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VIRGINIA TECH Business

MAGAZINE of the PAMPLIN COLLEGE of BUSINESS

MAKING MAGIC

John Padgett (FIN '91, MBA '94), a vice president at Walt Disney Parks and Resorts, leads his team to create next-level guest experiences

p.4



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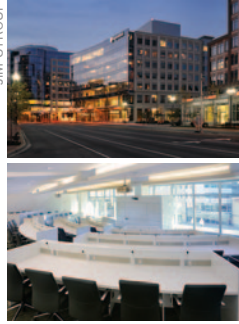
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JIM STROUP



New home for Executive MBA

Pamplin's Executive MBA program moved to a new home at the Virginia Tech Research Center in Arlington this past spring.

All cohorts began classes there on March 1, said Maureen Hall, executive director of the program, which was formerly located at the university's Northern Virginia Center in Falls Church.

"The new space is a great recruiting tool," Hall said. "When prospective candidates walk in, they are immediately impressed with the state-of-the-art facilities. The building is also in a very visible and accessible location."

Learn more at: www.mba.vt.edu/emba

LIVING-LEARNING COMMUNITY TEACHES ENTREPRENEURSHIP

Pamplin is helping to lead an entrepreneurship program that is the university's newest living-learning community.

With management assistant professor Marc Junkunc as faculty director, the "Innovate" living-learning community will give 35 incoming students of all majors the chance to immerse themselves in the many facets of entrepreneurship — including idea brainstorming, concept development, product and service design, market research, business

planning, financing, and marketing campaigns.

Housed at 2475 Oak Lane, Innovate began this fall semester as a two-year pilot program. It was conceived and planned as a collaborative effort of the provost's office, the Division of Student Affairs, Pamplin, and the department of Housing and Residence Life.

Read more about Marc Junkunc's teaching and research on pp 8-9.

LOOK WHO'S TALKING

Wells Fargo Distinguished Lectures

COURTESY BRIAN CALLAGHAN



In a talk in September, Richmond, Va., entrepreneur and investor **BRIAN CALLAGHAN** (PSYC '93) shared the lessons he learned in launching, growing, and eventually selling one of the most successful information technology staffing companies in the country.

Callaghan co-founded Apex Systems in 1995, at age 24, with fellow Tech alumni Jeff Veatch (FIN '93) and Edwin (Win) Sheridan (PSCI '94). Apex was the nation's sixth largest IT staffing firm, with more than \$700 million in revenue in 2012, when it was acquired by On Assignment, a global IT and health care staffing and services provider.

COURTESY MICHAEL ALDRICH



Lectures were given earlier this year by **MICHAEL ALDRICH** (FIN '02), head of client service of Brown Advisory in Baltimore, Md., who discussed the importance of developing good plans to achieve professional goals, and by New York City real estate agent and author **SUSAN PHILIPS BARI** (MBA '85), who discussed the challenges of transitioning to life and work in the Big Apple in her talk, "So You Want to Live in Manhattan."

COURTESY SUSAN BARI



Cutchins Distinguished Lecture

AMANDA LOMAN



Former New Jersey governor **CHRISTINE TODD WHITMAN** presented the Cutchins Distinguished Lecture, "Women, Leadership, Power, and Politics: Overcoming Obstacles." Whitman offered her perspective on the challenges

and opportunities facing women in the public and private sector workplace.

BB&T Distinguished Lecture

AMANDA LOMAN



George Mason University law professor **MICHAEL GREVE** discussed the federal debt and the Constitution. A specialist in constitutional law and business regulation, Greve is the author of nine books, including "The Upside-Down Constitution," and is a regular contributor to the Liberty Law Blog.

Pamplin restructures MBA to expand Northern Virginia programs

Pamplin is restructuring its MBA program in response to changing market conditions for the graduate business degree. Starting next fall, Pamplin will redeploy resources toward expanding enrollments in its executive and part-time MBA formats in northern Virginia and other major metropolitan areas of the state.

“We’re shifting our emphasis from Blacksburg to larger markets in response to student demand,” said Steve Skripak, Pamplin’s associate dean for graduate programs. “Urban locations like the northern Virginia market are very attractive to our typical prospects in their 20s and 30s. We see considerable opportunity that could be seized, with additional investment in recruiting top students,” Skripak said.

Skripak emphasized that the changes will have no noticeable impact on the full-time students who began classes this fall and are expected to graduate from the two-year program in 2015.

Pamplin will now offer three MBA formats designed to meet students’ needs for career development and advancement while remaining employed: an executive MBA in the Washington, D.C. area; a part-time program known as the evening MBA, also in metro Washington, D.C.; and another part-time program, called the professional MBA, that alternates class meetings between Richmond and Roanoke.

The evening MBA program enrolls about 150 students and is ranked 34th in the 2013 U.S. News rankings, up from 37th last year and 45th in 2011. The executive and the professional programs each have about 50 students.

For questions about the MBA restructuring, contact Steve Skripak at 540-231-6152 or sskripak@vt.edu.



Steve Skripak

LOGAN WALLACE

DEAN'S MESSAGE

from
Robert T. Sumichrast



LOGAN WALLACE

This fall is a homecoming for me as well as many of our students. I started my career as an assistant professor at Virginia Tech and, during the next 20 years here, met my wife, made many friends, and contributed to Pamplin and the profession. I left Pamplin in 2003 and enjoyed several productive years as the business dean at LSU and later at the University of Georgia. It’s good to be back with family, friends, and old colleagues. I am grateful for this opportunity and thank my mentor and friend, Rich Sorensen, for helping to make the transition smooth. He left Pamplin a strong business school with a bright future.

Now is the time to create that future by building on our past successes. I spent my first few weeks seeking advice from people in Pamplin’s constituencies in Blacksburg, in the National Capital Region, and elsewhere. We will use these ideas as we update the college strategic plan over the next several months.

Meanwhile, I’d like to welcome you to the first issue of our renamed alumni magazine, Virginia Tech Business. The new name reflects some of the changes, big and small, that you will be seeing in Pamplin during the coming year. We will better define the type of business school we aspire to be. Pamplin will be more closely aligned with the strength and reputation of Virginia Tech, a research university well known for its technical expertise, application of IT, and creation of knowledge. We will maintain our tradition of rigorous undergraduate education while enhancing opportunities for our graduates to begin and prosper in business careers.

Pamplin is on the move, and I hope you will join us in our efforts to further advance your alma mater — our 40,000 alumni make up our enduring strength. I would be delighted to hear from you.

ROBERT

busdean@vt.edu

Follow me on Twitter [@Sumichrast](https://twitter.com/Sumichrast)

Robert Sumichrast named the Richard E. Sorensen Dean

Pamplin dean Robert Sumichrast has been named the Richard E. Sorensen Dean by the Virginia Tech Board of Visitors. The Richard E. Sorensen Dean’s Chair was established in 2012 through the generosity of multiple friends of Pamplin to honor Sorensen, who served as the college’s dean from 1982 to 2013. The dean’s chair will provide discretionary funds for the dean to use in developing outstanding academic and research programs.

Sumichrast is the first to hold the Sorensen chair, which will be passed to each of his successors.

Sumichrast, who began his academic career at Virginia Tech in 1984, has a distinguished record as an educational leader, scholar, and teacher.

For almost 20 years, Sumichrast taught at Virginia Tech, where he served four years as Pamplin’s associate dean for graduate and international programs. He is a recipient of the University Certificate of Teaching Excellence and Pamplin’s MBA Faculty Award.

In 2003, he left to become dean of the E.J. Ourso College of Business at Louisiana State University. In 2007, he became dean

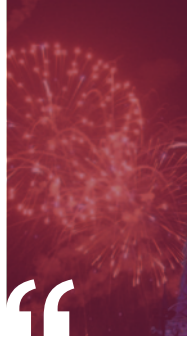
of the Terry College of Business at the University of Georgia, where he forged a reputation for leveraging strong collaborations with departments outside the business college, improving education and research programs, increasing services to students, and expanding the scope and success of alumni and donor relations for the college.

Sumichrast received his bachelor’s degree in physics from Purdue University and his Ph.D. in management science from Clemson University.

MAKING MAGIC

Creating next-level Disney experiences





Anyone who has used Disney’s Magical Express or FastPass+ or received a makeover at the Bibbidi Bobbidi Boutique has experienced service created with Padgett’s leadership ”

When John Padgett (FIN '91, MBA '94) tries to explain what he does for a living, “people just find it hard to believe,” he says. “I am exceptionally fortunate to have a position that is too good to be true.”

Padgett is vice president of experience development for Walt Disney Parks and Resorts in Lake Buena Vista, Fla. “I create next-level, consumer-driven, new business models focused on guest-experience simplicity, customization, immersion, and persistent connectivity.”

That’s quite a mouthful. But any visitor who has taken Disney’s Magical Express, used its FastPass+ queuing service, dined at the Magic Kingdom’s Be Our Guest “Beauty and the Beast” theme restaurant, or received a princess or prince makeover at the Bibbidi Bobbidi Boutique has experienced some of the services developed with Padgett’s leadership. These services aim to make a Disney vacation a seamless and more personal encounter in which guests can, through new technologies and other efforts, more fully engage with all things Disney.

Now testing at Disney World is his team’s latest project, the MagicBand: “a unique wristband, equipped with a proprietary blend of radio frequency technologies” that will serve as a visitor’s ho-

tel room key and theme park ticket. Guests will also have the option of using it to engage with the FastPass+ system and pay for meals and merchandise.

Padgett points out that the MagicBand is “really just an enabler for next-level, ‘how-did-they-do-that’ Disney Magic.”

At Disney since 1996, Padgett was also fortunate in his earlier career choices. A Tidewater native from Seaford, Va., Padgett joined general contractor W.M. Jordan after earning his undergraduate degree. The economic conditions then gave a finance graduate few significant career opportunities other than sales positions in mutual funds and insurance, he says.

“At the time, I thought construction was less about future career development and more about funding graduate school. However, working as a field ‘layout engineer’ on the Nauticus in downtown Norfolk, I was being prepared to be a future executive much more than I realized.”

PHOTOS COURTESY OF DISNEY CORP.



The job superintendent, he recalls, “led the construction team with passion, intensity, and a relentless focus on quality execution — all fundamental leadership characteristics necessary for any aspirational effort, regardless of industry.” But most significantly, commercial construction taught him that “anything can be accomplished at any scale with diligent planning, a great team, the right tools, passionate leadership, and a focus on exceptional, forward-leaning execution.”

W.M. Jordan helped Padgett return to Virginia Tech for an MBA by allowing him to come back to the construction

John Padgett leads the team that develops innovative services and technologies to improve guest experience at Disney Parks and Resorts.

PHOTOS 1 AND 4 - DAVE KRUPAR, 2, 3, 5 AND 7 TOP - COURTESY OF DISNEY CORP.

Using radio frequency technology, Disney's new MagicBand serves as an all-in-one hotel room key, theme park ticket, and payment mechanism.



“The MagicBand exemplifies Arthur C. Clarke’s quote that technology properly advanced is indistinguishable from magic.”

site any time he needed the work. Upon receiving that degree, he signed up at Air Products and Chemicals in Allentown, Pa.

There, he found a structured career-development program in finance (modeled after GE’s) that was “quite exceptional.” In a relatively short time, he rotated through multiple roles in internal audit and business development across various manufacturing industries — from traditional industries, such as steel, to emerging ones, such as semiconductors.

Though he admired the company’s “ingenious” business model, Padgett wanted to move beyond an exclusively engineering-driven business to “a business that also valued creativity.”

Deciding to join Disney, he says, was not hard: “If Walt Disney World is effectively a city the size of Manhattan, I could work for a single company and have diverse and unlimited career options. After 17 years, this hypothesis has proven not only true but one that has defined my Disney career.”

His first eight years were spent in finance and business planning roles supporting many functional areas, including sales, marketing, travel operations, facilities, engineering, manufacturing,

horticulture, distribution, security, utilities, and transportation.

He has gained, he says, not just a breadth of knowledge but also a “truly holistic understanding of the Disney World enterprise and how all the pieces intersect to ultimately yield the complete Disney experience.” His last nine years have been spent in experience development.

One of the substantial changes he helped lead was the creation of Disney’s Magical Express, an airport transportation and luggage delivery system.

Allowing guests to bypass baggage claim and be transported to their hotel rooms via Disney-themed motor coaches where their luggage would then “magically appear,” Padgett says, was an extremely complicated development effort. It had to be created outside the “Disney berm” and “ultimately required a reformulation of the Orlando transportation space, orchestrated through a deep collaboration and process integration with airline,

ground transportation, and other companies, and government entities at the local, state, and national level.”

He calls Magical Express an “amazing experience,” but he is particularly proud of the MagicBand’s blend of creativity and technology.

“The experiential process innova-



The Magical Express transports guests to Disney resorts and collects their luggage from the airport for direct delivery to their hotel rooms.

tions enabled by the MagicBand are stunning. But, most importantly, the magic it enables is unmatched. The MagicBand exemplifies Arthur C. Clarke’s quote that technology properly advanced is indistinguishable from magic,” says Padgett, who has more than



a dozen patents, awarded or pending, to his credit.

Padgett starts his days at 5:30 a.m. with “a good workout.” At the office, his time can be spent on any combination of a diverse range of pursuits, including formulating strategies, creating or prototyping processes or technology applications, interacting with Magic Kingdom visitors during product or service launches, providing feedback to industrial design teams, negotiating business partnerships, and collaborating broadly with creative, business, and technology teams across the company.

A self-described “Jack of all trades and master of none,” Padgett relishes the thought that much of the work his team leads is considered “game changing.” “If it can’t be done or has a higher risk level than most prefer, that is the space I covet.”

What thrills him most about his job is “working for a company that values innovation and embraces new thinking,” he says. “Disney is a unique company that strives constantly to raise the bar and execute flawlessly at the same time.” The combination is rare, he says, noting that in some other companies, the goals are considered mutually exclusive. “Working in an environment that expects both is extremely exciting.”

In his view, many companies in the entertainment and tourism business are

constrained by an overemphasis on marginal services, such as charging parking fees and branding basic amenities and furnishings “while promoting the latest, non-differentiated in-room technology gadgets.” The industry itself will increasingly be about consumer convenience, he says. “We call this the ‘death of consumer patience.’”

The key to success and profitability is “holistic guest engagement,” he says. “Real-value creation will be increasingly shaped by hassle-free experience delivery, deep immersion and emotional engagement, persistent connectivity, and next-level intelligence application.”

Padgett once said in an interview that “it is great to work where the world comes to vacation.” So, where does this Disney executive like to unwind?

Family vacations — with wife Bethany and teenaged daughters Savannah and Taylor — are typically Disney-centric, Padgett says — the Disney Cruise Line is their favorite. “We genuinely value the Disney service quality, consistency, and overall price value that we don’t seem to be able to match elsewhere. Whenever we deviate, we typically are heading home thinking we should have just done another Disney vacation.” **P**



HOSPITALITY EDUCATION: the next level

“The hospitality and tourism industry is fundamentally about the staging of excellent guest experiences,” says John Padgett. “To accomplish this on a world-class level, you must blend creativity, business, and technology excellence.”

Padgett, who joined the advisory board of Pamplin’s hospitality and tourism management department in 2012, hopes to contribute his professional knowledge and skills to help guide the department’s programs. The college is “exceptionally positioned on the scientific, technical, and leadership fronts,” he says. “I think the next level can be achieved with an increase in emphasis on creativity and the art of experience creation.”

His message to students preparing to launch their professional lives: “First and foremost, it is not about fast money and accumulation of things. In fact, it is the opposite.”

Padgett advises students and new graduates to focus instead on careers and employers that give them opportunities to “pursue excellence, drive change, and create excitement.”

Take time to understand where value generation occurs, he says, and build trusted relationships. “Don’t be afraid of making mistakes or missteps, and be flexible, to allow yourself to discover capabilities you may not be aware that you have!”

LOGAN WALLACE



John Padgett serves on Pamplin’s hospitality and tourism management department advisory board, which meets twice annually to provide guidance on strategy and curriculum.

CAN YOU TEACH THAT?



Equipping tomorrow's entrepreneurs

Successful entrepreneurs not only create wealth for themselves but can open doors to opportunities for others, says Marc Junkunc.

Though some of the world's most successful entrepreneurs have been college dropouts, Marc Junkunc argues that a college education and entrepreneurship courses, in particular, have a valuable role in creating better ideas and better entrepreneurs.

"There are very few like Mark Zuckerberg, Bill Gates, or Steve Jobs," says Junkunc, an assistant professor of management. Moreover, he says, many exceptional entrepreneurs in recent decades, including Google's founders, have also earned graduate degrees.

Junkunc is well-versed in both the theory and practice of entrepreneurship: he specializes in research and teaching in entrepreneurship and has been involved for many years in various businesses as a founder and CEO, team member, investor, advisor, and board director.

"There is a lot of confusion about entrepreneurship education," Junkunc says. "I am not so sure that we teach entrepreneurship. What we do is help people be better entrepreneurs."

Between a good concept and a real business prospect — with a viable market and a sustainable model — often lies a wide gulf, and it takes knowledge, skills, and resources, he says, to turn one into the other.

College programs on entrepreneurship help increase the probability of success by offering not only specific knowledge and skills development but also networks, mentors, space, and resources. Students have time and a safe environment to explore their ideas and ferret out the feasible business opportunities.

"In eight years of teaching undergraduate courses in entrepreneurship, I have seen how the seed of a student idea can be nurtured into a true business opportunity and actually launched with success by the student. This process is happening on many college campuses today."

At Virginia Tech, student entrepreneurship got a boost with Innovate, a pi-

“The real trouble is figuring out how to translate great ideas into true opportunities”

lot program launched this past summer as a “living-learning community” for 35 entrepreneurial hopefuls. Junkunc is its faculty director.

Based in a former fraternity house, the program is aimed at being an immersion experience for the group of mostly freshman students. Junkunc will teach a three-credit entrepreneurial experience course at the house and, with other faculty members, lead a project-oriented curriculum that includes team-building exercises.

In addition to traditional and non-traditional classes, Innovate activities will include formal and informal meetings, workshops, networking, and mentoring. Students will learn from faculty, visiting entrepreneurs, upper-division students with entrepreneurial experience, as well as from one another.

Running the program will be an entrepreneurial process in and of itself, says Junkunc, who wants to impart some key lessons.

Many young entrepreneurs, for example, feel that the problem is getting a good idea — that “all the great ideas have already been done” — but this is not so, he says.

“New discovery and innovation are happening all the time, and that allows for new entrepreneurial ventures. The real

trouble is figuring out how to translate great ideas into true opportunities and recognizing the difference.”

There’s also the importance of recognizing the “point of no return” — when it’s time, after all the dreaming, planning, and evaluating, to make a commitment, to “jump in for real.”

With his own first business, that point was when he and his partner signed the lease: “we were on the hook for the terms of the lease,” he says, and there was no looking back.

Another lesson is that once revenue is generated, profitability has to be the focus. “Revenue alone is not enough to sustain the business; you ultimately need profit. Some basic knowledge, skills, and tools can go a long way to help entre-

preneurs understand how to convert revenue into sustainable profitability.”

And in a world full of distractions, it is essential, he says, “once you have crystallized your entrepreneurial vision, to keep a razor sharp focus on your objectives and necessary next-step milestones and not be pulled away by the next buzzword or fad in your domain.”

Junkunc is enthusiastic about Innovate’s potential, as the latest member of Virginia Tech’s “entrepreneurial ecosystem,” to “add something outstanding and sustainable to the chain of value creation at the university and community.”

It will be a team effort, he says, and “it is exciting to have the opportunity to participate.” **P**

LOGAN WALLACE



KNOWLEDGE SPECIALIZATION

IN HIS RESEARCH, Marc Junkunc has focused on innovation and entrepreneurship and has published articles on venture capital, founders, initial public offerings, alliances, science-based industries, and board governance.

In recent projects, he examined the role of knowledge specialization in the market.

“Adam Smith, the father of economics, wrote about the ‘division of labor,’ but today what we have is a ‘division of knowledge’: we are knowledge workers and become specialists in the knowledge we have, be it market knowledge, technical knowledge, or knowledge of a particular place, person, or process.”

Specialized knowledge can allow entrepreneurial

individuals to see the next breakthrough and put together a compelling venture, Junkunc says.

“My research has shown that where the firm has a higher degree of specialized knowledge, the founder and early investors have a more difficult time gaining liquidity or exiting the firm when it goes public.”

This issue will be increasingly common in an economy that is becoming more and more dependent on technology and other knowledge-based innovations, he says.

“The effects are profound in industries like biotechnology, but my research showed the phenomena is true across all companies that go public.”

Student entrepreneurs in the new Innovate living-learning community will benefit from classes, workshops, networking, and mentoring opportunities.

WISDOM 2.0

Expert recognition in the virtual world

Online discussion forums have become a popular means for seeking and sharing knowledge, but they vary in their effectiveness in identifying specific expertise for problem solving.

“Unlike experts in the real world whose expertise is certified by advanced

technique for online forums. The computer program evaluates expertise based on both the expert’s authored documents and social status within his or her knowledge community.

Expert finding has become increasingly important in large corporations, Wang says. “Companies such as GE,

Dell, and Google have amassed a huge volume of data through knowledge exchanges on internal discussion forums, employee emails, and web-based customer service interactions.”

The computer program that Wang’s team developed, ExpertRank, “could be easily extended or modified to these data to help build expert databases or organizational memory systems that facilitate knowledge exchange among employees,” he says.

Discussing the emergence of online forums, Wang says that professionals in a variety of industries, faced with limited expertise and resources within their organizations, have long turned to the Internet as an external source of infor-

mation and knowledge.

“When a user has a problem and is looking for a solution, he or she may spend time browsing past relevant postings or wait for responses by initiating a new discussion,” Wang says. An expert-finding technique allows the user to choose to consult the expert members of the forum directly. “It is convenient and effective for both users who seek knowledge and those who are willing to share.”

Very few expert-finding systems consider both document-based relevance to a given query and the expert’s social importance in the community, and Wang says ExpertRank fills this need.

The researchers tested their computer algorithm in experiments using Microsoft Office Discussion groups. It performed satisfactorily overall, Wang says, while “significantly outperforming” commonly used document-based expert finding techniques.

Wang co-authored “ExpertRank: A Topic-aware Expert Finding Algorithm for Online Knowledge Communities,” with Pamplin faculty members Alan S. Abrahams and Weiguo Fan; Jian Jiao, a doctoral student in computer science at Virginia Tech; and Zhongju Zhang, an associate professor at the University of Connecticut. Their article has been published online in Decision Support Systems. **P**



JIM STROUP

The system that Alan Wang helped develop allows users to find the most recognized experts on a given topic.

degrees and/or authoritative titles, experts in the virtual world are difficult to identify,” says associate professor of business information technology G. Alan Wang.

Wang is part of a research team that developed a new expert-finding

MILLIONS of POSTINGS

The number of registered members in knowledge communities, Alan Wang adds, is growing rapidly. As of October 2012, big-boards.com (which ranks some of the largest online discussion forums that are implemented using non-proprietary discussion forum platforms) listed 186 forums with more than 10 million posts and 1,753 forums with more than 1 million posts.

Topics discussed at many of the large forums include electronics, automobiles, mechanical equipment, healthcare, sports and gaming, and software and information technology.

One of the largest IT-related knowledge communities, experts-exchange.com, has more than 3.8 million registered

members and more than 10,000 active experts, Wang says. “Together, these knowledge seekers and experts have contributed more than 16 million postings related to IT solutions since 1996.”

Many large companies run vast, proprietary internal knowledge communities for both their employees and customers for self-service technical support. They include Dell (“Dell Community”), Microsoft (“Microsoft Developer Network Forums”, “Microsoft Office Discussion Groups”), TurboTax (“Turbotax Live Community”), and Amazon (“Amazon Web Service Discussion Forums”).

DISFLUENCY

The benefits of making information hard to read

Making consumers exert more effort to buy something — through midnight releases or long waits outside the store, for example — has been a successful marketing strategy for companies seeking to fuel consumer interest in new products such as electronic goods, shoes, and movies.

But does making product or service information harder to read or process bring similar benefits to sellers?

Yes, in some cases, says marketing assistant professor Elise Chandon Ince.

“There is an abundance of theoretical research showing that making information easy to process for consumers is the best way to go,” Ince says. However, recent research that she conducted with Debora Thompson, of Georgetown University, shows that “in certain instances, increasing processing difficulty can have a positive impact” for the service provider.

Ince says that a well-known 2008 study by psychology researchers showed

that people judged an exercise routine and a cooking recipe to be more difficult when the instructions were hard to read, due to the font used.

Participants in that study, she says, “misinterpreted the difficulty of reading the information as indicative of the amount of effort and skill required to actually perform the task.”

Building on that study’s findings, Ince and Thompson conducted experimental studies with undergraduate student participants in different service scenarios: an online coaching service that helps students apply to graduate school, an online course preparing applicants for the admissions test for graduate business school, a campus social media event, a financial advisor service, a dry cleaning service, and a real estate service.

In the experiments, study participants were asked to read the information and provide their opinions about the perceived competence of the service agent as well as the perceived value of the service. The authors varied the font size, type, and background contrast.

“The participants reported higher willingness to pay for a one-year subscription for the online coaching service; were more likely to attend the social media event; saw greater value for the online preparation course, the financial advisor, and the dry cleaning service; and were more likely to hire the real estate agent in cases when the information about the service was diffi-

cult to read (compared to when it was easier to read).

Extending their research with another instance of information processing difficulty, the authors looked at the impact of last names and the difficulty or ease of pronouncing them.

“

Slightly increasing the complexity of the vocabulary or font used in descriptions of service or staff credentials can boost perceptions of skill required and service value”

They devised experiments that varied the name of a career coach: either J. Brown, the 5th most common last name in the U.S., or J. Schiefelbein, the 1809th most common last name. “Study participants tended to like the coach with the easy-to-pronounce last name better,” Ince says, “but they were more likely to pay a premium to hire the one with the difficult-to-pronounce last name.”

Ince says that these effects were obtained only when the participants believe that the service provider is competent — increasing information processing difficulty does not enhance the service agent’s value when competence is in doubt.

Businesses should not make it impossible for consumers to read their materials, Ince says, as this would likely drive customers away. “Calibration is certainly an important practical issue, and more research is needed to investigate the optimal levels of information processing difficulty in real-life settings.”

The authors’ study, “When Disfluency Signals Competence: The Effect of Processing Difficulty on Perceptions of Service Agents,” has been published in the *Journal of Marketing Research*. **P**

Many studies show that making information easy for consumers to read or process benefits the product or service provider. Sometimes, however, sellers benefit by doing the opposite, research by Elise Chandon Ince shows.

JIM STROUP





SPLITTING SAIC

Guiding the division of a multibillion dollar, global company

If splitting a Fortune 500 company with more than \$11 billion in annual revenues and some 38,000 employees sounds like a monumental task, Doug Wagoner (MBA '90) will tell you it's all that, and then some.

Wagoner is a senior vice president at Science Applications International Corporation (SAIC), the McLean, Va.-based federal government contractor that announced in August 2012 that it would separate into two independent, publicly traded companies. Wagoner was put in charge of the break-up.

"It is the most challenging and nerve-racking assignment I could have ever imagined in my career," he says. "It is also the most fun and rewarding — the best learning experience I've had since Pamplin."

A 25-year veteran of the federal technology industry, Wagoner had led

SAIC's homeland and civilian solutions business unit for five years when he was reassigned to the split, which aimed to leave one company focused on technical engineering and IT services for government and other large organizations, and the other — what SAIC calls "a solutions-focused business" — catering to the national security, engineering, and health sectors.

Wagoner's work on the initiative, known internally as the Gemini Program, reached its conclusion when SAIC's board approved the split in early September. Though the two new companies began their first day as separate entities on Sept. 30, they have been organized and operating within SAIC since this spring, he says.

The deep relationships he has forged with his team members aside, Wagoner says the most memorable aspect of his work was the naming and branding of the solutions company.

“I was not prepared for the complexity, in the social media age, of naming a multibillion dollar, global company that operates in 40 countries and in diverse industries.”



“We hired one of the best branding firms in the world, Interbrand, to support us and thought naming would take a few weeks. I was not prepared for the complexity, in the social media age, of naming a multibillion dollar, global company that operates in 40 countries and in diverse industries.

“With more than 240 million registered domains in the world, it is very hard to find a name available that resonates across many industries, passes global copyright reviews, and does not insult someone in a foreign language.”

Months passed, and 20 acceptable possibilities emerged. “We wanted to share the names with employees but decided it was best to secure trademark rights to the final name before disclosing it more broadly,” he says.

The chosen moniker, “Leidos,” received a grand unveiling. “The name is clipped from ‘kaleidoscope’ to signify

looking at and enlightening a problem from different perspectives,” he says. “We knew employees would prefer a more literal name, given the history and background of the company and employee base, but those names were all taken many, many years ago. Thus, the immediate reaction to ‘Leidos’ was very vocal, and mostly negative.”

Wagoner says that, as the program manager, he had to remain dispassionate about decisions and execution, but he understood that separation sentiments could run high — after all, the 44-year-old company was, until 2006, employee-owned, with many having built long-term careers and lifelong relationships there. “Believe me — I felt that emotion with the name change.”

He and his team have gone to great lengths, he says, to communicate with

Q&A with DOUG WAGONER

What spurred the division of the company?

The decision to pursue a potential separation came after management and the board of directors reviewed several strategic options for SAIC, in response to many changes on the horizon in our traditional markets. The decision to separate into two publicly traded companies — a solutions and products company and a technical engineering and IT services company — enables the best response to the impending market changes.

What are the expected benefits?

There are many. Both companies will be able to bid billions more in federal contract opportunities as separate companies, because the split removes many current organizational conflicts of interest. Other benefits include the companies’ ability to organize differently to meet their specific market conditions, develop investment priorities specific to their own business, and better serve customers with precision and focus.

PHOTOS BY LOGAN WALLACE



What was the first thing you had to do?

The first thing we did was establish the leadership team. I was asked to be the program manager, reporting to the chief operating officer. I was running a \$900-million business unit for the company at the time but had my deputy take over.

Within a week, I took the reins of what we internally call the Gemini Program (to signify creating “twins,” or two equally successful firms). We then established a program management office to provide structure and oversight — we did not want this split to be a distraction to our employees, who have a job to do every day for our customers, fellow employees, and investors.

How many people were involved in working out the details?

The program management office consisted of 30 people at its height who were dedicated full-time to the separation transaction. Other people were brought in from time to time to provide specific guidance or support.

CONTINUED ON p.14

What were the big picture or top priority objectives you had to consider while working out the split?

The board of directors was very clear on the priority objectives for the separation:

- Allow for effective management structures focused on the uniqueness of each firm
- Unleash two strong companies on Day One, with growth opportunities for both firms
- Remove current organizational conflict-of-interest constraints
- Spotlight the higher growth businesses within the solutions company
- Complete the split without tax implications to shareholders
- Prevent the split process from diverting the attention of the enterprise, so we could continue to focus on our customers' missions and meet commitments to employees and shareholders.

Was there anything that distinguished SAIC's split from other companies in the industry that went through the process?

Absolutely. I think there is one very fundamental difference in the approach we took from splits in our industry and others that I studied. We did not take the approach of a "divorce," where each business goes its separate way but otherwise remains largely unchanged. Instead, we reevaluated each business, starting with the strategic intent of each firm, and looked for ways to optimize how they would operate as independent companies that were very different from each other.

Using each firm's strategic intent and a systems engineering approach, we launched two independent design teams and asked them to develop a detailed list of requirements specifically for each company. For example, if you were to create a \$7-billion technology-based solutions company today, what would your organization structure be? What type of IT systems would you need? How would you structure business development? What is your incentive system?

After weeks of developing very finite requirements and getting approval from the executive leadership team, we looked into the current organization to find the people, assets, and processes that best met those requirements. We found that we had about 90 percent of what was needed today for each firm, but some things had to be created new. Also, we discovered assets, processes, and organizations that neither company required going forward, and that led to substantial cost savings.



employees and let them have their say. "We have several blogs on our intranet where they can post comments. They can also ask me any question they want, and I answer them all, over 1,000 to date."


With the release of branding materials, which included tag lines developed with employee participation, employees are "overwhelmingly embracing" the new name and identity, he says.

Wagoner, whose resumé includes years at EDS (now HP) and ChoicePoint, joined SAIC in 2007 as a business unit leader. He was drawn by the breadth and depth of the company's capabilities and its strong ethical foundation, he says, as well as the opportunity to "run a very sizable business and be an entrepreneur within a larger corporation."

Projects undertaken at the homeland and civilian solutions business unit under his leadership included engineering and building a big part of the next generation southern border com-

munication system for U.S. Customs and Border Protection; managing the communications network that supports every NASA mission; and helping the Environmental Protection Agency use cloud technology on a large scale.

When the separation is done, Wagoner will join the executive leadership team at the services company, which will retain the SAIC name. "I'm very excited to be part of new SAIC, but I can't provide my exact position until after the split."

Looking back at his job over the past year, he says the best part was designing two multibillion-dollar companies from the ground up. "You know for many years to come that your work to design and build these two great companies will provide opportunity for thousands of employees, solve critical challenges for customers, and hopefully bring great value to shareholders." 

TOUGH TIMES *for* FEDERAL CONTRACTORS

The current period is the most difficult that he has experienced in federal government contracting, Doug Wagoner says. “We have gone through budget reductions in the past, but sequestration is most challenging because of the uncertainty of the cuts and their arbitrary nature.”

As a result, he says, some of SAIC’s federal customers are more cautious on decisions, which has contributed to a slowdown in contract awards, or making decisions based

solely on price rather than the best value to taxpayers.

“On the technology front, we must meet increased demands from customers to provide ‘anything as a service.’ With reduced budgets, they cannot afford to build custom solutions from scratch, and they need to leverage the 80 percent solution that is already out there. This also coincides with their need for greater flexibility to meet ever changing mission requirements.”

VIRGINIA TECH *and* PAMPLIN: BEST CAREER DECISION

“The single best career decision I ever made was to attend Pamplin,” says Doug Wagoner, an alumnus of the part-time MBA program in Northern Virginia, now known as the Evening MBA. “Almost immediately after graduation, I had new and exciting opportunities for which I was uniquely prepared,” Wagoner says.

“During my last semester, I completed an independent study program with Dr. Ghandforoush. Having that one-on-one interaction with him and having to learn how to present and defend my theories was invaluable to me as I was expanding my career.”

This past spring, Wagoner gave the featured talk of Pamplin’s Ethics Symposium. His chosen topic was one that came close to the bone: the CityTime scandal that developed from a few employees’ actions on SAIC’s contract to build a new employee timecard system for New York City. (SAIC agreed in March 2012 to pay more than \$500 million to settle the case, which the Manhattan U.S. Attorney called “one of the largest and most brazen frauds ever committed against the City of New York.”)

Wagoner’s lecture resulted from a meeting last year with then Pamplin dean Richard E. Sorensen. “We thought that SAIC’s challenge with CityTime — where the actions of two employees had such a devastating impact on a proud company of 38,000 people — would be a good case study for the students and faculty of Virginia Tech. SAIC’s senior leadership fully supported me sharing the lessons learned.”

A member of the advisory board of Pamplin’s business information technology department, Wagoner is interested in being more involved in how the program serves the emerging needs of large enterprises.

“I think the biggest challenge is also the biggest opportunity and that is to meet the rising demand in the program



Doug Wagoner graduated from Pamplin’s evening MBA program in Northern Virginia.

from students and employers. The other main challenge is to ensure that the program stays relevant to the constantly evolving needs of business, as technology changes so rapidly.”

SAIC has invested about \$1 million in the last five years and “countless hours of our executives” for programs and projects that support its relationship with Virginia Tech, Wagoner says. “We also work together on several contracts for SAIC customers.”

SAIC currently employs more than 1,200 Hokies, he notes — “more than any other school.” His company obviously wants the best and brightest technical and business minds. “But to solve problems on the scale that we do, you also have to be able to work in a team, be a very effective communicator, and have a tenacious work ethic.”

GIFT REPORT

WILLIAM LAVINDER (FIN '79, MGT '79) and his wife, Joyce Lavinder, of Atlanta, Ga., have pledged \$100,000 to establish the James L. Lavinder '58 Memorial Scholarship in Accounting and Information Systems. The scholarship is established in honor of James Lavinder (BAD '58), who for 50 years enjoyed a successful career as a CPA, mostly in Martinsville, Va.

DAVID CALHOUN (ACCT '79), of New Canaan, Conn., has given \$60,000 to the David L. Calhoun Fund for Excellence in Accounting and Information Systems, providing unrestricted support to the department. Calhoun serves as chief executive officer of Nielsen.

Distributions totaling \$196,756 were received from the estate of **WARREN L. HOLTZMAN**. These gifts were distributed equally to the marketing and management departments. Holtzman, formerly of Boca Raton, Fla., was a retired faculty member and past director of the college's Small Business Institute.

SHEILA JACKSON, of Aiken, S.C., has pledged \$100,000 to establish the James S. Jackson Memorial Scholarship. James Jackson (BAD '63, MBA '68) was a member of the Virginia Tech Corps of Cadets and the track and cross-country teams. The scholarship will provide support to undergraduate students demonstrating financial need.

THE KANTNER FOUNDATION, of Palm Beach Gardens, Fla., has pledged \$100,000 to establish the Woodrow A. Kantner scholarship. Woodrow Kantner (BAD '40) was a member of the Virginia Tech Corps of Cadets and the football team and served as a pilot in the Army during World War II.

THE LEONARD FAMILY FOUNDATION, on behalf of Francis L. Leonard, of Bristol, Va., has pledged \$100,000 in support of the Richard E. Sorensen Dean's Chair.

KEVIN PAASCH (ARCH '88) and his wife, Karla Paasch, of Virginia Beach, Va., have made a bequest provision of \$100,000. Their gift will ultimately establish an endowed scholarship.

DEBORAH PETRINE (MGT '78) and her husband, James Petrine (CE '80), of Hardy, Va., provided a gift of \$50,000 to the James G. & Deborah L. Petrine Excellence Fund in Management, providing unrestricted support to the department. Deborah Petrine currently serves as a member of the Virginia Tech Board of Visitors.

CHRISTOPHER SHEAN (ACCT '87), and his wife, Lesley Shean (ELED '88), of Castle Rock, Colo., contributed gifts totaling \$59,764, divided between the Richard E. Sorensen Dean's Chair and the Department of Accounting and Information Systems.

An **ANONYMOUS BEQUEST** of \$50,000 has been made to the Richard E. Sorensen Dean's Chair.

MICHAEL WILLIAMS (MKTG '74), and his wife, Shirley Williams, of Murrells Inlet, S.C., have made a bequest of \$250,000. Their gift will ultimately establish an endowed scholarship.

GIFT HONOR ROLL

Outright Gifts and Pledges of \$10,000 or more

given to the Pamplin College of Business from July 1, 2012 through June 30, 2013

INDIVIDUALS \$100,000 +

James H. Hatch (MACCT '72)
Douglas C. Curling (ACCT '76, MACCT '77)
and Donna Curling
Estate of Warren L. Holtzman
Sheila Jackson
Joseph R. Jenkins (ACCT '68, MACCT '70)
and Sally Jenkins
William Lavinder (FIN '79, MGT '79) and
Joyce Lavinder
Scott R. Wells (MKTG '91) and Mary Wells

INDIVIDUALS \$50,000 - \$99,999

C.E. Andrews (ACCT '74) and
Jean Andrews
Estate of Lavinia A. Blick
David L. Calhoun and Barbara Calhoun
Harry P. Hancock (BAD '50)
James E. Pearman Jr. (ACCT '70) and
Brenda Pearman
Deborah Petrine (MGT '78) and
James Petrine (CE '80)
Christopher Shean (ACCT '87) and
Lesley Shean (ELED '88)

INDIVIDUALS \$10,000 - \$49,999

Bradley A. Casper (FIN '82) and
Kay M. Casper (ANSC '82)
Charles L. Eaton (ACCT '53) and
Mary Eaton
Thomas H. Donahue, Jr. and
Mary Donahue
Warren W. Hall (ME '75) and
Lamar S. Hall (PAD '77)
Elwood T. Hodnett, Jr. (MGT '72) and
Martha Hodnett
Martha T. Irvin
Kevin L. Lane (ACCT '95, MACCT '00) and
Lisa D. Lane (MACCT '00)
Kee Ho Lee (ACCT '80)
Ernestine J. Foresman
Carman J. Liuzzo (ACCT '83) and
Rebecca Liuzzo
Robert C. Hubble (BAD '63) and
Nancy Hubble
Carlos A. Otal (ACCT '90) and
Mary S. Otal (FCD '90)
Keith A. Reynolds (MGT '73, MBA '83) and
Jan Reynolds (HNF '73)
Department of Marketing Advisory Board

James M. Pollard, Jr. (GBUS '50) and
Marilyn Pollard
Starlette B. Johnson (FIN '85)
Gregory C. Thompson (ACCT '77) and
Kathryn Thompson
Carl G. Verboncoeur (HIST '74, M.S., EDSP
'76, MBA '77) and Lynn Verboncoeur
Bernard L. Tyree (ET '75) and
Patricia Tyree
Annette A. Willis (ACCT '84) and
James S. Willis, III (GEOL '84, M.S., CE '84)

BEQUESTS

T. Norman Bush (ACCT '70) and
Carolyn Bush
Mary F. McVay (ACCT '78, MBA '81) and
Theodore R. Rosenberg
Kevin W. Paasch (ARCH '88) and
Karla Paasch
Michael D. Williams (MKTG '74) and
Shirley Williams

CORPORATIONS, FOUNDATIONS AND ORGANIZATIONS \$10,000 +

Altria Group Inc.
Anne Carter Robins and
Walter R. Robins Jr. Foundation
BB&T Corporation
Cornwell Bireley Family Trust
Deloitte Foundation
Hyatt Corporation
Kantner Foundation
Leonard Family Foundation
Mike Naff Memorial Golf Tournament
PricewaterhouseCoopers LLP
Virginia-Carolinas Scholarship
Foundation Trust
Merz Family Foundation
Wells Fargo Foundation



KELSEY KRADEL

NEW FACULTY

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The college hired nine new faculty members this fall as part of its efforts to expand and strengthen its teaching, research, and business outreach programs.



BROOKE D. BEYERS, assistant professor of accounting and information systems. He received a Ph.D. in accounting from Oklahoma State University and bachelor's and master's degrees in accounting from Kansas

State University. He has co-authored articles on earnings management constraints, audit committee financial expertise, and stock repurchases and investment efficiency. He has worked as a finance director at the Dairy Farmers of America and as a senior auditor at Ernst & Young.



SARAH STEIN, assistant professor of accounting and information systems. She received a Ph.D. from the University of Missouri and bachelor's and master's degrees in accounting from Truman State University. She

received a 2011 Deloitte Foundation Doctoral Fellowship. Her research interests are in auditing and financial accounting, including industry specialization, audit quality, and audit market structure. She is licensed as a certified public accountant in Colorado, where she worked as an audit manager at Deloitte.



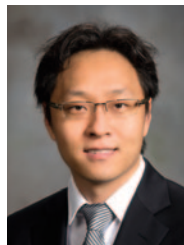
MICHAEL C. WOLFE, assistant professor of accounting and information systems. He received a Ph.D. in accounting, a master's in quantitative financial economics, an MBA, and a bachelor's in accounting, all from

Oklahoma State University. His research interests include accounting and disclosure issues relating to financial instruments, accounting for financial institutions, and international accounting issues. His work experience includes more than 10 years in the banking and energy marketing industries.



E. SCOTT JOHNSON, assistant professor of accounting and information systems. He received a Ph.D. from the University of Arkansas and three degrees from the University of Florida: a master's in accounting, a bachelor's

in accounting, and a bachelor's in telecommunication. His research interests include real earnings management, executive compensation, corporate governance, and financial capital markets. He has worked in tax groups at Deloitte in Atlanta.



TONG WANG, assistant professor of finance. He received a Ph.D. in finance and a master's degree in applied mathematics from the University of Southern California and a bachelor's degree from Fudan University

(Shanghai, China). His research interests include asset pricing, financial derivatives, liquidity, and trading volume. His dissertation, which covered derivatives, trading, and liquidity, primarily dealt with the destabilizing effects of option hedging.



ZHENG XIANG, assistant professor of hospitality and tourism management. He received a Ph.D. in business administration with a concentration in tourism management from Temple University and a master of science

in leisure studies from the University of Illinois at Urbana-Champaign. His research focuses on three areas: the impact of information technologies on the hospitality and tourism industry; destination marketing strategy; and information systems development for tourist destinations.



KIMBERLY MATHE-SOULEK, assistant professor of hospitality and tourism management. She received her Ph.D. in hospitality administration, an MBA, and a bachelor's degree in marketing from Oklahoma State Univer-

sity. Her research interests are in food and beverage operations and management as well as product innovation. She has worked in the consumer insights department of Sonic Drive-In Corp.



ANNA-KATHERINE "A.K." WARD, assistant professor of management. She received a Ph.D. in organizational behavior and human resources from the University of South Carolina, a master's degree in industrial/

organizational psychology from the University of Tennessee at Chattanooga, and a bachelor's degree in music and psychology at Sewanee: The University of the South. Her research interests include communication, culture, employee voice, influence, and status.



RYAN ZIMMERMAN, associate professor of management. He received a Ph.D. and an MBA from the University of Iowa and a bachelor's degree from the University of the State of New York – Regents College. His research

interests include employee selection and retention, individual differences (e.g. personality and general mental ability), person-environment fit, and meta-analysis. He received a 2012 Emerald Management Reviews Citations of Excellence Award.

HONORS + AWARDS

UNIVERSITY



ANTHONY T. "TERRY" COBB, associate professor of management, received the 2013 William E. Wine Award for teaching excellence. Three faculty members are selected to receive this award by a committee representing all eight colleges at the university. Each recipient receives \$2,000 and induction into the Academy of Teaching Excellence.

exceptional contributions to the teaching program and learning environment. A cash award is given to recipients and their departments, and recipients are invited to lead the Diggs Roundtable—a series of presentations and a discussion of their innovative teaching—a year after receiving the award.



ALAN ABRAHAMS, assistant professor of business information technology, received the 2013 Edward S. Diggs Teaching Scholars Award, presented annually to three faculty members to recognize

exceptional contributions to the teaching program and learning environment. A cash award is given to recipients and their departments, and recipients are invited to lead the Diggs Roundtable—a series of presentations and a discussion of their innovative teaching—a year after receiving the award.



DHRUV GREWAL (MBA '85; Ph.D., MKTG '89), the Toyota Chair in Commerce and Electronic Business and a professor of marketing at Babson College, received the 2013 Graduate Alumni Achievement

Award, presented each year at the university's graduate commencement ceremony. Created in 2003, the award honors its recipients for outstanding national or international accomplishments and exemplary contributions to their professions, disciplines, communities, or society at large.



BEN J. DAVENPORT JR. (BAD '64) and **DAVID E. LOWE** (BAD '63) received 2013 Alumni Distinguished Service Awards at the university's commencement in May. Davenport is chairman

of First Piedmont Corporation and Davenport Energy. His service to the university community includes membership on the Virginia Tech Board of Visitors, where he was rector for two years; the Virginia Tech Foundation board; and the Virginia Tech Carilion School of Medicine board.

Davenport serves on the boards of various business and civic organizations in his community. He and his wife, Betty Davenport, are members of the President's Circle in Virginia Tech's Ut Prosim Society, a select group of the university's most generous donors.



Lowe had a 35-year career in the telecommunications industry. Executive positions he held with Bell-Atlantic (now Verizon) included president and CEO in West Virginia and vice

president of operations in Virginia.

Lowe chairs the operating board for the Pete Dye River Course of Virginia Tech and is on the boards of the Virginia Tech Corps of Cadets Alumni Inc. and the German Club Alumni Foundation. A past president and an honorary lifetime board member of the Virginia Tech Alumni Association, he has served on the Pamplin Advisory Council and on the Virginia Tech Foundation board. He and his wife, Sharon Lowe, are members of the Ut Prosim Society.

LOGAN WALLACE



Sorensen receives a standing ovation at his retirement reception from President Steger (far right), finance professor and department head Art Keown (center), and other guests. Sorensen's wife, Carol, is to his left.

Sorensen lauded

Retiring Pamplin Dean **RICHARD E. SORENSEN** was presented with the Distinguished Leadership Award of AACSB International (Association to Advance Collegiate Schools of Business) by its president and CEO, John Fernandes, at a reception last May that celebrated his service and leadership to the college, university, and business education worldwide. Listing some of Sorensen's numerous accomplishments, President Charles Steger said, "I can personally attest that he also is a forceful voice and determined advocate for the college and what he sees as its needs."

Steger quoted others who lauded the dean's guidance and mentorship and "magical ability to develop ideas and create solutions in the midst of impossibility." Others who spoke included senior vice president and provost Mark McNamee, finance professor and department head Art Keown, and Pamplin's Outstanding Graduating Senior William Jones.

Jones said Sorensen's contributions to the college go far beyond enrollment increases and improved national rankings. The career prospects of Pamplin's seniors, he said, have been enhanced by the development of career services and advising for students.

Sorensen retired in June after 31 years as Pamplin dean.

NATIONAL



Management professor **RICHARD E. WOKUTCH** has been named an IABS Fellow by the International Association of Business and Society. Fellowship recognizes members who have significantly helped develop knowledge in the

field of business ethics and corporate social responsibility.



A paper co-authored by **NIKOLAOS ARTAVANIS** (Ph.D., FIN '13), "Tax Evasion Across Industries: Soft Credit Evidence from Greece," received the Wharton School-WRDS Best Empirical Finance Paper Award at

the annual conference of the Western Finance Association in June.



A paper co-authored by hospitality and tourism management professor **NANCY MCGEHEE** (M.S., SOC '94; Ph.D., SOC '99) received the Best Paper Award at the BEST Education Network Think Tank in June.



Hospitality and tourism management professor **MUZZO UYSAL** and doctoral student Mehmet Altin received a best paper award at the 2013 conference of the International Council on Hotel, Restaurant, and

Institutional Education in July.



A paper co-authored by hospitality and tourism management assistant professor **MANISHA SINGAL** (Ph.D., MGT '08) received the Best Paper Award at the Family Enterprise Research Conference in May.



An article co-authored by hospitality and tourism management associate professor **ZVI SCHWARTZ** received the W. Bradford Wiley Memorial Best Research Paper of the Year award at the 2013 conference of the International

Council on Hotel, Restaurant, and Institutional Education in July.

ON THE MOVE



RENEE CLOYD has been appointed as director of Pamplin's Undergraduate Mentoring Program. She will work with 11 Pamplin upperclassmen who serve as mentors to entering freshmen.

Cloyd also serves as director of Leadership, Excellence, and Academics in Pamplin, a five-day summer program that assists freshmen with the transition from high school to Virginia Tech and Pamplin.



NICK GREENE has been appointed associate director of the executive MBA program. His responsibilities include developing and implementing recruiting and marketing plans, managing

relationships, and monitoring and evaluating programmatic and operational effectiveness. Greene has more than 16 years of experience in education.



Business law professor **JANINE HILLER** was given the Kay Duffy Outstanding Service Award by the Academy of Legal Studies in Business at its August conference for extraordinary service to the academy.



REBECCA MURRAY has been appointed an assistant director of development. She began her career at Virginia Tech as a development associate for Pamplin in 2010. She most recently worked as an area sales manager for a mobile advertising and loyalty program provider. She has worked at Morgan Stanley and Ferguson Beaugard and managed offices in various industries in Washington, D.C., Atlanta, and Roanoke.

COLLEGE



Business executive **NOEL CHITWOOD** (FIN '80), of Summerfield, N.C., received Pamplin's 2013 Distinguished Alumnus Award during the college's commencement ceremony in May. The college created the award in 1990 to

honor alumni for outstanding career accomplishments and contributions to the college. Chitwood is president of LaquerCraft Hospitality and is a past chair of the Pamplin Advisory Council.



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