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VIRGINIA TECH **Business**

MAGAZINE *of the* PAMPLIN COLLEGE of BUSINESS



MEET
**THE NEW
DEAN**

HE'S
SHAKING
THINGS
UP

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In this magazine, alumni, with some exceptions, are identified by degree and the year it was received.

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LOOK WHO'S TALKING

EMBA Presentation

TISARA PHOTOGRAPHY



Congressman **JOHN DINGELL** shared insights from his 58 years of service as a guest speaker at the Executive MBA program's Lunch and Learn event this spring.

He is the longest-serving member of Congress and the longest ever to serve exclusively in the House of Representatives.

Discussing the fall of Lehman Brothers

LOGAN WALLACE



Ally Financial corporate treasurer **CHRISTOPHER A. HALMY** gave an insider's view of the collapse of Lehman Brothers and Bank of America's forced takeover of Merrill Lynch's brokerage business in the BB&T Distinguished Lecture last fall.

Policy change gives BASIS more investment choices

LOGAN WALLACE



John Cusimano

Virginia Tech's student group that manages \$5 million of the university's endowment through investments in bonds and other fixed income securities has received a wider range of investing options as a result of a policy change by the Virginia Tech Foundation.

"The change is intended to do three things," said John J. Cusimano, university treasurer and associate vice president for finance at the Virginia Tech Foundation, referring to the investment policy governing the student group known as BASIS (Bond And Securities Investing by Students).

One aim, he said, is to allow students to invest in higher yielding — but still investment grade — securities to expand their learning experience and to let them take advantage of opportunities when attractively priced. Another objective is to "give the team more ability to adjust their allocations to accommodate underpriced and overpriced situations, as was the case recently with U.S. Treasuries."

Lastly, the policy change would "give the students a fixed amount to invest versus a relative percentage of the overall endowment," Cusimano said.

"From a risk perspective, the goal is to keep the portfolio large enough to accommodate the

students' learning experience, yet small enough to minimize the risk exposure of the overall endowment fund."

BASIS is among a handful of bond-only student-investor programs in the nation and the only one run by undergraduates as an extracurricular activity. Another Virginia Tech student-investor program, SEED (Student-managed Endowment for Educational Development), manages a stock portfolio that is believed to be the nation's largest that is managed by students as an extracurricular activity. Going forward, Cusimano added, the portfolios of both BASIS and SEED "will be pegged to the same fixed amount of \$5 million."

Finance professor George Morgan, one of two Pamplin College of Business faculty advisers to BASIS, said the changes, made on Sept. 6, represent the biggest shift in the foundation's investment policy since the BASIS fund was established in 2006.

"By significantly expanding the range of securities that can be held and the positions that can be taken, the new policy gives BASIS students the opportunity to develop and demonstrate their skills on a new level," Morgan said. If BASIS can earn better returns, educational programs at Virginia Tech will benefit, he said, as BASIS portfolio earnings support scholarships, professorships, and other university programs and needs.

Return of capital grows BASIS portfolio

BASIS completed the last of three required transfers of funds back to the Virginia Tech Foundation last December.

The third of three transfers since September was made in response to the foundation's request for a return of capital to reduce the amount of the assets under BASIS management to its current level of \$5 million, said finance professor and BASIS faculty adviser George Morgan.

Since the BASIS fund began operating in 2006, it has sent back to the foundation nearly \$2 million as interest, capital gains, and return of principal, he said. The BASIS fund first topped \$5 million in April 2011.



JOHN MCCORMICK

George Morgan

Master of IT ranked No. 2 in nation

Virginia Tech's online master of information technology degree program was ranked No. 2 among the nation's best distance-learning courses in U.S. News & World Report's third annual Top Online Education rankings, released in January. The program — offered through a joint venture of Pamplin and the College of Engineering — moves up from third place in 2013 and ties with Boston University, behind the University of Southern California at No. 1.

The program features courses from five departments: accounting and information systems, business information technology, computer science, electrical and computer engineering, and management.

"The success of our master of information technology degree program reflects our commitment to high-quality innovative teaching and our expertise in business intelligence and analytics," said Pamplin dean Robert Sumichrast.

"The program enrolls students from government agencies and IT consultants and contractors across the country and all over the globe,"

JIM STROUP



Tom Sheehan



Parviz Ghandforoush

said Parviz Ghandforoush, the program's executive director and a professor of business information technology. "We have been recognized since 1999 for educating and training outstanding professionals in the field of information technology," he added.

The program features four foundation courses that prepare incoming students for any three of seven modules in business information systems, decision support systems, healthcare information technology, information security, software development, networking, and telecommunications.

Classes meet Monday through Thursday evenings, using "a relatively new technology called WebEx," said program director Tom Sheehan.

"The WebEx servers permit students to log in from anywhere in the world and provide a live interactive platform that closely parallels the traditional classroom experience."

See story on the popular healthcare information technology module on page 16.

New center to study big data

The college has launched a new center to support research, teaching, and outreach to the business community in business intelligence and analytics.

The Center for Business Intelligence and Analytics is led by accounting and information systems professor Weiguo (Patrick) Fan, who serves as

director of vast collections of data for planning and decision making has assumed a central place in management."

Business analytics, he said, brings together both information technology tools and business concepts and theory to improve business performance.

Joining the center as founding sponsor is Deloitte, which will also serve on the center's advisory board. Additional sponsors are expected to join over time.

For more information about the center, please contact Patrick Fan, wfan@vt.edu; or Terry Rakes, trakes@vt.edu.

The college is seeking a director for

another new center it has established, the Center for Innovation and Entrepreneurship. The center seeks to educate students about entrepreneurship and involve them in such activities. For more information about this center, please contact Kent Nakamoto, associate dean for research, nakamoto@vt.edu.



LOGAN WALLACE

director, and business information technology professor Terry Rakes, who serves as associate director.

The center, Fan said, will be an interdisciplinary resource in the growing field of "big data" — a range of activities connected to data-intensive decision making.

"In business, systematic analysis — both quantitative and qualitative —



Goldman Sachs recruits Virginia Tech students

Placement opportunities for Pamplin students at Goldman Sachs received a boost last fall, with a campus seminar featuring five alumni working at the investment bank and two student-group visits to its global headquarters in New York City.

The October campus visit of the "largest contingent Goldman Sachs has ever sent to Virginia Tech" marked the "first time a formal session was offered at the university about what it is like to work at the firm and how to work through the application process," said finance professor George Morgan.

The Goldman team was led by managing director Nick Cullen (FIN '91) and also comprised Ben Marshall (FIN '10), T.J. Loeffler (FIN/MKTG '11), Thorne Michaels (FIN '13), and Rebecca Wald (FIN/ACIS '09).

"Goldman Sachs has found the students at Virginia Tech to be extremely motivated, prepared, and well qualified," Cullen said. "They have the strong presence and confidence that is required in order to deal with today's leaders of business."

Cullen added: "As alumni, we were pleased to see such high interest in our recruiting efforts and the quality of the candidates that Virginia Tech is providing. We will continue to expand our recruiting efforts at Virginia Tech."

MEET THE NEW DEAN

*"I was quite impressed with his **maturity**, given his relatively young age. He is very **articulate**, handles himself well, and seems to be a highly motivated young man."*

*"I feel he is an **excellent match** for our faculty. I believe he will make a **strong researcher**. He also seems to **communicate well** and appears to be a **nice guy**. I think we should hire him."*

*"Considering his teaching/research background and our departmental needs, Mr. Sumichrast seems to be the **right faculty candidate** for us to hire."*

Robert Sumichrast made such a favorable impression when he first interviewed for a job at Virginia Tech, on Dec. 6, 1983, that department head Bernard (Chuck) Taylor sought approval the next day from Pamplin dean Richard E. Sorensen to hire the 25-year-old as an assistant professor in the management science department.

The department has since changed its name to business information technology, and Sumichrast is now the college's new dean (his interview for this job took place 29 years to the day after his first interview). But Taylor still heads the department and still has Sumichrast's original faculty file, from which he retrieved the above sample of faculty comments.

"We received approval from the provost to make Bob an offer on December 8," Taylor recalls. "By December 12, he had accepted and started with us winter quarter, 1984. Things don't happen this quickly in the university any more!"

"Bob was one of those faculty who was never a problem," Taylor says. "He was a department head's dream — someone who was quiet, serious, confident, and a hard working researcher and teacher, and who did anything and everything he was asked to.

"I also remember he was quick to smile and make people feel at ease around him. He never displayed any trace of an ego; he was unassuming, the kind of faculty member and colleague department heads only hope for," he says.

When Robert Sumichrast returned to Virginia Tech to interview for the Pamplin dean's position in December 2012 after a decade-long absence, he was struck by how much physical change had occurred on campus — and how little of it had taken place in Pamplin Hall.

It was evident to him then that Pamplin needed more resources to be, he says, a "21st century business school." A cultural shift, he soon realized, was also in order.

Since taking the helm in July 2013, Sumichrast has embarked on a torrid pace of change.

"I like a fast pace," he says. But his moves also reflect his desire to make the most of the momentum he currently has, including the keen interest and enthusiastic response he has received from Pamplin faculty and staff, students, and alumni.

"In formal meetings and informal chats, I have gotten great ideas on how to move forward. You can't apply every good idea, of course, but people will stop giving you their ideas if they don't see any action."

At Pamplin for almost 20 years before leaving in 2003 to lead Louisiana



DEAN ROBERT SUMICHRAST was struck by how much physical change had occurred on campus — and how little of it had taken place in Pamplin Hall.

State University's E.J. Ourso College of Business and later the University of Georgia's Terry College of Business, Sumichrast says among the things he learned on the job at LSU and UGA is "the need to develop a mission for your business school that is distinctive and that defines a space where you can be one of the very best."

It is imperative, he says, "to understand the environment and make plans that fit and that take advantage of your institution's strengths." It is also essential, he adds, "not to delay when you need to make and implement a difficult decision."

Thus, his first steps included suspending admissions to the full-time MBA — to focus resources on part-time MBA formats and the highly ranked master of information technology — and investigating the market for an executive doctorate program.

"I felt that Pamplin needed to become more focused," Sumichrast says. "The college has a wide range of programs. Some were very high quality and in great demand. Others were costly but did not fit our strengths or have strong reputations."

"We have made changes so that we can invest in those programs that can become among the best in the country while eliminating or suspending those that currently did not have that potential."

The college has established two new centers — the Center for Business Intelligence and Analytics and the Center for Innovation and Entrepreneurship — to support research and teaching related to "big data" and entrepreneurship, while shuttering two inactive centers.

Intent on improving the student experience, Sumichrast launched "Open Mic" forums to brief students on college developments and answer their questions; a new speaker series to bring recent alumni to campus to share their professional experiences with smaller groups of students; and a remodeling of the Pamplin atrium, with new furniture and power outlets to make it more student friendly and enhance faculty-student interactions.

He also significantly redrew the college's organization chart, realigning a host of reporting relationships to streamline and create synergies in administrative operations, and initiated a branding campaign, to bolster the college's image and identity through new publications, displays, and marketing materials.

"You can't apply every good idea, of course, but people will stop giving you their ideas if they don't see any action."



Sumichrast brought new furniture and power outlets into the Pamplin atrium to foster student learning and interactions with faculty.



6 THINGS

you may not know about Pamplin's new dean

1 HE LIKES TO COOK

"I use a lot of classic French recipes, but I also like to experiment, based on what looks fresh in the grocery store or the farmer's market. I especially like wine reduction sauces. I like to use the best technology in everything I do, and that includes cooking. My wife Carol Ann bought me some 100 percent copper pots and pans — they just have a thin tin coating on the inside and are the best distribution of heat. They are made by only two companies in the world now. They are really heavy and take a lot of work to maintain, but that is part of the fun."

2 HE TOOK GUITAR LESSONS FOR FOUR YEARS

"Eventually, it became clear that I was much better at playing records than playing an instrument. I have no talent — none at all. My tastes are pretty varied, from current pop and 60's and 80's music to classical, especially symphonies and chamber music."

3 HIS WIFE IS A HOKIE (MSCI '89)

"Carol Ann and I met at Virginia Tech. We knew each other for a couple of years before we started dating. Eventually, we got married in War Memorial Chapel and had our wedding reception at the University Club. We had friends and family there, and I think every person in my department, Management Science, came."

4 HE IS A NATIVE OF HOBART, IND.

"The town felt like a community — it had a lake that was central to the town. It was very shallow and so polluted that you would be crazy to swim in it or eat the fish you caught, but it was pretty at night and still fun for ice skating and boating. Hobart was also known for the quality of its clay. At one time, the brick yard was a major employer. By the time I was growing up, the brick yard had closed, but it was still part of the town psyche. My school mascot was a brick — we were the Hobart Brickies."

Pragmatic measures aside, the dean also saw a need for the inspirational: he has challenged college stakeholders to undertake a cultural transformation, with calls to "expect more" and "build community."

"Expecting more," he says, is about "raising aspirations and expectations — of the college and ourselves, whether we're faculty, staff, students, or alumni."

Sumichrast is focusing on three strategic goals: increasing the impact and reputation of Pamplin faculty and doctoral student research in the academic, business, and Virginia Tech communities; improving the quality and reputation of graduate education while expanding graduate programs; and improving undergraduate education, experiences, and job placement.

Faculty and staff are key to these goals, says Sumichrast, who has made it a top priority to get the resources needed for them to be more effective in all aspects of their jobs — from teaching, mentoring, and research to student advising and co-curricular activity support.

While raising the bar for research and teaching, Sumichrast is also enhancing the rewards for faculty who are most

successful. He has made changes related to research grants and publication, course requirements, and teaching loads and evaluations in an effort "to clarify our expectations of faculty and better align the incentives with our goals."

As for building community, this means "developing an inclusive com-

which he once described as more "managing partner" than "CEO," reflects his belief in a collaborative approach to decision making.

"I don't believe a dean can be successful in the long term by imposing his or her will on the faculty. If the faculty does not believe in the direction

"A new Pamplin facility is among the projects on the university's capital outlay plan. To make it a reality, we will need the strong support of our alumni and industry partners."

munity, team, or network; increasing collaboration among departments and other university units; and promoting service learning and community engagement."

Early activities included an Election Day chili cook-off and a holiday cookie exchange. Both events raised funds for the state's employee charitable giving program and were organized by a new event planning group of faculty and staff volunteers, who also organized a reconceived and well attended college holiday party in December.

Sumichrast's management style,

of the college, they won't change. On most campuses, deans change much more frequently than do faculty.

"Beyond that, I am smart enough to know that I don't have all the answers. I am surrounded by really intelligent, hardworking people. It only makes sense to try to tap into that resource by coming up with a shared vision for Pamplin."

Looking at the year ahead, Sumichrast would like to start a young alumni board, similar to the one he initiated at UGA. "It is a great way to engage recent alumni, who can relate to current

5 HE STARTED YOUNG

“My father passed away last March — he was 96. When I was very young, he used to take me into the steel mill late at night. He had a pass and could drive his car into the plant, so he put a thick phone book under me and had me wear a big coat and hard hat. We never had any trouble getting past the guards at the entry gate. I was fascinated by the cranes pouring molten steel into molds and the glowing ingots being squeezed into useful shapes by massive rollers. I think those experiences helped me enjoy the study of operations management.”

6 HIS NAME IS PRONOUNCED...

“When I was at the University of Georgia, my director of development saw that many alumni had trouble pronouncing my name. We were meeting some alumni in August, and it was hot. She told them to remember what the season is called — ‘summah’ — and that most people don’t want to do much when it is so hot and humid, so they procrastinate. Put those ideas together, and you get my name, Summah-crast.”

students more closely, as they have a different perspective of work and life than alumni who are very successful but more senior in their careers.”

He would also like to make headway on a new building for Pamplin. “We developed architectural and financial plans to replace the facilities of the



business schools at LSU and UGA that took advantage of a public-private partnership to get the job done.

“LSU opened its facility shortly after I left the school, and UGA has just started construction. Pamplin must do something similar if it is to compete with the best business schools in the 21st century.” (See sidebar.)

Getting the financial resources needed to carry out his agenda, he says, will be his toughest challenge in these times of limited state funding.


Sumichrast, who completed his undergraduate degree at Purdue and

earned a doctorate at Clemson, has also spent his teaching and administrative career at a succession of land-grant universities.

“I am proud to be part of a system that helps our citizens become more productive,” he says. “We face many formidable challenges as a society, and land-grant universities and business education can contribute — not only by raising living standards and promoting economic development but by helping graduates become better citizens and living more productive lives.”

Sumichrast is the “perfect person to build on Dean Sorensen’s successes,” says business information technology department head Chuck Taylor, who served as department head during the entire 31-year tenure of Richard E. Sorensen.

Taylor says he has sensed a heightened level of energy in the college: “Bob has a lot of new ideas and initiatives to move the college to the next level that have created a lot of excitement.”

A 39-year veteran of Pamplin, Taylor says he is “rapidly moving” toward retirement. “I’m very happy to see the college that I have invested my whole career in be in such good hands for a very promising future.” 

THE SPACE CASE

Pamplin does not have enough space, says Dean Robert Sumichrast — whether it’s classrooms, faculty and staff offices, or specialized areas for student collaborations or college community events. The need is not just for a more capacious structure but for a modern and innovative new home that would advance business education, research, and outreach.

“We do not come close to having enough space for the required classes we teach. Most of our peer business schools have two or three times as much space per student as Pamplin.

“Satisfying those needs would get us an adequate facility, but we don’t want to be merely an adequate business school. We want to be an exceptional business school — one that everyone from Virginia Tech can be proud of.

“We need a facility with project rooms where students can work on cases as teams — the way business gets done in the real world.

“We also need specialized spaces for some of our proven strengths. Graduates from our SEED and BASIS student investor groups, for example, are highly regarded in the financial industry, but those programs lack the dedicated space and data that are common in most other schools.

“The commonwealth has supported a great deal of building at its universities, and state funding has allowed Virginia Tech to have outstanding facilities in many disciplines.

“A new Pamplin facility is among the projects on the university’s capital outlay plan. To make it a reality, we will need the strong support of our alumni and industry partners.”



WOW YOUR CUSTOMERS

New book offers 20 habits for better service



Vince Magnini's new book pulls valuable information from research on shaping customer attitudes to help service businesses boost their performance.

Food service employees taking “smoke breaks” near their store’s front entrance. The hotel manager who didn’t say “hello” as a guest walked by. The sales associate who, while serving a customer, griped to a colleague about not having a day off.

Vince Magnini, associate professor of hospitality and tourism management, cites these encounters from his own life as examples of “experience breaking” behavior in his new book, “Performance Enhancers: Twenty Essential Habits for Service Businesses.”

“We as consumers witness such behavior regularly,” he says — employee actions that are inconsistent with “the experience that the firm is trying to create for us.”

Magnini says, however, that academic research exists that, if properly communicated, “could significantly enhance business practices.” The book represents his effort to make such “managerially useful studies” more readily accessible.

Meant to be “an easy read,” his book presents 20 habits that he thinks are important for anyone working in any service business to cultivate, whether it is travel, entertainment, retail, accounting, engineering, health care, home improvement, or legal.

The suggested habits range from the behavioral (using drama, laughter, and verbal and nonverbal cues) to the technical (analyzing blogs, mining data, and measuring return on quality).

None of these habits are generally practiced in the service sector, Magnini says, but “all will boost performance if

practiced.”

He discusses the habits in terms of their impact on the attitudes and behavior of employees and customers. “Attitudes serve as the foundation for behavior, and the habits presented address how to positively influence employee attitudes and behavior and, in turn, customer attitudes and behavior.”

Discussing habits that can shape customer attitudes, in particular, Magnini suggests, as habit 11, “service blueprinting” — the process of mapping how customers and employees flow through the physical spaces of a business. The diagram would include places where customers can go, areas where they cannot go but can see, and employee-only spaces.

Service blueprinting has been a subject of academic research for nearly two decades, he says, “but it has failed to gain a critical mass in practice.” Though not a guarantee of success, “taking time to accurately plot a detailed service blueprint can yield benefits that are sizable and far outweigh the costs.”

Magnini notes, for example, that a service blueprint can offer ways to “delight customers at various contact points” and manage “atmospheric variables” — sights, sounds, and smells that influence customers subconsciously. It can show a front-line employee “how his or her role ties in to the rest of the service offering.”

Service blueprints can also help a business develop strategies to manage customer waiting perceptions, Magnini says, an issue he discusses as habit 12, which focuses on actual and perceived wait times.

These are quite different, research

has shown, Magnini says. “Waits feel longer if they are unoccupied (i.e., if customers have nothing to distract them mentally) or experienced alone; occur in preprocess stages; or are unexplained, unexpected, unfair, or of unknown length.”

Even the best managed firms experience service failures now and then, Magnini says, but dissatisfied customers need not be an inevitable result. Thus, in habit 13, he discusses ways of coming back from a service failure.

Researchers, he notes, have described the phenomenon of the “recovery paradox,” the notion that a service failure enables the business to acquire higher satisfaction ratings from customers than if the mistake had never occurred — if the corrective measures are effective.

“If you as a service provider wow your customers with the actions that you take to rectify a problem, they will be highly impressed and have a higher opinion of your firm than if the problem had not happened.”

The recovery paradox will not occur in every situation, Magnini warns. The redress initiatives must be “truly impressive and sincere.”

Even so, customers are unlikely to be enthralled, he says, if it is their “second experience of failure in your firm, for example,” or if they perceive that the problem is likely to occur again, or “if the failure is severe, such as with a food-borne illness.”

Researchers also have a term for botched comebacks. Magnini notes that a “double deviation” is a scenario

in which “the recovery was so poorly executed that it actually represents a separate service failure in the mind of the consumer.”

Double deviation magnifies the dissatisfaction of the customer, he says. “Research finds that the double deviation effect is quite common, because many consumers indicate that it was not the initial failure that caused dissatisfaction but the service employee’s response to the failure.”

Magnini’s book has received enthusiastic reviews from readers. “Having a book focus you on the importance of what is right in front of you — the attitude and behavior of both your associates and your guests — is certainly time well spent,” wrote the general manager of Hyatt Regency McCormick Place.

“Tangible and effective strategies that managers at every level can incorporate into their practice,” wrote an administrative director at Lenox Hill Hospital.

And from the general manager of the Ritz-Carlton Lodge at Reynolds Plantation: “A concise and comprehensive read that encapsulates the essentials of a winning formula for the service industry today.” **P**

More habits

LINT

Demonstrate your own attention to detail. “Veteran hoteliers routinely pick up lint and specks of dirt as they walk throughout the hotel property,” Vince Magnini says.

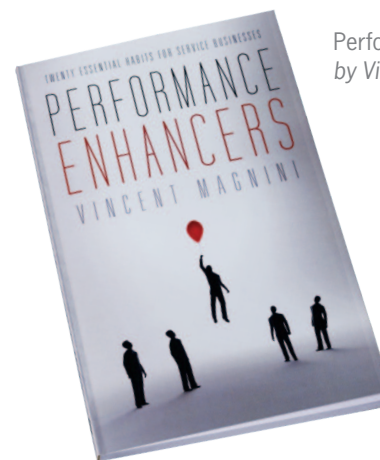
HUDDLING

Use daily staff briefings to address problems quickly, reduce role ambiguity, and foster a sense of community.

DRAMA

Liken work to a theater production. Tell employees they are “on stage” whenever a customer can see or hear them, including when they are clocked out before or after a shift or during a break. “The drama metaphor has worked well for Disney.”

“If you as a service provider wow your customers with the actions that you take to rectify a problem, they will be highly impressed and have a higher opinion of your firm than if the problem had not happened.”



Performance Enhancers
by Vincent Magnini

GOAL SUCCESS

Study finds how consumers respond to an initial slip is key to long-term outcome

Eat better. Get fit. Save money. Months after New Year's, how are you and your resolutions doing?

Despite our vows, many of us succumb to some temptations some of the time — we eat the donut or buy the pricey designer jeans — but whether we end up failing at our larger goals, researchers say, depends on what happens next.

“After all, one does not become obese from one donut, nor does one fall into severe debt from one impulsive purchase,” says assistant professor of marketing Yael Zemack-Rugar.

“Almost every choice consumers make is made in the context of a previous choice,” she argues. “Yet, much consumer research looks at choices in isolation, exploring only ‘one-shot’ effects.”

Zemack-Rugar, whose research focuses on various contexts of sequential choice, says how consumers respond to failure is the key to understanding the long-term impact of such failure.

“For example, when individuals have a dieting goal but end up eating a tempting donut at the morning meeting, they have two choices: course correct by carefully monitoring their intake for the rest of the day, or give up on the goal entirely.

“Those who course correct may suffer less of the negative long-term consequences of the initial failure. Those who do not course correct may be more at risk for obesity, debt, and the like.”

Zemack-Rugar headed a research project, in collaboration with Canan Corus (Ph.D., MKTG '08), of Pace University, and Pamplin marketing professor

Marketing professor Yael Zemack-Rugar focuses her research on various contexts of sequential choice in a project with Pamplin marketing professor David Brinberg and Canan Corus of Pace University.

OR FAILURE

The Response-to-Failure Scale

The Response-to-Failure scale is based on scenarios. Each scenario includes a clear statement of a self-control goal (for example, “Imagine that you are trying to lose weight”); a clear initial self-control failure (“You ate more calories for lunch than you had planned”); and a subsequent self-control choice of additional failure or course-correction (“Have salad for dinner” or “Have fried chicken for dinner”).

Consumers indicate what they would think and feel in response to each scenario; these thoughts and feelings are then used to predict behavior. “It turns out that several key thoughts and feelings are predictive of post-failure behavior,” says Zemack-Rugar. “The research shows that individuals who tend to experience these thoughts and feelings in response to failure in one domain are also more likely to experience those same thoughts and feelings in another domain.”

Some of these thoughts and feelings — guilt over the initial failure, for example — support course correction: “I would keep thinking about

lunch and everything that I ate at lunch and how bad for my diet and nutrition it was.”

Others support what-the-hell behavior — “I would think that my diet is gone, I might as well enjoy some fried chicken for dinner.”

The authors account for both forces: those thoughts and feelings pulling towards resumed goal efforts and those pulling towards giving up on the goal. In accounting for both, Zemack-Rugar says, the scale not only represents the balance of the forces, thus predicting actual behavior, but also outlines which emotions and cognitions might be encouraged or discouraged to support post-failure recovery and avoid the what-the-hell effect.



David Brinberg, examining consumer behavior following an initial self-control failure.

Scholars, she notes, have dubbed the choice to give up on the goal following an initial failure the “what-the-hell” effect — individuals think, “What the hell, my dieting goal is already shot for the day, I may as well enjoy dessert for lunch!”

Says Zemack-Rugar: “Our research shows that the tendency to enact the what-the-hell effect versus course correction is a consistent one. This is a decision we make not only within a given goal or situation, such as eating, but also across situations. This means that once we fail, if we tend to ‘what-the-hell’ regarding our dieting goal, we will also tend to do so regarding our budgeting, academic, and even honesty goals.”

In a series of studies, she and her co-authors confirm that people respond to failure consistently, across time and domains. The researchers identify a set of key cognitive and emotional responses to initial failure that jointly predict post-failure behavior and develop a scale that captures these emotions and cognitions.

“Our scale can be used to predict who is likely to try harder to achieve

their goal following failure and who is more likely to adopt the what-the-hell approach and give up on their goal.”

The scale also provides useful tools for consumers or consumer advocates and programs to improve sequences of consumer choice and avoid the what-the-hell effect.

“For example,” she says, “providers of weight management services can use the scale to help members determine how they are likely to respond to an initial failure at their dieting goals and assist them in staying focused or getting back on track. Financial education services can use the scale to identify and help clients who are likely to adopt the what-the-hell response after an initial failure in staying on budget.”

Zemack-Rugar adds: “One of the things the scale teaches us is that setting goals with a longer time frame (weekly or monthly) is more likely to help us course correct after an initial failure than framing goals in the short term (daily). Such programs can train consumers to think about their goals in new ways,

thus helping them stay on track.”

Staying on track is important, as consumers commonly fail to attain goals that require sequential self-control. Studies have found that 80 percent of smokers resume smoking and 80 percent

“After all, one does not become obese from one donut, nor does one fall into severe debt from one impulsive purchase.”

of dieters gain their weight back. Failure at sequential self-control can have significant consequences, she says, citing as examples, the “massive amounts of debt” American consumers owe and the nation’s obesity epidemic. “Our research extends the field’s understanding of sequential self-control behavior.”

The article, “The ‘Response-to-Failure’ Scale: Predicting Behavior Following Initial Self-Control Failure,” was published recently in the *Journal of Marketing Research*. [P](#)

HELPING *INSPIRE* the WORLD

James Rosenstock, president, Discovery Education International and executive vice president, global corporate development, Discovery Communications.



The mission statement of his prospective new employer — “to satisfy curiosity” — resonated with him, as his parents had been teachers, says James Rosenstock (FIN ’95), in recalling a big career move in 2007. But it didn’t hurt, he adds, that the company — Discovery

and part of a new management team that would help the company go public in 2008.

He was promoted last year to the newly created position of president of Discovery Education International, to lead international growth strategy of the company’s fast-growing education division.

Rosenstock says Discovery is “unparalleled” as a global brand. “It’s the world’s number one nonfiction media company, with brands in 220 countries and territories and 190 televi-

sion networks worldwide that truly inspire people’s curiosity about the world around them.

“When we went public in 2008, we had an \$8-billion valuation; today our valuation is nearly \$30 billion. We’ve made our U.S. channels stronger

and have significantly diversified the company internationally and digitally.”

The company also has a “fantastic culture that’s very young and innovative,” he says, citing its listing on the 2014 FORTUNE “100 Best Companies to Work For.”

Now based at Discovery’s London office, Rosenstock says his priorities are to expand its international education business. “We’ve targeted a few key markets for investment and made our first acquisition in October 2013, buying Espresso Education.” That company is Britain’s leading provider of primary school digital education content, he says, and will serve as Discovery’s “beachhead to develop a broader U.K. business.”

Rosenstock’s career path hasn’t strayed from the world of media and entertainment since he left his first job out of college, at Bank of America in his hometown of Richmond, Va., after two years. Deciding it would be smart

“When we went public in 2008, we had an \$8-billion valuation; today our valuation is nearly \$30 billion. We’ve made our U.S. channels stronger and have significantly diversified the company internationally and digitally.”

Communications — also owned three of his favorite TV networks.

Rosenstock joined Discovery as a senior vice president, in charge of global mergers and acquisitions, corporate strategy, and new business development,

Below: Elementary school students interact with the Discovery Education Science Techbook™, part of Discovery Education's award-winning digital textbook series. Right: Students participate in a virtual interactive lab available on the Discovery Education Science Techbook™.



to develop expertise in an industry sector — “go deep instead of wide” — he moved to Los Angeles to join a boutique investment bank specializing in the entertainment, media, and communications industries that was co-founded by fellow Hokie Stephen Bannon (UA '76).

“One of my first deals there was the sale of Polygram Filmed Entertainment,” Rosenstock recalls. “It was a global deal, with many interesting personalities involved. I was hooked.”

He worked in investment banking for eight years, the last three at Credit Suisse in New York. In 2002, an opportunity to switch gears beckoned, and he became Sony Corporation of America's vice president of corporate development, in charge of growth investments for the company's electronics, gaming, and entertainment assets.

Since moving to Discovery, Rosenstock has helped expand its interna-

tional operations through investments in broadcast companies in Europe, the Middle East, Latin America, and Asia. The company now derives more than half its revenue from its foreign businesses, he says, more than any of the other major media conglomerates and up from 25 percent when he was hired.

He has led the company's two largest acquisitions — SBS Nordic, the leading Nordic broadcast group, in 2012 and Eurosport, a pan-European sports network, in 2013. He also led Discovery's investment in brain-training company Lumosity and the launch of several joint-venture pay channels, including the child-oriented Hub Network (with Hasbro) and the high-profile OWN: Oprah Winfrey Network.

The launch and success of the joint venture with Oprah Winfrey has been “one of the most notable and rewarding challenges for Discovery,” he says. “With programs like ‘Oprah's Next Chapter’

Diversity in Programming



DISCOVERY COMMUNICATIONS is the world's No.1 nonfiction media company, reaching over 2 billion cumulative subscribers in over 220 countries and territories.



SBS DISCOVERY MEDIA includes 20 television networks and leading radio portfolio and digital brands across Denmark, Norway, Sweden, and Finland.



Discovery Channel's **SHARK WEEK** is the longest running prime time series on television.



Discovery made its first move into sports programming by acquiring a controlling interest in **EUROSPORT**, the leading pan-European sports platform.



Discovery Digital Networks' online video network **ANIMALIST** offers original, short-form digital programming that explores the powerful connection between humans and animals.

Tightrope walker Nik Wallenda crossed the Grand Canyon as part of Discovery Channel's record-breaking live broadcast, "Skywire Live with Nik Wallenda."



and the strong-performing Tyler Perry series, the network has really broken out and is now a top three network for African-American women and a top network for women viewers overall."

Corporate development responsibilities are still on his plate (as Discovery's executive vice president), and Rosenstock juggles these with his new duties in London. They are two very different jobs, he notes.

His comfort zone is in corporate M&A, but he was also eager for operating responsibilities — "to start and grow

"Discovery has been tremendous in backing my vision for building out our international education business."

a business," he says. "Discovery has been tremendous in backing my vision for building out our international education business."

Discovery's education business focuses on digital K-12 products and services that are distinct from its channels business, Rosenstock says, noting that the company is the leading provider of standards-based digital content to K-12 classrooms in the U.S., reaching nearly 50 percent of U.S. schools.


"Our most exciting, and potentially most transformative, products are our digital techbooks, which are core curriculum products that can completely replace print textbooks. We already offer them in the U.S. in science and history; math will be launched next year; and I'm eager to bring these great products to key international markets over the next few years."

Education is a small and relatively recent component of Discovery's overall

operations, but it is fast growing and "has always been part of the company's DNA," Rosenstock says. "In fact, the first viewer phone call after the Discovery Channel's inaugural program, 'Iceberg Alley,' was broadcast in 1985 came from a teacher, who wanted a copy of the show to share with her class."

His work demands constant travel, but Rosenstock enjoys being on the road. "Some of my favorite cities are Istanbul, Tokyo, and Amsterdam."

Besides being a great launch pad to other parts of Europe, his new home base is "a tremendous city with a lot of culture and energy." He misses watching Hokie football games, but the lifelong tennis player was thrilled to check off one bucket list item last summer: going to Wimbledon.

"They say that Southerners in particular do well in London," Rosenstock says. "I guess time will tell." 

Dress rehearsal *for the* **PROFESSIONAL WORLD**

A dozen or so years after graduating from Virginia Tech, James Rosenstock established a university fund with fellow alumnus Trey Snow (FIN '93, MBA '95), with \$50,000 pledges each, to give more educational opportunities to students in SEED and BASIS, two student-investor groups that currently manage \$5 million each of the university's endowment.

"It was such a bold move in 1993 for the Virginia Tech Foundation to give students \$1 million to invest — at the time it was almost unheard of," says Rosenstock, who joined SEED in its third year. The experience proved to be "a game changer" for him.

"SEED provided me with my first 'real world' working experience —

how to analytically frame an opportunity and present your viewpoint in a coherent way. It was an invaluable experience for a 21-year-old."

Wanting other students to have the same benefit, Rosenstock and Snow, who led SEED at the time, set up what is now known as the SEED/BASIS Alumni Excellence Fund.

Philanthropy aside, Rosenstock has offered his time and expertise to the college: serving on the finance advisory board, sharing his professional knowledge and experience in informal meetings with finance students; regularly attending and helping to host or coordinate the Hokies on Wall Street networking and social events; and just generally offering his assistance with helping the college make connections on Wall Street.



Discovery Education is the global leader in standards-based digital content for K-12, transforming teaching and learning with award-winning digital textbooks, multimedia content, professional development, and assessment tools.



Bottom: A student uses classroom technology to bring history to life with the Discovery Education Social Studies Techbook™ Top: Students view a video incorporated in Discovery Education's Streaming Plus, a collection of more than 155,000 standards-aligned digital resources.

The CHALLENGES AHEAD

Industry consolidation, foreign markets, and new ways to connect with the YouTube generation — these are the challenges and opportunities James Rosenstock sees ahead for media and entertainment companies.

During the past decade, cable networks were the best performing media sub-sector, he says, thanks to two growing revenue streams, subscriptions and advertising.

“But the U.S. is a relatively mature market, with more than 95 percent pay TV penetration, so I'd say the days of rapid growth are largely behind us. As a result, you will likely start to see industry consolidation. That's why we've been investing so heavily outside the U.S., where pay penetration in some markets — such as Brazil and India — is still below 25 percent.”

“We're seeing signs of younger audiences enjoying content online, so companies also need to find ways to “reach the YouTube generation where they live,” he says.

Discovery, for example, has acquired Internet TV company Revision3, which has since launched other online video destinations, including Animalist and TestTube.

“We are also focusing on more live TV events, such as the record-breaking ‘Skywire Live with Nik Wallenda’ walk across the Grand Canyon last summer that drew massive TV viewership and online and social media engagement.”

Asked what has motivated his high level of engagement with his alma mater, Rosenstock says: “I grew up with humble roots, and I always remember those folks who helped me along. The Virginia Tech community is about hard work, dedication, and selfless service. I'm just a link in that chain that goes back 150 years.”

Besides SEED, Pamplin and its finance department gave him an education that he describes as “a dress rehearsal” for the professional world. He particularly liked the department's early development of courses on financial derivatives, “which were analytically very challenging.”

Today, “greater specialization of the curriculum around such things as asset management, commercial banking, or entrepreneurship could

be helpful.”

Rosenstock has hired many Virginia Tech students for summer internships and full-time positions and lent a helping hand to fellow alumni seeking Wall Street jobs. He has also been proud to help connect Discovery's recruiters with Pamplin job-seekers: “our graduates make a great fit at Discovery.” Headquartered in Silver Spring, Md., the company already employs many Virginia Tech graduates. It looks for people with a “highly analytical and global mindset,” Rosenstock says.

“We like independent and entrepreneurial types who can work well in teams and who are as curious and inspired by the world around them as our viewers are.”

MANAGING HEALTHCARE

through
Information
Technology



With healthcare data increasing in volume and complexity, competent professionals in this field are in hot demand, as are the programs that equip students with the specialized knowledge and skills.

Such programs include a two-course offering in health information technology taught by Pamplin faculty within Virginia Tech's master of information technology program, ranked No. 2 in the nation (see story on p. 3). The module is so popular, program director Tom Sheehan says, "that it generally reaches capacity within 48 hours of open registration."

"That's a testimony to the expertise and dedication of Professors Lara Khansa and Steve Sheetz, who teach the courses," says Sheehan.

"But it's also evident that, with the implementation of the Affordable Care Act, the quantity and complexity of healthcare data will increase exponentially," he says.

"That legislatively mandated increase is compounded by the aging of the baby boomers, all of which puts a sense of urgency into the education of competent professionals who will be

Teaching health information technology during a time of frequent change in the industry means that "my students and I can make a difference in the real world, both with our research and by joining the workforce and helping to establish the nationwide EHR system," says Lara Khansa.

capable of leading the search for solutions," Sheehan adds.

"Everyone wants to learn about health information technology to become more qualified for the many jobs that the Affordable Care Act has generated in this field," says Khansa, an associate professor of business information

the lineup of modules in the graduate IT program.

Healthcare Information Technology, the first course, provides a comprehensive coverage of information technology in healthcare systems and establishes the knowledge foundation that healthcare managers need to understand

electronic health record (EHR) systems and related new technologies and how they can improve patient health and medical systems operations.

The course covers such topics as clinical decision support systems, population health and disease management systems, patient centered care, and design and implementation best practices and challenges surrounding EHR systems, including security and privacy issues and associated regulatory principles and policy implications.

The second course in the module,

“With the implementation of the Affordable Care Act, the quantity and complexity of healthcare data will increase exponentially.”

technology who teaches the first course in the sequence.

"Students recognize that they need to differentiate themselves with a unique skillset that will land them their dream job, and this is the industry to be in at the moment," she says.

The courses, taught over the summer, were introduced two years ago and are Pamplin's most recent addition to

A marriage of interests

Between her professional credentials and family background, it's no wonder Lara Khansa sought to design and teach a foundation course in health information technology for Virginia Tech's master of information technology program.

Khansa, an associate professor of business information technology, worked as a software design engineer at GE Healthcare after earning her master's degree in computer engineering from the University of Wisconsin, Madison.

When she embarked on a Ph.D. in information systems, she examined the economics of information security and privacy in various industries, including healthcare, in her dissertation.

She has long had a personal interest as well in the medical and healthcare field: her parents have both been microbiology professors; her brother is a plastic surgeon.

Khansa's dedication and expertise have earned her appreciative evaluations from her students, some of whom later co-authored articles with her that were published in professional journals.

Read the full story online, including Khansa's thoughts on the challenges related to patient safety and privacy concerns posed by the new technology.

Healthcare Data Management, is taught by Sheetz, an associate professor of accounting and information systems.

Building on the first course, it provides an in-depth investigation of the EHR issues and topics.

"EHRs are at the heart of technology-based efforts to increase the effectiveness and efficiency of providing healthcare," says Sheetz. "Thus, students need a deep level of understanding of the data in EHR systems to appreciate and measure the implications of process improvements."

One of the substantive obstacles facing health care providers, he says, is the integration of data from multiple sources to form a comprehensive EHR.

The topics in his course, he says, are aimed at making students aware of the issues and developing their ability to use data warehousing and data mining techniques for identifying the most effective and efficient treatments to reduce overall health costs.

Topics addressed include EHR standards, healthcare enterprise systems architectures, healthcare database designs, existing database platforms, data integration from multiple sources, and accessibility approaches.

Also covered: health related record organization from multiple user-group perspectives, including patients, technicians, nurses, physicians, clinics, hospitals, and insurance companies.

In addition to the Health Information Technology module, Sheehan says students interested in specializing in the healthcare industry are encouraged to take the other two Pamplin modules that provide the core background: Business Information Systems, which covers database implementation, and Decision Support Systems, which covers the use of that data in optimizing healthcare delivery. **P**

GIFT REPORT

JAMES H. HATCH (MACCT '72), of White Stone, Va., has given \$110,000 to support various endowments within the Department of Accounting and Information Systems and the Pamplin College of Business.

ROBERT H. DIGGES (BAD '59), of McLean, Va., has provided \$100,000 to the Robert H. Digges Professorship in Entrepreneurial Studies.

JORGE DEL ALAMO (ACCT '69) and his wife, Lin Del Alamo, of Corpus Christi, Texas, have pledged \$75,000 to partially fund an endowment supporting Pamplin's ethics symposium speaker series.

ROBERT F. HOGAN JR., (ACCT '78, MACCT '80), of Houston, Texas, has pledged \$75,000 to partially fund an endowment supporting Pamplin's ethics symposium speaker series.

ALTRIA CLIENT SERVICES, of Richmond, Va., has contributed \$68,000 toward several Pamplin initiatives, including the LEAP program for incoming freshmen, the Business Diversity Center, the Pamplin social media program, the Department of Business Information Technology, and the Business Leadership Center.

DAVID CALHOUN (ACCT '79), and his wife, Barbara Calhoun, of New Canaan, Conn., have given \$62,000 to the David L. Calhoun Fund for Excellence in Accounting and Information Systems, providing unrestricted support to the department.

CHRISTOPHER SHEAN (ACCT '87), and his wife, Lesley Shean (ELED '88), of Castle Rock, Colo., contributed gifts totaling \$61,462, divided between the Richard E. Sorensen Dean's Chair and the Department of Accounting and Information Systems.

DELOITTE & TOUCHE, LLP, of Wilton, Conn., has pledged \$50,000 in support of the Center for Business Intelligence and Analytics.

WILLIAM W. ERSKINE JR. (GBUS '83), of Glen Allen, Va., has pledged a generous bequest to the Pamplin College of Business.



LOGAN WALLACE



KELSEY KRADEL

HONORS + AWARDS

NATIONAL FACULTY AWARDS



MAHMOOD KHAN, professor of hospitality and tourism management, was selected as a lifetime Fellow of the Academy of Nutrition and Dietetics. The award recognizes academy members who have distinguished themselves

through their service to the dietetics profession and their contributions to the nation's health through food and nutrition. Khan also recently received a joint appointment as a professor of health sciences at Virginia Tech.

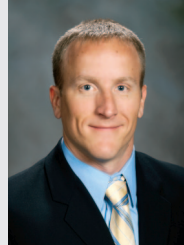


ROBIN RUSSELL, professor of business information technology, completed three years in January as president of the APICS Foundation, the 501c3 arm of APICS, an international organization for supply chain professionals with more than 40,000 members. The foundation took on a new role under her leadership, moving from a "pass-through" organization for tax deductible contributions to a driver of educational and research initiatives.

In her role, Russell has given talks and presentations about supply chain risk and resilience and supply chain analytics in the U.S. and India and will be speaking in China in April.

STUDENT AWARDS

Outstanding Doctoral Student

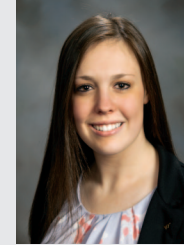


ERIC NEGANGARD, a fifth-year doctoral student in accounting and information systems, "has been a great asset to our research production and classroom instruction," wrote Reza Barkhi,

accounting and information systems department head.

Negangard's research focuses on decision-making processes in auditing and fraudulent financial reporting. He has taught three undergraduate accounting courses.

Outstanding Pamplin Senior

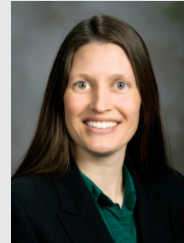


COLLEEN THOM, a senior honors student majoring in business information and technology, "has an exceptionally wide and impressive range of service and leadership activities," wrote

Bernard W. Taylor, business information technology department head.

Among her campus positions, Thom serves as a class officer, a Hokie Camp counselor, and a student teaching assistant for University Honors.

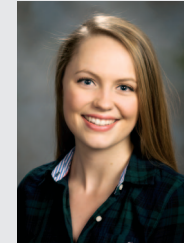
Graduate Student Teaching



NICOLE WRIGHT, a fourth-year doctoral student in accounting and information systems, has taught four undergraduate courses, including two upper level courses.

"Nicole spent eight years working at PricewaterhouseCoopers," wrote Reza Barkhi, accounting and information systems department head. "She leverages her professional experience to bring real world examples to the classroom."

College Service



JORDAN JACOBSON, a senior honors student majoring in marketing management and minoring in psychology, has served as the chief marketing officer for Pamplin Re-Inventing Social Media (PRISM)

since spring 2012. She has helped to build the PRISM brand, leading social media marketing for PRISM and outside clients, including Relay for Life.

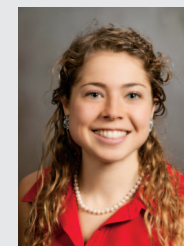
Outstanding Master's Student



EDWARD "TED" HALLEY has been named the Outstanding MBA Student for the class of 2014. A dual-degree student who is also completing a master's in civil engineering, Halley

"has performed exceptionally well from an academic standpoint," said Steve Skripak, Pamplin associate dean for graduate programs. Halley has also served as president of the MBA student association.

H.H. Mitchell Outstanding Leadership



Senior accounting and finance major **COURTNEY DOBBS** served as the executive vice president of the Virginia Tech Entrepreneur Club in 2010-2012. During her tenure, she helped

launch the club's \$5,000 Grand Business Competitions, raised more than \$10,000 in sponsorships, and helped triple club membership.

COLLEGE FACULTY AWARDS

Outstanding Faculty in Doctoral Education



Finance professor **RAMAN KUMAR** "is the heart and soul of our Ph.D. program," wrote finance department head Arthur Keown. "When it comes to Ph.D. students, Raman is truly selfless."

Kumar is currently in his second term as director of the finance Ph.D. program. He has taught Investments and Finance Research Methods for the department, and he also designed the college's Doctoral Business Research Methods course.

Excellence in International Outreach



NANCY MCGEHEE, hospitality and tourism management associate professor, is supporting educational programs and economic development in Haiti. She is on the board of directors for the country's first rural university, the University of Fondwa, which trains students in sustainable development and agriculture.

McGehee is also a director for VIA International, an organization promoting community development and volunteer tourism.

Excellence in Diversity



Academic advisor **YALANA ORR** "has contributed immensely to enhancing diversity at both the college and university level," wrote Rajesh Bagchi, associate professor of marketing.

As the faculty advisor of the Pamplin Multicultural Diversity Council, Orr helps prepare students to excel in multicultural work environments. She also serves as faculty advisor for the Pamplin Ambassador Program.

College Certificates of Teaching Excellence and Warren L. Holtzman Outstanding Educators

BOWE HANSEN, accounting and information systems assistant professor; **ONUR SEREF**, business information technology assistant professor; **DEREK KLOCK**, finance assistant professor of practice; **RICK PARSONS**, hospitality and tourism management instructor; **MARC JUNKUNC**, management assistant professor; **ELISE CHANDON INCE**, marketing assistant professor.

Excellence in International Programs



Management professor **DEVI GNYAWALI** has "played an active and remarkable role in numerous international programs at the department, college, and university levels," according to interim department head

Kevin Carlson.

He leads a summer study abroad program in China, as well as a trip to Japan, Hong Kong, and Korea. He has facilitated meetings between students and senior executives at international offices for Toyota, GE, and Coca-Cola.

Excellence in Outreach



LANCE MATHESON, business information technology associate professor, is working to improve health information technology education and training in Southwest Virginia. He is revising the curriculum for nurses,

pharmacists, and medical assistants, and developing the first health analytics program in the region.

The project, funded by the U.S. Department of Labor, has prepared several hundred community college students to fill critical healthcare jobs in communities with high unemployment.

READ MORE ABOUT THESE AWARDS ONLINE
www.magazine.pamplin.vt.edu

ON THE MOVE



PAUL HERR has been appointed head of the marketing department. Herr joined Pamplin in 2009 as the Virginia-Carolinas Professor of Purchasing.

A distinguished scholar in consumer psychology, Herr has served on the editorial boards of major journals. He teaches courses related to marketing strategy, consumer decision-making, and consumer welfare.



ROBIN CAMPUTARO has been appointed interim director of the professional MBA program. She had been serving as associate director for MBA marketing and recruiting since 2011.

Prior to joining Virginia Tech, Camputaro served as manager of advertising and concessions for the Jacksonville Aviation Authority.



PARVIZ GHANDFOROUSH

has been appointed interim associate dean for extended campus. He will continue leading the master of information technology

program as executive director, in addition to serving as director of the Evening MBA program.

Ghandforoush is a professor of business information technology with more than 25 years of academic and professional experience in information technology and management science.

Change service requested



Invest in Yourself

The Executive MBA Program at Virginia Tech's Pamplin College of Business is tailored to business leaders interested in taking their careers to the next level.

- *Convenient Location: Arlington, Va. in the Virginia Tech Research Center*
- *Program Length: 18 months, alternate weekends. Friday 2 pm-9 pm|Saturday 8:30-5:30 pm*
- *Program Start: January and August*
- *Class Visits and Information Sessions are available*

For more information, call 571-858-3107, or visit our website at mba.vt.edu/emba