.

Pitt’s international footprint is growing. Starting next fall, in conjunction with Pitt’s Study Abroad Office, Pitt CBA will begin to offer courses at five “anchor locations” internationally, called Panther Programs. Schultz says. Of those finalized, London will have a finance focus, Sydney a marketing focus, and Florence a human resources focus. Plans call for the fourth location, Shanghai, to have a supply chain focus, and the fifth location, Paris, to have a sustainability focus.

“At its heart, the goal of Pitt CBA is to take our students from the classroom to the city of Pittsburgh and to the world,” Kendrick says.

For us, this is another opportunity to measure our effectiveness in teaching appropriate skills, as the categories are modeled after the competencies that Fortune 500 organizations value in employees,” Murrell says.

Pitt’s CBA OCC curriculum is just one program in the works. Another is the creation of Panther Projects. These multi-year initiatives call for student teams to complete a series of projects for the same Pittsburgh-area organization. This would work well, Murrell says, for an organization like the Greater Pittsburgh Community Food Bank. The nonprofit has received marketing support from students in the past and would benefit from supply chain management consulting as well, Murrell says.

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As a Pitt student, Rose Choi took that message to heart. On campus, she was the president of the school’s chapter of the professional business organization Phi Beta Lambda, otherwise known as Pitt’s Business Leaders. She was selected by her peers to serve as the student graduation speaker. In Pittsburgh, she was head of campaign strategy for a marketing project that won first place in Mazda’s national college competition. In Spain, she completed a sales internship for a Madrid startup through an International Internship Program.

Choi is thrilled to be starting a new life in San Francisco and feels ready for whatever business challenge comes next. “Pitt CBA hands you the tools you need to be successful. It’s up to you to use them,” she says.

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In attics everywhere, boxes of video tapes are collecting dust. So are vinyl records, eight-track tapes, audio cassettes, typewriters, flip cell phones, early-generation gaming systems, LaserDisc movies, and HD-DVD players.

Competition drives innovation. The items in the attic are there because at some point they were surpassed as technology evolved or they were bested by the competition. These competitions are known as standards wars. Standards wars occur when products with incompatible formats compete for the same market, and typically end when one dominant standard emerges and renders the competition obsolete.

Which technologies will win, and when will there be only one winner? These questions have been the focus of research by Chris F. Kemerer, David M. Roderick Professor of Information Systems and Professor of Business Administration at the University of Pittsburgh’s Joseph M. Katz Graduate School of Business. For more than two decades, he has studied network effects in technology systems, fertile ground for his dual background in economics and software engineering.
The Power of Network Effects

In the 1980s, Kemerer was, like many Americans, excited about the prospect of watching movies at home, but unsure about whether to choose Sony’s Betamax or JVC’s VHS video cassette recorder. His older brother recommended the Betamax for its superior picture quality. What could go wrong?

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The Shift to Winners-Take-Some Markets

Kemerer was on a family vacation at the beach when he had a breakthrough moment. His young daughter had filled up her simple digital camera’s small-capacity flash memory. Twenty years later, Betamax, and Kemerer, determined not to interrupt the vacation with a trip to a store, checked to see if her own camera’s memory card would work as a substitute. It did.

The fortuitous inter-compatibility between the two cameras raised questions in Kemerer’s mind. So he and fellow researchers — including his doctoral student Charles Liu, who made computer flash memory the subject of his dissertation and is now assistant professor at University of Texas, San Antonio — studied the market and saw one dominant flash memory standard, but no fewer than six major types.

Using statistical analysis of data on technology attributes, retail prices, and Amazon.com sales information, the researchers determined that the economic value of individual features and user interface as well as the amount that consumers would pay for products that adhered to a standard with a large market share.

In such single-winner environments, business managers can make gaining market share their top priority. If it means subsidizing prices and temporarily operating at a loss, so be it. Once their product emerges as the standard, the company can recoup its profits handsomely. “Products with consumers who long understood this lesson — razer blades, camera film, and computer printer ink. It has also applied to products that require strict complements, like computer software or entertainment media,” Kemerer says.

The Defense Calls Dr. Chris Kemerer

Late 1990s. Kemerer was hired as an economic damages expert witness by Lotus Development Corp. in lawsuits over competitors copying the look and feel of Lotus’s dominant spreadsheet software interface.

Early 2000s. Kemerer was an expert witness in the multiple state cases related to the federal anti-trust case against Microsoft. He provided testimony on how winner-take-all effects can occur naturally in IT markets as a result of network effects.

Kemerer began his academic study of network effects in the 1990s, with his highly cited study of Lotus’s 1-2-3 software, then the world’s dominant spreadsheet, which he co-authored with Erik Brynjolfsson of the MIT Sloan School of Management. Using statistical analysis, they determined the economic value of individual features and user interface as well as the amount that consumers would pay for products that adhered to a standard with a large market share.

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In these environments, which Kemerer terms “winners-take-some,” managers are often better served to cross-license their standards to increase total market size. Here, consumers increasingly value factors such as design features and functionality over mere platform compatibility. "Multiple winners with convertible standards can be better for consumers because there is less chance of becoming stranded by making the wrong technology choice. Further, there will be more flexibility and more applications for their devices. It’s good for manufacturers, too, as they also prefer certainty,” Kemerer says.

Redrawing the Battle Lines in Videogames

Digital products are altering market dynamics in established industries. In his current project, Kemerer is analyzing the video game console market with Dunn. Historically, the winner-take-all cycles in videogame consoles have followed a pattern of rapid generational shifts, which Harvard Business School professor Clayton M. Christensen — who coined the phrase "disruptive innovation" — documented in his groundbreaking study of the disk drive industry. His research showed that with technological change the market incumbent is rarely the next-generation winner, despite its numerous economic advantages.

Although this pattern was repeated in the early videogame console generations, the addition of Dunn’s early research results suggest that the market has stopped tipping to a single device: The most recent market share was clearly divided among the Sony PlayStation 3, the Microsoft Xbox 360, and the Nintendo Wii, and the full impact of the latest generation, PlayStation 4, Xbox One and Wii U, is still playing out. “In the last generation, the gaming consoles did not settle into winner-take-all. Each of the three platforms had significant market share. Why did the market change? That is what our work is exploring,” Kemerer says.

In the years to come, technology will continue to evolve and push into new frontiers in videogame consoles and countless other devices. With markets increasingly shifting to winners-take-some outcomes, the managers who win the standards wars of tomorrow must adjust their tactics accordingly. For the rest of us, does it mean that fewer electronic devices will clutter our future attics? Only time will tell.
The simulation’s architecture was created by and is maintained by faculty member Dave Lamont of Carnegie Mellon University’s Tepper School of Business. During a given semester, about 25 teams participate in the simulation. Of them, most are from Katz and Tepper, while others come from business schools in Chile, Ukraine, Mexico, Japan, and China. Groups of teams operate within distinct universes, whereby actions in one universe do not affect the others.

Student teams run a fictional watch manufacturer, for three fiscal years, that has two products: a high-end watch and an entry-level watch. The more expensive watch would be for them a focal product. They invested accordingly, with the less expensive watch, their focus was to quality and strong green practices. Concurrently, their watch developed a reputation for high resource allocation, and financial accounting decisions. In order to make informed judgments, student teams have 15 years of historical data with which to generate business models.

“While simulations aren’t new to business schools, what makes ours rare, compared to others,” Lamont says, “is that our students compete against schools internationally, they interact with boards of directors composed of real executives, and they are graded by board evaluations, compensation, and peer evaluations, in addition to firm performance.”

More than 100 people, many of them alumni, have volunteered as board members thus far. Lamont says Ron Magnuson, the interim simulation coordinator and director of administration, says the school is always looking for more qualified people to serve as board members.

**Battling on Three Fronts: Price, Product, and Promotion**

The Management Simulation is different from most Katz courses. There are no tests. Problems have no one answer. Learning by mistakes is critical. Nor do students control their own destinies. As in corporate life, their fate is intertwined with the perceptions of board members. Venkataramani’s team developed a strong rapport with their board, all of whom were senior-level managers: John George (MBA ’73), InterGroup Services Corporation; Joseph K. Dykta Sr. (MBA ’87, ENGR ’75), Dormont Manufacturing Company; and L. Jon Koteski (MBA ’99), Oakment Capital Management, LLC.

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Like Father, Like Sons

Since its start in 1949 as a single South Hills drive-in with carhop service, Eat'n Park has grown into one of Western Pennsylvania’s largest restaurant chains, famous for its cheerful Smiley® cookies and fresh, dependable meals.

But the restaurant, with more than 75 locations across Pennsylvania, Ohio, and West Virginia, is only one piece of the company pie, albeit a sizable one. The Eat’n Park Hospitality Group features three additional restaurant brands (Six Penn Kitchen, The Porch at Schenley, and Hello Bistro), an online cookie store with sales in all 50 states (Smileycookie.com), and two dining providers that bring a restaurant-style flair to college dining halls, corporate headquarters, cultural destinations, hospitals, and senior living communities (Parkhurst Dining and Cura Hospitality).

Chairman James “Jim” Broadhurst (MBA ’66), the architect of this diverse business model, and his wife, Suzy, past director of corporate giving, have turned over management of day-to-day operations to their three sons. The company continues to grow, another generation carrying on the legacy with their own twist.

“Our ability to share best practices across our brand portfolio is an important competitive advantage,” says CEO Jeff Broadhurst (MBA ’93), who works alongside younger brothers, Mark, vice president of corporate dining and retail development, and Brooks, senior vice president of food and beverage.

Today, it is impossible to imagine Eat’n Park without the Broadhursts. In 1973, Jim was working at Pittsburgh National Bank when he was approached about becoming Eat’n Park’s chief financial officer. “Without my Katz accounting courses, I would have been ill-prepared and probably would not have gotten the job, but I was able to come in with a fundamental understanding of managerial accounting,” recalls Jim, who years later purchased the company.

Following in dad’s footsteps came naturally to Jeff and his siblings, all of whom studied hospitality management in college but had first careers elsewhere. Under their leadership, the company continues to support community initiatives and sustainability. Eat’n Park, through its FarmSource® program, gets about one-fourth of its food from farms and local suppliers within 150 miles of each location. The company donates a minimum of 5 percent of pretax earnings to local charitable organizations. It also has supported more than $1 million in employee scholarships and raised more than $8 million for children’s hospitals.

“It started with my parents,” Jeff says. “They live here and work here. It’s about supporting those who have supported us.”

This philosophy helped his father become a recipient of the University of Pittsburgh’s Legacy Laureate award and the Katz School Distinguished Alumnus award. “The future looks bright for a company that today serves 50 million guests annually,” Jim says.

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Brothers in tight-knit families tend to share the same interests and tastes. They like the same music, the same clothes, the same sports, but how often do they like the same business school? Look no further than Ken Rowles (BBA ’64, MBA ’65) and younger brother, Kerry (MBA ’66).

“I think Katz prepared us for a career in business as well as any school possibly could,” says Ken, a retired co-managing shareholder at Schneider Downs & Co., Inc. in Pittsburgh and a recipient of the Alumnus Award in 2000. His wife, Gail Nixon Rowles, is a 1966 graduate of Pitt’s School of Nursing.

Ken and Kerry’s deep and abiding love of the blue and gold, particularly its business school, was passed on to their children, some of whom went to Katz: Ken’s daughters, Kristin Rowles (MBA ’95) and Karlye Rowles (MBA ’01), and Kerry’s son, Scott Rowles (MBA-MIS ’97). Years ago, Kerry and Ken established the Rowles fellowship to provide an annual scholarship to a Katz student.

Through successful and varied careers, the children are carrying on the family legacy. Kristin founded Policy Works LLC, an environmental policy consulting firm based near Atlanta. She helps governmental and private entity clients to develop watershed plans that fairly serve all stakeholders — a major issue, for example, in states such as Georgia, Alabama, and Florida that fight over a shared water basin.

Her younger sister, Karlye, worked as a marketing manager at Schneider Downs before recently taking on a similar role in her husband’s company, Kuzer and Company, Inc., a real estate appraisal and consulting firm. Today Karlye supports Katz as president of the Alumnae Council.

Kerry and his son, Scott, achieved business success in different ways. Kerry spent 33 years with PPG Industries, Inc. and had a variety of financial, general management, and HR career experiences. Scott, by contrast, has started several companies, including Crux Systems, an IT services firm, and Dive N Dog, a manufacturer of boat ladders for pets. Today, Scott is involved in new ventures, including a hydroelectric turbine company, FlowXtreme.

A natural-born risk taker, Scott once sailed a 50-foot catamaran motorboat from the Caribbean island of Martinique to Australia. He’s involved in new ventures, including a hydroelectric turbine company, FlowXtreme.

Almost everything was a competition in the Sheerer household. With their father timing them, the kids raced to see who could deliver the most newspapers in the fastest time on neighborhood paper routes. In school, they tried outdoing each other’s grades and field goal percentage.

“Deep down, I probably wanted to beat her scores on the tests, but ultimately we supported each other,” says Ted, who today is the senior vice president of the cash management department of First Commonwealth Bank.

Collectively, the Sheerer family holds eight degrees from Pitt. The parents, Martin “Tim” Sheerer (ENGR ’59) and Beverly Sheerer (A&S ’60), met at Pitt and raised their children on a steady diet of Pitt football games.

John, the youngest sibling, sells electricity and natural gas to commercial businesses in a position with Frontline Power Solutions, LLC.

“Katz was one of the greatest decisions I ever made, though my family kind of made it for me,” John says.
In Chengdu, China, population 15 million and growing, the Nordic International Management Institute (NIMI) is a world removed from the country’s urban sprawl, situated on a tranquil campus of well-manicured lawns and pristine brick buildings. Established in 2012, the school is the result of an unlikely partnership between North Europe academic institutions and government agencies, and the governors of Sichuan Province and Chengdu City. 

NIMI President Per Jenster (PhD ’85) says school training programs, which for the time being include non-degree international exchange and executive development programs, serve two primary audiences: Chinese companies who want to become more international and Western companies eager for business in China. The faculty is composed of full-time professors and visiting lecturers from accredited business schools in Europe, the United States, and China. 

“NIMI is the first international management school in western China, which has a population of 500–600 million people,” Jenster says. “Chengdu has so much energy and opportunity: Its economy is bigger than Vietnam’s.” 

With several areas of study, the doctoral program of the University of Pittsburgh’s Joseph M. Katz Graduate School of Business is well known for placing its graduates as faculty at prestigious business schools. But as Jenster’s lofty position demonstrates, the program also has a strong track record for something else: educating the future leaders of business schools. Records show that more than a dozen Katz PhD alumni have served or are serving as deans of business schools all over the world — and the ranks are growing: Peter Brews (PhD ’96) became dean of the University of South Carolina's Darla Moore Graduate School of Business in January 2014. 

While no PhD program is a bona fide training ground for future deans, the Katz program excels in several respects, including its mentoring culture, emphasis on building research skills, and absence of departments by discipline, which brings down walls and spurs greater cooperation, says Dennis Galletta, director of the doctoral program and a professor of business administration.

In their role as deans, Katz PhD alumni have started a business program from scratch in Tanzania, reinvigorated a top-ranked business school, and put a historically black college and university (HBCU) program on the path to AACSB International accreditation. In every case, they are taking lessons learned in Pittsburgh to locations all over the world. 

Kulpatra Sirodom (PhD ’87), former dean of Thammasat Business School, is a 2014 Distinguished Alumni Winner. See page 24
**In Dan Smith’s (PhD ’89) eight years as dean of Indiana University’s Kelley School of Business, the school doubled the size of its student body while at the same time raising admission standards, vastly improved its financial position, doubled the size of its faculty, launched graduate programs in India and Korea, and raised over $170 million in private gifts despite the economy being in the throes of a recession.**

As chief engineer of the transformation, Smith says he relied daily on lessons learned in the Katz doctoral program. “Going to the University of Pittsburgh for the doctoral program was singularly the best career move of my life,” he says.

Smith, a prolific scholar in strategic marketing, credits Katz for developing his ability to frame and diagnose problems and for teaching him the value of staying committed to your personal cause and institution. Former Katz faculty members C.W. Park and Gerald Zaltman and current faculty member John Prescott mentored him and continue to inspire.

“When you change the way people think, you change their life. That’s what Katz did for me,” Smith says.

After graduating from Katz, Smith joined the faculty at the University of Wisconsin, before returning to the Katz faculty and then accepting a faculty chair at Indiana University. In his current position as CEO and president of the Indiana University Foundation, Smith directs university-wide development and fundraising activities and oversees the foundation’s $1.8 billion endowment. “You’d be hard-pressed to find two activities that have changed the human condition more than philanthropy and higher education,” he says.

**Martin Roth**
**University of Hartford**

In his first months on the job, Martin “Marty” Roth, dean of the University of Hartford’s Barney School of Business, is taking a page from Pittsburgh’s playbook by aggressively seeking new partnerships between the business community and the university.

“Just as Pittsburgh evolved around clusters in health care, technology, and other industries, in Hartford there are clusters in insurance, financial services, aerospace, and health care with which we can align our capabilities and strengths,” says Roth, who became dean in August 2013.

A Squirrel Hill native, Roth knows a thing or two about Pittsburgh’s transformation. He earned his bachelor’s degree in business and economics (1985), and his MBA (1986) and his PhD in business administration (1990) from the University of Pittsburgh. As a professor of marketing and international business, he taught at the Katz School, Boston College, and University of South Carolina, where he served as chair of the school’s International Business Department and as chief innovation and assessment officer, before joining Hartford.

“Katz faculty members were such great role models: smart, enthusiastic, and very effective in the classroom,” Roth says. He cites the support he received from current faculty Tom Suzy, Luis Vargas, John Prescott, and Larry Feick, the latter whom with he co-authored an international marketing simulation game used by businesses worldwide.

Roth says the structure of the Katz doctoral program, because it wasn’t partitioned into departments, helped prepare him for leadership roles. “Running a college is more like running a business,” he says. "If your knowledge is limited to one functional area, you won’t be successful. The type of environment at Pitt gave me a much broader perspective.”

**Anthony Nelson**
**Bowie State University**

Before he entered academia, Anthony Nelson (MBA ’81, PhD ’91) cut his teeth in the manufacturing sector. First at National Steel Corporation, then at Champion International Paper, he managed the design and implementation of complex industrial information systems and supply chain networks.

“I ate, breathed, and slept information systems. That was my training,” Nelson says.

Now dean of Bowie State University’s College of Business, his skill set is significantly broader. Highlights from his tenure, which began in 2007, include the establishment of the Bowie Business Innovation Center, creation of the student Entrepreneurship Academy, and implementation of the school’s first assessment and assurance of learning strategy in pursuit of AACSB International accreditation.

“I’ve taken my MIS process improvement background and parlayed it into the ability to shape and design this dean’s position and the College of Business into something that is constantly improving,” Nelson says.

Nelson, who previously served as the dean of Grambling State University’s College of Business, credits the Katz doctoral program, where he studied information systems, for kindling his love of research. “That value for research follows me throughout my career, to this very day, through supporting faculty research agendas, course releases, and trips to conferences,” Nelson says.

Bowie State, which is located near Washington, D.C., Baltimore, and Annapolis, is Maryland’s oldest historically black college and university. “I think being the dean is a great job, but it’s very trying — definitely not for the shy and the innocent,” Nelson says.

**Kathleen Getz**
**Loyola University Chicago**

As dean of Loyola University Chicago’s Quinlan School of Business, Kathleen A. Getz (PhD ’90) oversees a program dedicated to the belief that building personal wealth and enhancing the lives of others are not mutually exclusive objectives.

“Mission matters here,” says Getz, who has served as dean since 2011.

Getz’s academic path started with a detour. After college, she tried to get a job assisting low-income families with financial planning. Only volunteer positions were available. Getz became a bank teller, earned her MBA, and then taught business part-time at a technical school. When she looked into doctoral programs, her meeting with a professor at the Katz School kicked her academic journey into high gear.

“As soon as I met Barry Mitnick, I knew that I wanted to study with him,” Getz recalls. “He has a gift for asking such challenging and thought-provoking questions. In the hour I spent with him, I knew that I wanted to work with a brain that worked that way.”

Getz next joined the faculty of American University’s Fogel School of Business in Washington, D.C. She developed research interests in managerial ethics, regulatory issues, corruption, and peace through commerce that are a natural match for Loyola’s curriculum.

Getz credits Katz for building her research muscle, teaching her to be innovative, and helping her be a better collaborator. Further, the absence of departments in the Katz PhD program showed her the value of breaking down walls between the business disciplines.

“I went into this profession because I loved teaching, and I still love working with students,” Getz says.
ANSWERING HIS NATION'S CALL

In the 1980s, Boon-Siong Neo was an accountant at Royal Dutch Shell in Singapore when the National University of Singapore recruited him for a nationalistic venture: Would he go abroad to earn his doctorate and then return home to build up Singapore’s higher education infrastructure?

“Our mission was to transform a business school in Singapore from a teaching institution into a research institution,” he recalls. “I was one of the first to come back, not with just a PhD in information systems, but one of the first PhDs, period.”

The investment in Neo (MBA ’86, PhD ’90) paid off. After the role of director of a research center, departmental chair, and vice dean, he became dean of Nanyang Technological University’s business school at the age of 39, serving from 1999 to 2004, a time when the program catapulted from rankings obscurity to one of the world’s leading programs.

Neo, now a professor and chairman of Nanyang Business School’s Executive Programs, selected Katz over all other U.S. business schools because it offered a top-ranked MIS program and the ability to earn his degrees in three years. “The courses were very rigorous, and it was helpful that the professors understood my goal to get my PhD done quickly,” he says.

Today, Neo is director of multiple corporate boards, including Keppel Telecommunications & Transportation Ltd, and has served on more than 20 boards in total. Additionally, he continues to answer the call to civic duty as an advisor to the Singapore government on IT, economic development, social, and health issues. “It’s unusual for a professor in a business school to spend half his work with corporations, half with the government,” Neo says.

PUTTING PEOPLE FIRST

R. Charles Moyer (MBA ’88, PhD ’91) has led business programs to new heights as former dean of University of Louisville and Wake Forest University, but there was a time when he was like any other doctoral student, sweating over his first teaching lecture.

In that moment, it wasn’t a TA or a fellow doctoral student who quelled his nerves, but the dean of the Katz School, H.J. Zoffer. “I’ll always remember that. He was the dean and he took the time to come and give me his tips,” Moyer recalls.

Terrific, caring faculty made Katz stand out then, as it does now, says Moyer, who sought to replicate that model as dean of Wake Forest’s Babcock Graduate School of Management from 1996 to 2003 and dean of Louisville’s College of Business Administration from 2005 to 2013. During his tenure, the schools instituted new programs and centers, recruited distinguished faculty, and achieved positive recognition in the rankings.

Moyer, a renowned finance scholar, was a 2004 recipient of the Katz School Distinguished Alumni Award. Louisville officials knew he was a huge college basketball fan, so when recruiting him for the deanship, they turned to their big guns. Moyer had this message waiting on his answering machine: “Charlie, this is Rick Pitino calling from the University of Louisville. We’ve had a great year recruiting, and we’d love to add you to the team.”

Today, Moyer is director of multiple corporate boards, including Rupp Telecommunications & Transportation Ltd, and has served on more than 20 boards in total. Additionally, he continues to answer the call to civic duty as an advisor to the Singapore government on IT, economic development, social, and health issues. “It’s unusual for a professor in a business school to spend half his work with corporations, half with the government,” Neo says.

ALLEVIATING POVERTY IN AFRICA

Kyung-il Ghymn’s (PhD ’74) retirement from the University of Nevada, Reno, where he taught marketing and international business for 28 years, did not last long. Almost immediately, he traveled to Tanzania’s capital city, Dar es Salaam, to lay the groundwork for a private business school financed by the Korea Church Mission.

Established in 2011, the United African University of Tanzania (UAUT), which also offers an engineering program, will graduate its first class of students next year. Ghymn, who served as founding dean, says the school’s curriculum, while a far cry from that of an elite, accredited institution, helps to address the continent’s three national enemies: ignorance, poverty, and disease.

“When I was at the Katz School, I learned that teaching marketing techniques for underdeveloped countries was far better than giving them millions in foreign aid. Africa needs business education to reduce poverty,” Ghymn says.

Ghymn has since become dean of Georgia Christian University near Atlanta but still returns to UAUT to teach. The school faces a unique set of challenges: overcoming the language barrier of students whose native tongue is Swahili and the financial difficulty of their severely limited incomes. But through hard work and dedication, the faculty and staff make do. Starting next year, student internships in South Korea, China, and the United States will be offered, Ghymn says.

Ghymn is inspired by the potential he sees in his UAUT students. “I scream at my students. ‘You have to go and seize the opportunity for yourself and the future of your country!’” he says.

TRAILBLAZING IN ENVIRONMENTAL MANAGEMENT

Mark Cordano (PhD ’98) gravitated to the environmental side of business — topics such as energy usage, waste management, soil erosion, and chemical outputs — long before business schools established programs in the subject.

“When I first thought of environmental topics, people said you should go into public policy. I said, ‘No, this is a business issue.’ There were virtually no business schools with this topic,” Cordano recalls.

Then Cordano met William C. Frederick, a pioneer in establishing Katz as a leader in business and society issues. Cordano jumped at the chance to conduct research and teach classes in the emerging field of environmental management, and subsequently taught at Wright State University and Ithaca College, where he served as chair of the management department and interim dean.

In July 2011, Cordano became dean of Merrimack College’s Girard School of Business, located about 30 miles north of Boston in the quiet town of North Andover. The business school’s 800 undergraduates and 50 graduate students collectively make up nearly a third of the college’s entire student population.

“I’ve done a fair amount of research since I left Katz,” Cordano says. After graduation, he became division chair of the Organizations and the Natural Environment (ONE) interest group of the Academy of Management. Cordano credits the Katz doctoral program for introducing him to top researchers, especially his dissertation chair, Irene Hansen Frieze.
The 50th Annual Pitt Business Alumni Association awards, held in April, was a milestone occasion as we honored the achievements of this year’s outstanding award recipients and reflected back on 50 years of history.

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.
max h. mitchell

max h. mitchell is the president and ceo of crane co., a global diversified manufacturer of highly engineered industrial products, headquartered in stapleton, connecticut, with nearly 12,000 employees and $3 billion in revenue. he is also a member of the pit business board of visitors. at crane, mitchell has held positions of increasing responsibility, corporate vice president of operational excellence (march 2004), president of crane’s $1.2 billion fluid handling group (april 2006), executive vice president and chief operating officer of the companywide (may 2011), president and chief operating officer (april 2013), and president and ceo of crane (february 2014). before joining crane, mitchell was vice president of global sales and services for the pentair, inc.’s tool group. for more than 25 years, kulpatra sirodum has served in leadership roles at thammasat business school in thailand. from 2010 to 2011, sirodum was dean of the school’s faculty of commerce and accounting, and during her tenure, undergraduate and master’s students were enrolled in multiple global case competitions. during 2005, sirodum has served as chairperson of the boards of directors of thai wacoal pcl, thai president foods pcl, the siam commercial bank pcl and the bba international program. sirodum, who has published extensive research about thai equity markets, is an advisor to the option trading platform of the stock exchange of thailand. she is a former director and member of the agricultural futures exchange of thailand and a former advisor of maha sarakham university’s board of trustees. sirodum is an independent director on the boards of thai president foods pcl (chairperson of audit committee), thai wacoal pcl (chairperson of remuneration committee and corporate governance committee), thai bakery pcl (audit committee), and the siam commercial bank pcl (audit committee). sirodum has also assisted the thailand business board of visitors and has developed the ‘strategy of thailand 2016: the road map for accelerated economic growth’. at sirodum’s leadership, the university developed five-year strategies for the university’s development, particularly as it relates to health, human rights issues, and leadership development. in addition, sirodum has served in leadership roles at thammasat university and the university of the western most beautiful women. she is a national recognized leader in the fields of sexual and reproductive health, human rights issues, and leadership development, particularly as it relates to women and girls of color. she is the founder and executive director of the community-based organization **new voices pittsburgh** and recipient of the staining of color for reproductive justice (nyp). since 2004, nyp has improved the health and well-being of more than 10,000 women in the greater pittsburgh region by creating opportunities for social change, activism, civic engagement, and leadership development. nyp will launch the women’s health agenda™-five to ten years- plans designed to address the physical, emotional, spiritual, cultural, political, economic, environmental, and social health of black women and girls. nyp’s social activism extends to other causes. she is the national chair of sister song, an atlanta-based organization that is the largest human rights advocacy organization for indigenous women and women of color in the united states. mayes is a member of w100 worldwide is a city-wide organization that is focused on social change, education, justice, diversity, improvement of women and girls. she is a fellow of the college of the business student government and won the 2014 distinguished achievement award. at citibank and held key leadership roles at the financial field, home of the philadelphia eagles football team. at his retirement, kaptu has served in leadership roles at thammasat business school in thailand, graduating first in her class. she has held many positions in the united states. kaptu has served as the liaison to northwestern mutual’s corporate social responsibility team. her contributions have been recognized by the university, as well as for her leadership, the recipient of the distinguished alumni award of the school of engineering, the recipient of the distinguished alumni award for 2002, the recipient of the distinguished alumni award for 2005, and the recipient of the 225th anniversary medal. davidson’s contributions have been recognized by the university, as well as for his leadership, the recipient of the distinguished alumni award of the school of engineering, the recipient of the distinguished alumni award for 2002, the recipient of the distinguished alumni award for 2005, and the recipient of the 225th anniversary medal. kaptu has served in leadership roles at thammasat business school in thailand, graduating first in her class. she has held many positions in the united states. kaptu has served as the liaison to northwestern mutual’s corporate social responsibility team. 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For Ryan Teeter, the rock climbing "comes more than just a training ground for his next big adventure. It is also the perfect venue for a first date. "It's fun and good exercise. One of you holds the rope and the other scales the wall," he says, adding this is how he and his wife began their courtship.

Many of Teeter's hobbies are daring. He likes bouldering, which involves climbing up massive rocks and leaping to the next one. "Arches National Park is a great place for it. You're surrounded by beautiful red rock," he says.

Teeter enjoys cliff diving and has plumbed from three stories high into the water. "It's fun and good exercise. For Ryan Teeter, the rock climbing gym is more than just a training ground for his next big adventure. It is also the perfect venue for a first date. "It's fun and good exercise. One of you holds the rope and the other scales the wall," he says, adding this is how he and his wife began their courtship.

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Assistant Professor of Business Administration

NICOLE COLEMAN

THE ARTIST

Organizations and Entrepreneurship

Professor of Business Administration

BP bones, the inspiration for which is the interior of a sweetgum fruit. Next comes her abstract painting of her first love, Coleman's artistic side.

Although business remains her "first love," Coleman's artistic side is her "second love," she says. "As an undergraduate, I was living in the Wharton area, and the art students were snobby toward the business students, and the art students were snobby toward the business students." The double major was not easy.

"My academic work is focused on human resource management, concepts and theories, modules and analysis. This is based on, 'I see something and I feel something.' It's not logical or analytical. It's something and I feel something.'

"Art for me has always been an escape," she says. "I get to turn off my analytical brain that is running escape," she says. "I get to turn off my analytical brain that is running."

"Art immersion is like meditation. It's not logical or analytical. It's something and I feel something."

"I'm thinking, 'What? How is this possible?'"

"Art immersion is like meditation. It's not logical or analytical. It's something and I feel something."
Right after college, Jamie Harshman landed a coveted job as an internal auditor at Ernst & Young. Despite her aptitude for compliance reporting and the potential for promotion, she felt a career switch was in order. “Even though I’m good with numbers, I learned that my true passion is in the people side of business, and that’s why I decided to go back to grad school for human resources,” Harshman says.

The decision paid off. Harshman (MBA ‘14) bolstered her résumé with an internship in PNC Financial Services Group’s Living Well Department and through her leadership positions at Katz. She was president of Katz’s chapter of the National Association of Women MBAs (NAWMBA), which hosts an array of alumnae networking and professional development events. Harshman helped start “lean in” circles featuring experts in subjects important to female businesswomen, such as time management and contract negotiations. “We serve as a support system for women MBAs,” Harshman says. “It should not always be about competing and trying to be better than one another. It’s about helping each other.”

Harshman admires Chalene Johnson, an American fitness entrepreneur. Johnson’s home fitness programs have sold more than 10 million copies, and she wrote the best-selling book Peak: 30 Days to Turbocharged Habits, A Bangin’ Body, and the Life You Deserve. “Chalene is a role model because she used wellness and fitness, two passions of mine, to become a successful businesswoman,” she says.

As a human resources professional, Harshman is looking forward to the opportunity to address gender and diversity issues, including the salary gap between men and women. “It’s certainly still not equal. Work remains to be done,” Harshman says.

For the past year, Boerio has served as the interim president of her alma mater, Seton Hill University. As Ford, she broke the glass ceiling with executive positions in corporate finance, global marketing, and operations, including a stint as managing director of Jaguar Cars, Ltd., and as Ford Motor Credit’s executive vice president and chief financial officer.

The Pitt campus that Boerio knew in the 1970s was vastly different from today’s grounds. Katz classes were held in windowless rooms on the 11th floor of the Cathedral of Learning (Mervis Hall did not open until 1965), Boerio used a calculator four times the size of an iPhone. She learned FORTRAN and COBOL computer programming languages via punch cards and paper tape. Female MBA students didn’t have their own student organization. “Women were afraid to talk about issues then,” she says. “We had a small group who met informally to talk about our challenges.”

In fall 1975, Bibiana “Bibie” Boerio began the Katz One-Year MBA program as the only student in the class with a degree in textiles and design. While she knew fashion principles by heart, business terminology was like a foreign language.

“Starting from day one, it was like drinking from a fire hose with all spigots on at full blast,” Boerio says.

Fortunately, Boerio was thirsty. She studied hard and quickly befriended her classmates and professors, some of whom became lifelong friends. In fact, after becoming an accountant at Ford Motor Company — the start of 31 years there — she sent one of her favorite professors, Jim Rossell, an autographed copy of the global balance sheet she prepared for the company’s annual report with the comment, “Thanks to you!”

“Professor Rossell was a crusty old soul with a tough exterior. Here I was, this ‘home ec’ student in the class with a degree in textiles and design. While she knew fashion principles by heart, business terminology was like a foreign language. ‘Professor Rossell was a crusty old soul with a tough exterior. Here I was, this ‘home ec’ student in the class with a degree in textiles and design. While she knew fashion principles by heart, business terminology was like a foreign language. ‘Professor Rossell was a crusty old soul with a tough exterior. Here I was, this ‘home ec’ student in the class with a degree in textiles and design. While she knew fashion principles by heart, business terminology was like a foreign language. ‘Professor Rossell was a crusty old soul with a tough exterior. Here I was, this ‘home ec’ student in the class with a degree in textiles and design. 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CBA students win the 2013 Mazda National College Marketing Challenge for their creative campaign, "What Drives You?" to market the Mazda3 to young people.

Katz Full-time MBA program is ranked No. 1 in the U.S. for salary increase. (Financial Times)

Katz and CBA marketing faculty ranked No. 16 in the world for marketing research based on productivity in four preeminent academic journals. (DocSIG)

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The Katz MBA program has the No. 1 return on investment (ROI) in the United States and 19th-best ROI in the world. (The Economist analysis of select schools, May 2014)

CBA students win the 2013 Mazda National College Marketing Challenge for their creative campaign, "What Drives You?" to market the Mazda3 to young people.

Katz Full-time MBA program is ranked in the Top 25 of U.S. public universities and the Top 50 in U.S. universities. (Financial Times, Forbes, The Economist)

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MARK YOUR CALENDAR

October 24: 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 24: Pitt Business Homecoming Social
A tradition that grows in numbers each year, the Pitt Business Homecoming Social is not to be missed as part of 2014 Homecoming activities.

www.business.pitt.edu/alumni/events