

FALL 2018

VIRGINIA  
TECH

# Business

MAGAZINE of the PAMPLIN COLLEGE of BUSINESS



**DELOITTE,  
MARRIOTT  
PARTNERSHIPS  
BUILD FUTURE  
LEADERS**

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PAMPLIN COLLEGE OF  
**BUSINESS**  
VIRGINIA TECH.

## VIRGINIA TECH BUSINESS

is published twice a year by:  
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### ABOUT

Virginia Tech's nationally ranked Pamplin College of Business offers undergraduate and graduate programs in accounting and information systems, business analytics, business information technology, finance, hospitality and tourism management, management, marketing, and real estate. Pamplin emphasizes data analytics and decision sciences, entrepreneurship that leads to innovation and innovative companies, programs that promote sustainable global prosperity, and an inclusive, collaborative community. It is named in honor of two alumni: the late Robert B. Pamplin, retired chairman of Georgia-Pacific, and businessman, author, and philanthropist Robert B. Pamplin Jr.

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## By the numbers: national rankings

No. 1

**MASTER OF INFORMATION TECHNOLOGY**  
(Information Technology Programs for Veterans)  
*U.S. News & World Report*

No. 2

**MASTER OF INFORMATION TECHNOLOGY**  
*U.S. News & World Report*

No. 3

**HOSPITALITY AND TOURISM MANAGEMENT**  
*QS Top Universities*

No. 4

**BUSINESS INFORMATION TECHNOLOGY**  
(Management Sciences and Quantitative Methods/Business Analytics)  
*College Factual*

No. 5

**REAL ESTATE**  
*College Factual*

No. 6

**MASTER OF INFORMATION TECHNOLOGY**  
(Cybersecurity) *Cyberdegrees.org*

No. 17

**MBA (EVENING)**  
*U.S. News & World Report*

No. 19

**HOSPITALITY AND TOURISM MANAGEMENT**  
*College Factual*

No. 20

**ACCOUNTING**  
*College Factual*

LOGAN WALLACE



## DEAN'S MESSAGE

► ROBERT SUMICHRAST

Pamplin students are more prepared than ever – look at the numbers, or just ask the students. We welcomed over 1,100 new undergraduates through 22 orientation sessions during the summer. Afterwards, 98 percent of survey respondents agreed that they were prepared for beginning their college careers in Pamplin; 97 percent enjoyed the orientation experience. Our entering freshmen are indeed well prepared for college, with an average high school GPA of 4.00 and an average SAT over 1,250. This group is also more representative of Virginia than ever before, with demographics more closely mirroring the state.

With a Pamplin degree, our graduates will also be well prepared for their careers and lives. Our students have many opportunities to meet with alumni and other business leaders. Chris Shean and Christina Todd, featured in this issue, are examples of active alumni willing to help students. We have organized a range

of programs for mentoring and experiential learning. Faculty members such as Tabitha James, Chris Zobel, and Juan Nicolau, all featured in this issue, provide a richer education through their contacts and research. All students can participate in PUMP (Pamplin Undergraduate Mentoring Program), where upperclassmen and some alumni work with freshmen on a regular basis. Dozens of student organizations help with team building and often provide contacts and experiences specific to students' future careers.

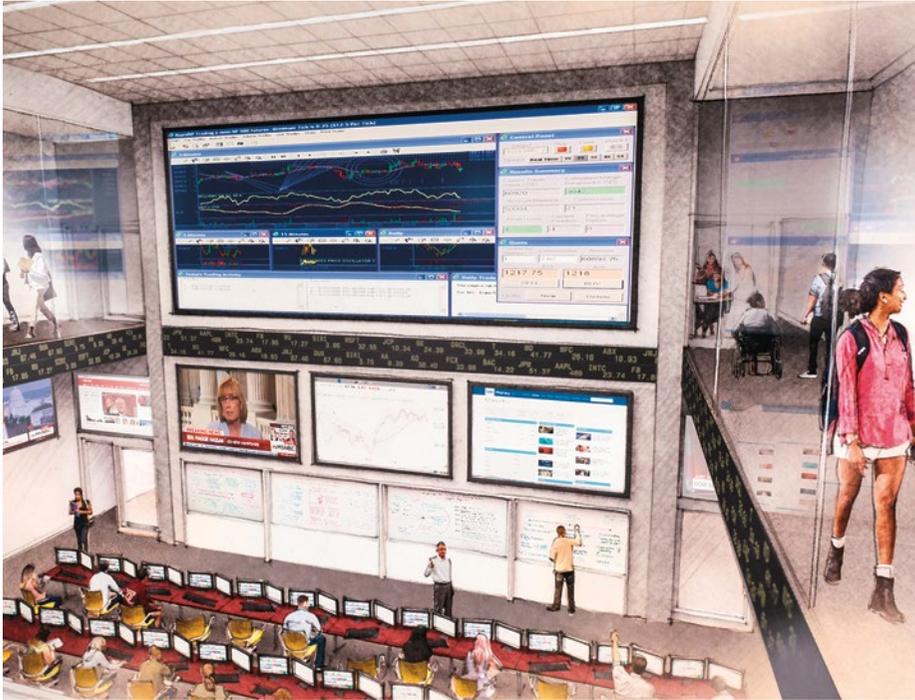
More alumni than ever are supporting Pamplin. Private philanthropy allows us to go beyond a quality classroom experience to give our students the Pamplin difference – the range of experiences for practical success. If you have donated, thank you. If you have not, please consider helping our students and programs with a donation now or during Giving Day, March 19-20, 2019. ■

ROBERT

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# Donations power plan

## Deloitte, Marriott gifts support GBAC



▶ A RENDERING of the trading and analytics lab.



▶ THIS RENDERING shows where the new hospitality and food operations teaching and research lab will be located within the proposed Global Business and Analytics Complex.

Fundraising for the construction of the proposed Global Business and Analytics Complex took two big steps forward recently, with major support from Virginia Tech alumni at Deloitte and the Deloitte Foundation through a \$3 million campaign and a \$2.1 million grant from The J. Willard and Alice S. Marriott Foundation.

The Global Business and Analytics Complex is expected to consist of two academic buildings and two residential buildings for living-learning communities — and to serve as the new home for the Pamplin College of Business. The \$250 million complex will also bring together students and faculty from the College of Science, the College of Engineering, and related analytics disciplines from across the university, creating a team-oriented learning environment.

### Deloitte campaign

The Deloitte campaign — spearheaded with contributions from alumni partners, principals, managing directors, and other Deloitte Hokies coupled with Deloitte Foundation matching gifts — will extend over the coming five years.

A state-of-the-art lab for teaching and research in trading and analytics will be named for the Deloitte Foundation, per university Board of Visitors approval, in recognition of the Deloitte alumni and foundation contributions.

Kevin Lane (ACCT '95, MACCT '00), a principal in the advisory practice of Deloitte & Touche LLP, helped lead the fundraising initiative.

“Virginia Tech represents a strategically important relationship for Deloitte, and our people are proud to support this initiative,” said Lane, who serves in leadership roles on the Pamplin Advisory Council.

“Analytics education is critically important in helping to develop future business leaders.”

Continued on page 20 ▶



HOLLY CROMER

# Partnerships build future leaders

Imagine getting behind-the-scenes insights on a corporate acquisition that creates the world's largest hotel company — from an experienced and articulate executive who helped make it happen.

Or working in student teams in a race to solve analytics problems — using real-world, anonymized data from one of the world's top advisory services firms.

Such things happen in the Pamplin College of Business. Learning first-hand about practical business issues and challenges and gaining experience in problem solving under imperfect conditions are two important benefits for students that result from Pamplin's collaborations with business.

Business schools and businesses have long cultivated connections with one another for mutual gain. At Pamplin, companies have contributed funds to endow scholarships and professorships. Beyond that, they have sponsored a variety of programs and events; offered leading practices, methodologies, and case studies for instructional use; supported the activities of their employees as campus guest speakers and advisory board members;

and prioritized the college in hiring.

The benefits include innovative, technology-focused learning experiences for students and faculty; updated curricula reflecting industry and societal needs; market-ready graduates with in-demand skills and knowledge like data analytics; and research that better contributes to the understanding and practice of business and management.

Kevin Lane (ACCT '95, MACCT '00), a principal at Deloitte & Touche LLP and a cabinet member of the Pamplin Advisory Council, says such relationships are appealing to his organization from a couple of perspectives.

"On a transactional level, people are the engine of our business, and the Pamplin College feeds us high-performing talent every year. Virginia Tech is a top strategic recruiting source for the Deloitte U.S. firms," Lane says.

"At a more strategic level, Deloitte has a vested interest in contributing to the development of future business leaders. Like Virginia Tech, we want to push the boundaries and help develop the most talented leaders of the future."

Pamplin maintains close ties with a number of companies. This cover story spotlights the

experiences and views of Deloitte Consulting LLP's Rob Torpey (BIT '02, COMM '02) and Marriott's Dave Roberts (not an alumnus, but a Hokie regardless).

## Investing in the future

When Rob Torpey comes to campus, he can't help but marvel at the wealth of opportunities and resources students get now that he didn't have as an undergraduate. To him, they are material evidence of the benefits of industry-university collaborations.

"There were not as many corporations holding events, making classroom visits, recruiting, and networking," says Torpey, a senior manager at Deloitte Consulting LLP, "and I envy the access and the resources students have today to help them understand how corporations and industries work, and make a more informed career decision."

What helped him in the job hunt, he says, was having a foundation in experiential learning (through the co-op program), an interdisciplinary education, and study abroad. "That all happened organically and with a bit of luck

“I envy the access and the resources students have today.” — Rob Torpey

▶ **LEFT:** A student visits the Marriott International booth at the CareerScope job fair in Blacksburg in September.

▶ **RIGHT:** Rob Torpey has been helping to guide Pamplin’s Center for Business Intelligence and Analytics.

rather than being a recommended focus to entering students, based on university strategy, like it is today.”

Such amenities as the living-learning communities and the labs and collaborative spaces of the New Classroom Building were not around in his student days.

“These are the types of environments Deloitte uses to collaborate with teams and clients every day. It is great to see how the infrastructure and support for students and faculty is evolving and more aligned with how industry is innovating,” he says.

“In my opinion, this demonstrates that industry/corporate influence such as Deloitte’s is having a tangible impact on the student and faculty experience. We at Deloitte are helping to move the needle on that.”

Building relationships with university leaders, faculty, and staff, he says, “allows us to stay closely connected to the needs of the university and students.”

Deloitte supports the university’s long-term strategy, based on transdisciplinary learning environments and areas of strength.

“Students one day should be able to choose their degree program paths in a custom fashion that breaks down college silos and aligns to industry and the mix of marketable skills needed to succeed beyond Virginia Tech,” Torpey says. “For example, if I want to be



COURTESY OF ADRIENNE SABLE

a data scientist, I will choose a grouping of classes from Pamplin, Science, Engineering, and so on.”

He adds: “We are proud of Deloitte’s long-standing relationship with Pamplin. Pamplin has our largest footprint at Virginia Tech, in terms of overall support, advisory board participation, faculty relationships, student programming, and financial support.”

Deloitte and its network of member firms employ more than 700 Virginia Tech graduates worldwide.

Deloitte, Torpey says, hopes to continue to invest in Pamplin to help shape the student experience, particularly in data analytics. “We are expanding our thought leadership on campus through innovative analytics-based programs and stronger relationships with analytics faculty.”

Torpey has been helping to guide Pamplin’s Center for Business Intelligence and Analytics, including serving on the search committee for the center’s new executive director.

He is “extremely proud” to be able to give back to Virginia Tech, especially by mentoring students and “giving them insight into what we do at Deloitte on a daily basis,” he says.

“There is an incredible passion for Virginia Tech and the Hokie Nation. No matter where I am in the world, when I see that logo, I know I am in good company.”

## Not an alum or a VT parent

A chance meeting years ago led to Dave Roberts’ first visit to Virginia Tech, and the Marriott International executive has kept coming back.

Continued on next page ▶

HOLLY CROPPER

◀ Continued from previous page

Roberts, a senior vice president who oversees revenue management, topline analytics, and sales systems for Marriott, returns to Blacksburg nearly every semester — as a guest speaker in classes taught by hospitality and tourism management professor Rick Perdue.

The two met at a conference more than a decade ago. “He was keenly interested in how we do things at Marriott,” Roberts recalls, “and I was interested in his teaching and research topics, so we had lots to talk about.”

Roberts says he was impressed then with the professor and Virginia Tech’s hospitality program, “especially their focus on industry engagement and industry relevance.” His regard has only grown since.

“The HTM program at Virginia Tech is outstanding. I say that with no bias, as I’m not an alum, nor am I a VT parent,” says the graduate of Cornell (bachelor’s and master’s in operations research) and Northwestern (MBA).

“One of the many things I admire about Pamplin students is their intellectual curiosity. Frequently, a topic I’m presenting will lead to questions about a wide range of related issues,” says Roberts, who also participates in research discussions with Ph.D. students during his visits.

Roberts has covered a wide range of discipline-specific topics as a speaker in Perdue’s classes, as well as larger strategic issues — including Marriott’s news-making acquisition of Starwood Hotels and Resorts in 2016. He was quite involved in the anti-trust work to get regulatory approval for the deal.



► **DISCUSSIONS WITH PAMPLIN STUDENTS** and faculty help him think differently about business issues and do his job better, says Marriott International Senior VP Dave Roberts.

Hearing directly from someone who worked on that deal was indeed “very exciting,” recalls Aly Littlejohn (HTM ’18). As new hires, however, she and Sean Saunders (HTM ’18) especially value Roberts’ discussion on revenue management.

It’s a topic that is “super important for all those studying hospitality to understand,” says Littlejohn. The recent graduate, who moved to San Francisco to start a job at Hilton, also appreciates being able to compare the two hotel companies’ approaches to revenue management.

Saunders, who had already accepted a position at Marriott when he attended Roberts’ talk, has found it very useful — especially how the company “handles the peaks and valleys of hotel occupancy and how it balances transient, group, and contracted rates.”

As a sales manager, he says, “we work closely with revenue to not only book business, but book the right business. As sales and revenue go, I use what I learned on that day, and in the course overall, daily.”

Revenue management is the most interesting field in the travel business, Roberts says. “There are so many different aspects to it, and it is important for students to hear about what people and departments actually do in the workplace and to get a sense of the different roles as they consider potential career paths.”

Department head Nancy Gard McGehee says Roberts exemplifies an outstanding partnership: Marriott executives make “numerous visits each year to our classes to guest lecture on cutting-edge business techniques and share behind-the-scenes insights on what it’s like to be part of the biggest player in the hospitality industry worldwide.”

Beyond their effects on students, the executives also influence faculty teaching. Roberts, has over the years, made him “a much better teacher,” Perdue says.

“His guest lectures always challenge me to think of ways to improve both the content and the assignments in my courses.”

Ties between Marriott and Pamplin’s Howard Feiertag Department of Hospitality and Tourism Management go back many years.

The company provides scholarships and internships and hires many of the department’s graduates in operations and corporate positions. Marriott executives have participated actively on the department’s advisory board, which currently includes the company’s global HR officer Ty Breland and accounts sales director Robert Hayes, both of whom are Virginia Tech alumni.

The Marriott Foundation this summer awarded a \$2.1 million grant to build a state-of-the-art hospitality teaching and research lab in the proposed Global Business and Analytics Complex.

► **ALY LITTLEJOHN** at the Diplomat Beach Resort, part of the Curio Collection by Hilton, where she had an internship last summer.



COURTESY OF ALY LITTLEJOHN

COURTESY OF ADRIENNE SABLE



► **ROB TORPEY** (far right) poses with participants at an analytics competition on campus sponsored by Deloitte.

The Marriott Foundation previously endowed a professorship in the department to help it translate hospitality research and best practices into classroom teaching and learning applications. Juan Luis Nicolau, an award-winning teacher and internationally renowned scholar whose research interests include individual choice behavior and firm market value, was named the Marriott Professor of Revenue Management in 2017.

Roberts, who serves on an advisory board of Cornell's hotel school, says Marriott certainly benefits from its bonds with academe. "I want Pamplin students to be thinking of Marriott as a great place to work, and I'm happy to say we've hired some outstanding graduates."

He himself finds ideas for his work resulting from the stimulating discussions with students and faculty. Those conversations "force me to think differently about various business topics we face and, I think, help me do my job better."

McGehee and her faculty "are always interested in learning our approach and discussing the future of hospitality and their role in it," Roberts says. "They are such an impressive team." ■

— Saakhan Ho

## Deloitte Case Race

Every semester, students in the Introduction to Business Analytics Modeling course get to meet Deloitte IT analysts and test their own analytics skills in a 20-minute, in-class exercise.

In the Deloitte Case Race, students must process fictitious data files in order to answer 10 analytics questions.

Students work together in groups to complete necessary Excel functions and VBA procedures and submit answers," says Michelle Seref, an associate collegiate professor of business information technology who has been organizing the challenge for several years with Deloitte's assistance.

The event, she says, provides a great learning experience in several ways.

"Students get to see data that's large and messy – data that has been inspired by real-world situations."

They are given prior files with similar data and some code functions, which

they must modify for the new data in order to answer the questions.

The need to modify similar work from prior files for the new situation is also very common in the workplace, Seref says.

As in real life, there is a time constraint, and students need to work quickly and effectively together in their groups to deliver answers.

"I learned that it is important to consider everyone's ideas," says Rehan Merchant, a senior in business information technology. Though some ideas may not be completely correct, they "could push you towards the correct solution," he says. "It shows what work is like in the real world."

Not least of all, the students get to meet Deloitte professionals who come in and talk about the analytics, coding, and teamwork skills needed to succeed as IT analysts and consultants. ■

► **DELOITTE REPRESENTATIVES** prepare students for the case race by explaining the analytics example and the consulting requirements.



MICHELLE SEREF

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# Business Horizons

**Business Horizons in September** attracted more than 150 companies and 700 company representatives, with record attendance of more than 2,900 students. Top employers of Pamplin graduates are: Deloitte, KPMG, EY, Accenture, PWC, Capital One, CGI, Marriott, Freddie Mac, and IBM. Pamplin's majors are routinely among the 12 majors most sought after by recruiters visiting campus.



DAVID HUNGATE



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## BASIS in NYC

**BASIS students visited 11 companies** in the financial services industry in New York City in September. The companies included Goldman Sachs, Bank of America Merrill Lynch, Citibank, and RBC Capital Markets. The program was initiated by finance professor George Morgan and arranged by BASIS student Patrick Marcinko. Christine Smith (FIN '16), of RBC Capital Markets, organized the reception.

BASIS (Bond And Securities Investing by Students) is a student-managed bond fund that invests \$5 million of the Virginia Tech endowment. It provides a learning experience for its members while generating competitive returns for the Virginia Tech Foundation.

▶ **LEFT:** Sophie DeWaal (FIN, MGT '13), of Bank of America Merrill Lynch (left), speaking with student Sanjana Pasupuleti

▶ **RIGHT:** Nick Cullen (FIN '91), Goldman Sachs, retired; Alex Woodward (ISE '18), Goldman Sachs; and BASIS student and co-CEO Katie Kullmann

▶ **FROM LEFT:** Sophie DeWaal, Tim Duffy (ACIS, FIN '14), of Kelso, and students Eric Zheng and Quillin Gaffey



GEORGE MORGAN



RACHEL BRYNER



## Fall Picnic

**Pamplin kicked off the school year** with the annual picnic for students, faculty, staff, and their families on the lawn of the Holtzman Alumni Center.



# Summer study abroad

## China

Students in a study-abroad program in China this summer found that it changed their perceptions of Chinese culture, business, and government and challenged their Western world views, among other things. The program combined lectures, workshops, and visits to businesses and universities with cultural and historic excursions. The group also gained insights from Virginia Tech alumni living and/or working in China.



► **BIRD'S NEST:** In Beijing, the students visited the National Stadium, built for the 2008 Summer Olympics. From left: Jack Speroni, Jamie Barlow, Jenna Nojaim, Philip Williams, Maddie Altobelli, Allison Desantis, Eileen Teng



COURTESY OF JENNIFER CLEVINGER

► **AT THE RUINS OF ST. PAUL'S IN MACAU,** Front row: Jamie Barlow, Allison Desantis, Jenna Nojaim, Maddie Altobelli, Eileen Teng. Back Row: Jack Speroni, Jennifer Clevenger, Philip Williams, Alex Smith (ECAS '14), the group's Chinese Language Institute guide

## Europe

The “Business and Culture in Europe” study-abroad program this summer took in many of the most popular cities on the continent. Students compared business and cultural practices and approaches among the countries visited – Austria, Czech Republic, Germany, and Italy – and with the U.S. They examined differences in pricing and products between Europe and home and discussed how their interaction with multiple nationalities affected their experience and the role of an American student abroad. The program was led by business information technology faculty members Lance Matheson and Jay Teets.



► **ABOVE:** A section of the Berlin wall in Potsdamer Platz – the wall is covered with chewing gum. From left: Mallory Walsh, Paige Kemsey, Leah Lilley

► **LEFT:** High in the German Alps – the group visited the Eagles Nest in Germany. From left: Kimberlee Grimes, Jaret Farrar, Leah Lilley, Bryce Yancey, Walker Smith



LANCE MATHESON

## Global Entrepreneur Challenge

Student teams from Chile and Germany won big at the finale of the 2018 Virginia Tech Global Entrepreneur Challenge in August. Chile's Universidad Adolfo Ibañez won the \$30,000 grand prize for its concept of a biomedical device for people with essential tremor and Parkinson's disease. Technical University of Darmstadt won the \$10,000 Information Technology Award, and Pontificia Universidad Católica de Chile won the \$5,000 People's Choice Award.

THOMAS WEEKS



▶ **THE TWO WINNING TEAMS** from Chile pose with their three checks. Derick Maggard, executive director of the Apex Center for Entrepreneurs, is third from left. On the far right is Lindsey Eversole, the center's global program manager.

## EMBA summer program

Amy Ankrum, president and CEO of Qualtrax, discusses the core values of her company during a meeting last summer with Executive MBA students from the Washington, D.C., area. Her company was one of several that the students visited during their program, which focused on innovation and entrepreneurship in Blacksburg and Roanoke.

"Having firsthand, in-depth contact with chief executive officers, chief financial officers, and chief technology officers of successful, innovative businesses was an invaluable experience for the students," said Dana K. Hansson, director of the Executive MBA program, based at Virginia Tech's National Capital Region campus.

ANNABELLE OMBAC



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# Chris Shean

## Motivated to support the cause

**C**hris Shean (ACCT '87) remembers when he became passionate about supporting the Pamplin College of Business.

"I always felt a need to give, but it was never in a very meaningful way," said Shean, of Castle Rock, Colorado, who serves as senior advisor at Liberty Media and is on the board of directors for Expedia, Liberty Expedia Holdings, and FTD.

A visit from one of the college's fundraisers a number of years ago changed all that. During their conversation, Shean learned that the dean was retiring, and Pamplin wanted to endow the Richard E. Sorensen Dean's Chair to recruit a top-flight dean to drive its future.

"That was the motivation I needed to jump in with a larger commitment. There is nothing like having a true cause to drive action," said Shean.

"Now, with Dean Sumichrast at the helm, Pamplin faces the greatest challenge in its history. The proposed Global Business and Analytics Complex is a complete revamping of not only facilities, but the very nature of a business-school education," Shean said.

"Modernization of our facilities from a mid-1950's building to a 21st century learning environment is also critical to our success as a top business college," he said.

"Technologically equipped, state-of-the-art, collaborative work spaces and learning labs are how employers, as well as other top business schools, have designed their new facilities. We have to build this. The complex keeps us competitive."

Shean and his wife, Lesley (ELED '88), have contributed \$1.1 million to support the effort, which leverages strengths of

► **SHEAN** addresses the Pamplin Advisory Council meeting in September 2017.

CHRISTINA FRANZISCH



► **Chris Shean** makes a point during the Pamplin Advisory Council meeting.

the Pamplin College of Business and other colleges and academic units. Faculty from multiple colleges will engage in collaborative projects for teaching and conducting research focused on the Data Analytics and Decision Sciences Destination Area — a node of expertise across the university.

While CFO at Liberty Media and Liberty Interactive, a position he held from 2011 to 2016, Shean oversaw accounting and treasury functions for a wide range of media and entertainment holdings, including Sirius XM Radio, QVC, and the Atlanta Braves Baseball Club.

“Having spent my entire career in the technology, communications, and entertainment industries, I am excited by this new approach. Creating this kind of an educational foundation for our graduates will be truly valued in the marketplace,” said Shean.

“I strongly believe this is something that all alumni and constituent partners should be eager to rally behind and encourage them to join me with their support,” he said.

Philanthropy is not the only way Shean gives back. He regularly returns to campus as a guest lecturer to share his knowledge and experience with Pamplin students.

He also offers them some advice: Understand that success is not instant; do not overestimate what you bring to the table early

in your career. Work hard, pay your dues, and earn the respect of others.

“While you may think that more experienced professionals are not as technologically savvy or as in tune with societal changes as you are, remember that you can learn from them,” Shean said. “They know how to deal with others in the workplace and understand what it takes to get things done efficiently.”

Shean also emphasizes the importance of engaging in conversation. “In today’s society of emails and texting, it is too easy to forget the importance of actually talking to one another, face-to-face,” said Shean, “but this remains an important skill if you want to be successful.”

Shean serves on the cabinet committee of the Pamplin Advisory Council and has served on the Department of Accounting and Information Systems advisory board. He has been instrumental in strengthening relationships with alumni by hosting events and connecting Pamplin officials with prominent alumni.

A native of Victoria, Virginia, Shean was attracted to Virginia Tech at an early age, attending Hokie football games while his uncle was an engineering student in the mid-1970s. Like many other freshmen, he had no clear picture of exactly what he wanted to study once he arrived in Blacksburg in the fall of 1983.

“My plan was to start taking some business classes and figure it out from there,” Shean said. “After a friend suggested that accounting was a solid field with good job opportunities, I signed up for a Principles of Accounting class. The logic behind accounting all made sense and clicked for me, and I started imagining a clearer career path.”

Shean’s career began right after graduation at KPMG in Norfolk. In 1995, he moved to the company’s Denver office to work on the audit of a major telecommunications client and made partner three years later. He joined Liberty Media in 2000.

“I credit the education I received at Pamplin with helping me land such a great job right out of college,” said Shean. “I graduated with both the skills and confidence I needed to be effective at the very start of my career. That great foundation — coupled with years of hard work and opportunity — have made me the professional I am today.” ■

— Barbara Micale

# Christina Todd

## Giving back to ensure student success

**W**hen asked how Pamplin contributed to her professional success, Christina Todd (FIN '09) did not hesitate. "At Pamplin I learned what I am passionate about, how to embrace change, that confidence that comes from within, what I liked — and did not like — about myself, and how strong and capable I could be," Todd said.

"Pamplin also did a great job rounding my business education to blend both the

qualitative and quantitative skills you need to be successful after graduation," she said.

A vice president and financial advisor at Cary Street Partners in Richmond, Virginia, since 2013, Todd has been in the financial services industry for more than eight years.

Because Todd wants current Pamplin students to have the best experience possible, just as she did, she is motivated to give back to the college as a mentor and advisor.

"I was fortunate to have professors, university program directors, and older students as mentors while at Pamplin. They were my trusted advisors and connectors and at times provided the constructive criticism I needed to keep myself on track," said Todd.

"While the challenges and opportunities students are facing now may be different than when I graduated, they need the same kind of support and experience to help

▶ CHRISTINA TODD receives one of Pamplin's Rising Alumni Awards in 2017.

CHRISTINA FRANUSICH

“Mentorship is powerful and incredibly useful in anyone’s career.”

CHRISTINA FRANUSICH

them accomplish their goals,” Todd said. “Mentorship is powerful and incredibly useful in anyone’s career and offers constructive guidance unlike that in any other professional relationship.”

“I think it is awesome that Pamplin’s Collegiate Women in Business can help students build relationships with alumni before graduation,” she said, “and I am very pleased to be able to serve as a resource, offer encouragement, and share experiences with the women in CWIB.”

Todd also serves as president of the Pamplin Recent Alumni Board, a diverse group of young professionals whose work is aimed at advancing the present and future community of Pamplin by contributing to the quality of its programs, providing a voice to recent alumni on relevant issues, and encouraging involvement from recent graduates in support of activities that benefit the Pamplin community.

“One of the things we hear most from recent alumni is that they would like to have the ability to donate in an easier and more seamless way,” said Todd. She is excited that the college will be adopting software from MobileCause to raise funds and engage with donors online in ways that would be convenient and productive.

“I’ve seen the MobileCause fundraising tool from the Office of Annual Giving and think that it might be a great step forward for Pamplin.”

In 2018, Todd received the Virginia Tech Outstanding Recent Alumnus Award, which recognizes leadership, community service, and occupational achievement. Recipients are chosen by each college, and Todd was selected by Pamplin Dean Robert Sumichrast. In 2017, she received one of the college’s Rising

Alumni Awards, created by the Pamplin Society to honor outstanding alumni.

Todd said she was drawn to Pamplin after looking at a number of colleges because she was impressed with Pamplin and how you received your major as a degree. “In the majority of other schools, I would have received a business degree with a concentration in finance. Having that distinction was important to me,” she said.

Her career goal to become a financial advisor was formed early on, after she saw the ramifications of bad financial advice for her family.

“My family put not only their trust but their financial future in the hands of a financial representative that did not provide the educated, personalized investment advice that my family needed,” Todd said, “From a young age, I made the decision to educate myself in finance so that I could always strive to help others best achieve their personal financial goals.”

Todd’s first position after graduating in 2009 was assistant vice president at BB&T Scott and Stringfellow in Richmond. Four years later she joined Morgan Stanley as a financial advisor, remaining there until she joined Cary Street Partners.

Todd is also active in her community and has supported Virginia Commonwealth University’s Massey Cancer Center for the past seven years. She has volunteered on the young professionals board, Massey Alliance, to organize runners for the Monument Ave 10K race and has helped organize Women and Wellness, an annual event to help fund women’s cancer research.

She was also one of the first active members for her local Lean In Circle. “This is a fantastic support system for women of all



► PAMPLIN’S COLLEGIATE WOMEN IN BUSINESS can help students build relationships with alumni, says Christina Todd, who serves as a mentor to its members.

ages, backgrounds, and life experiences,” said Todd. “It has provided me with a tremendous amount of information and resources to grow both personally and professionally.”

With what leisure time her busy schedule allows, she enjoys traveling, reading, and equestrian sports. And she remains an avid Hokie fan. ■

— Barbara Micale

# Disaster aid

## Using analytics to improve supply placement

**W**hen disaster strikes, having relief supplies in the right place to be deployed swiftly is critical.

Humanitarian relief agencies often position such supplies in advance to help ensure ready availability but lack a good way to gauge the effectiveness of such preparations.

It's difficult to know what quantities of supplies will be needed and where they should be placed to be most effective, particularly given the uncertainty about where and when a disaster may occur, said Chris Zobel, professor of business information technology.

In a recent research project, Zobel used analytics to develop a new approach to help the Red Cross address the challenges of more effectively pre-positioning resources that are needed to help open emergency shelters.

Zobel and co-researcher Andy Arnette, who received a Ph.D. from Virginia Tech and now teaches at the University of Wyoming, worked with the Red Cross in Wyoming and Colorado to build a model for allocating assets to prepare for multiple possible disasters in a region.

Effectively managing supply chains in humanitarian aid and disaster relief can be extremely complex due to demand uncertainty, shifting needs and priorities, and non-traditional objectives, Zobel noted.

"Our project with the Red Cross is based on the organization's data and its actual operations, resulting in a model that has practical applications and real potential to assist disaster response efforts for other relief organizations also," he said.

The computer model Zobel and Arnette created incorporates a risk-based formula that uses the likelihood of

different hazards and the exposure and vulnerability of the population to determine the extent to which a given resource allocation can reduce disaster risk.

"Our approach helps ensure that such allocations will be made equitably, based on addressing risk – not just demand," Zobel said. "In particular, if two populations have the same hazard likelihood and level of exposure, the more vulnerable population will be assigned more

resources to offset its increased risk."

Their approach, he said, also allows agencies to quantify the value of mobile assets in offsetting risk in adjacent locations, giving them important flexibility: "lower-risk areas can have their needs covered by adjacent assets and more direct relief can be provided to the more vulnerable and higher-risk locations." ■

— Soakhan Ho

"Our project...has practical applications and real potential to assist disaster response efforts."



▶ CHRIS ZOBEL

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# Tapping motivations to understand fitness technology use

## Exercisers need customized apps and devices

**F**itness trackers are adorning many a wrist, as consumers seek technological assistance with exercise, diet, and other health goals. But do such devices and their apps really help?

Virginia Tech researcher Tabitha James has found that they can contribute to well-being, depending on how they are used, and that how they are used depends on the person's motivation toward exercise.

This means that not all people may benefit from using fitness technologies in the same way, says James, an associate professor of business information technology, who co-authored a recent study exploring exercise motivations and the use of wearable fitness technologies and their apps.

"Wearable devices and apps offering various features to support exercisers have flooded the marketplace, but little is known about how individuals use them and how that use may contribute to well-being outcomes," James says.

"We need a better understanding of how individuals' exercise motivations influence their use of fitness technology features and how such features influence wellness outcomes."

Scholars have categorized motivation as intrinsic or extrinsic, based on whether it is

internally or externally derived. "Intrinsic motivation is when you exercise because you enjoy it. Extrinsic motivation is when you exercise because you are responding to external pressure."

As an example of the latter, James says she likes to use an image of a cyclist being chased by a bear, with the caption, "sometimes you find motivation, sometimes motivation finds you."

In addition to the intrinsically motivated, James' study examined four subtypes of extrinsically motivated exercisers (based on the degree to which their motivation is internalized), and a sixth type — those with no exercise motivation at all.

Her study also examined three groups of fitness technology features: data management, exercise control, and social interaction. These features allow users to track and analyze performance data, manage goals, search for information, obtain reminders and rewards, get coaching, and integrate social sharing, comparison, encouragement, and competition.

"Our study showed that people with different motivations toward exercise used different features of fitness technologies," James says.

The key take-away, she says, is that users should customize their use of the devices and apps to suit their personal characteristics rather than just use them out-of-the-box. ■

— Soakhan Ho



NATALEE WATERS

▶ TABITHA JAMES

## Technology use and us

For Tabitha James, the psychological effects of technology use, how it changes human actions and interactions, offer fascinating possibilities for enquiry.

"Technology facilitates an increasing amount of our communication and socialization with others. We also increasingly rely on technology to support many of our other daily activities, such as shopping, entertainment, and exercise.

"Relying on technology in so much of our activity is bound to have a cascading impact on other aspects of our lives. For example, if we can order our groceries through an app, we lose the steps we would have taken walking around the grocery store and the chance social encounters with neighbors we might have had." ■

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[WWW.MAGAZINE.PAMPLIN.VT.EDU](http://WWW.MAGAZINE.PAMPLIN.VT.EDU)

Juan Luis Nicolau

# Understanding the power of choice

“Not in my wildest dreams would I have seen myself five years ago here in the U.S., teaching and conducting research in one of the world’s leading universities,” says hospitality and tourism management professor Juan Luis Nicolau.

He still marvels at the wonder of his and his family’s move to America and his job at a nationally and internationally ranked hospitality department.

Nicolau is from Muro de Alcoy, Spain, a small town surrounded by mountains about a four-hour drive south-east of Madrid. He didn’t stray far for college or his career, heading to the University of Alicante on the coast for a bachelor’s degree and then a Ph.D. in economics and business and staying on to teach.

He built a distinguished career there, becoming the youngest person in Spain to be appointed a full professor of marketing and receiving numerous honors for both teaching and research, including being considered among 25 of the world’s preeminent tourism researchers.

He was in his third year as dean of the College of Economics and Business when Virginia Tech beckoned, and Nicolau, who had done stints as a visiting scholar in the U.S., viewed the move as both an “appealing challenge” and a great opportunity for a new experience, personally and professionally.

He moved to Blacksburg in 2017 with his wife and three-year-old son to take up a new post as the Marriott Professor of Revenue Management in the Howard Feiertag Department of Hospitality and Tourism Management.

As a researcher, Nicolau has focused on the decision-making processes behind both individual choices and firm market value.

Some of his recent studies have examined pricing factors of rental accommodations on Airbnb, the effects of distance and first-time visitation on tourists’ length of stay, the effects of online hotel ratings, and the business effects of sports wins.

One thing he has learned is that “while people try to be rational when making their decisions, irrationality still plays a relevant role.”

Nicolau says, for example, that tourists would not, in principle, abandon their favorite hotel brand to stay at another hotel that offers the same services for only a few dollars less. His research has found, however, that if the latter offers free breakfast — even if the saving remains marginal — people are more willing to ditch their favorite brand.

Nicolau calls this the “free-breakfast effect”: “consumers might condition their choice of a hotel brand in a totally unconscious way, which might lead them to make irrational decisions.”

For consumers, he says, knowing that irrationality can affect decision-making might help people do a more accurate analysis of what leads them to a certain choice.

From a business perspective, the same knowledge might help it structure marketing offers to its advantage.

Tourism pricing has been examined in many scholarly studies, Nicolau says, but “some results show that price effects are not always as apparent as believed, and there are intricate relationships worth further exploration.”

In another example, Nicolau notes that the psychological phenomenon of “loss aversion” has been shown to play a big role in consumer decision making: in a nutshell, people prefer not losing \$10 to gaining \$10; their satisfaction from the former is greater than the latter.

His own work has shown that, in tourism decisions, this phenomenon only partly applies. When the actual price is higher than expected, consumers do tend to opt for a cheaper alternative to avoid loss.

But when the price is lower than expected, “a large proportion of tourists choose another, more expensive alternative whose price approaches their expected price,” Nicolau says. “It seems that once people determine their budget for vacations, they seem to want to use it up for that purpose.”

Nicolau has shone in yet another passion, classical guitar. His string of national and international accolades as a performer and composer includes the Gold Medal for composition at the 2015 Global Music Awards for “In the Mariola Mountains,” a concerto for guitar and orchestra, inspired by the mountains around Muro de Alcoy.

At the concerto’s U.S. premiere on September 29, 2018, in Roanoke, Virginia, Nicolau performed with the Roanoke Symphony Orchestra.

“The feeling you sense when playing in a concert is unique, as you are communicating through music; and when the composition comes from your own creativity and inspiration, this feeling is, simply put, ineffable.”

Nicolau started learning classical guitar at the age of 10. In the beginning, it was just for fun, he recalls, but by the time he entered his teens, he was playing 16 hours a day during the summers and becoming “very disciplined and systematic” about rehearsing and practicing.

As a student pursuing separate degrees in music and business, he parceled his time carefully, spending mornings at the Conservatory of Music of Alicante and evenings on his business studies.

A portrait of Juan Luis Nicolau, a middle-aged man with short brown hair, wearing blue-rimmed glasses, a blue and white striped button-down shirt, and a dark blue blazer. He is smiling slightly and looking directly at the camera. The background is a light-colored wall with faint, abstract orange and blue patterns.

His many public performances include one with the Alicante Symphony Orchestra, when he was a student, of Rodrigo's Concierto de Aranjuez. Backstage, someone remarked that "business and music do not have much in common" upon learning that the evening's young guitar soloist was a business major.

For Nicolau, however, music and academics are definitely interconnected. The creativity that is given free rein in music "leads one to explore, consciously or unconsciously, other dimensions in other facets in life," he says.

In teaching, being creative helps one make an impact on students, he notes. And, in research, "the art dimension helps one look at things from different angles and prisms."

The chance to experience the world from a different direction was certainly one reason Nicolau chose to join Virginia Tech. That he has been here for over a year now still amazes him.

"Sometimes I still have to stop and think to truly realize that we have moved to a different continent, and that I am working in one of the world's top universities in my field." ■

— Soakhan Ho

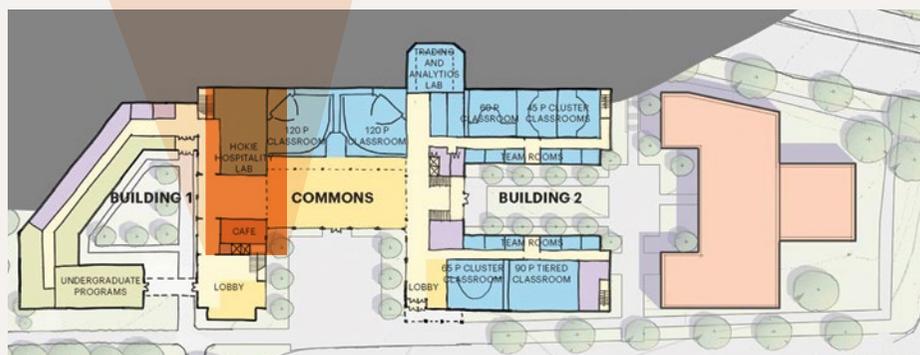
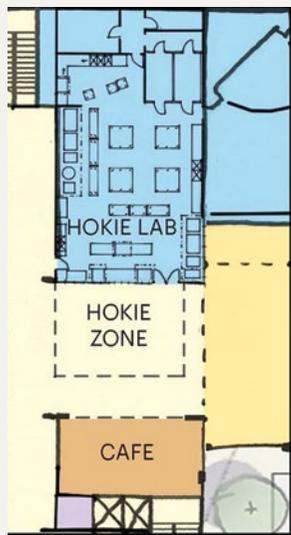
▶ JUAN LUIS NICOLAU  
PHOTO COURTESY OF JUAN LUIS NICOLAU

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“Demand for our graduates exceeds supply.”

— Nancy Gard McGehee

▶ FLOOR PLAN DETAILS of the proposed Global Business and Analytics Complex.



◀ Continued from page 3

“We are deeply appreciative of the loyal support and generosity of our Hokies at Deloitte and the Deloitte Foundation,” said Pamplin Dean Robert Sumichrast. “We’re building for a better business education, and their support for the Global Business and Analytics Complex will provide an enriched learning environment that will help ensure that students receive a top-notch, transformative education.”

Sally C. Morton, dean of the College of Science, said the support from Deloitte alumni will help solidify Virginia Tech’s leadership position in using data to make better decisions, a university-wide effort.

“Virginia Tech’s vision is to bring together a variety of disciplines from business, engineering, and science, among others, to shape graduates who will contribute to the state’s economic vitality,” said Morton. “Our transdisciplinary approach teaches both the data analytics skills graduates need and the critical thinking ability that employers want.”

## Marriott Foundation grant

The Marriott Foundation grant, to be paid over five years, will be used to build the HOKIE Lab, a state-of-the-art hospitality food operations teaching and research lab for Pamplin’s nationally and internationally ranked Howard Feiertag Department of Hospitality and Tourism Management.

The HOKIE Lab will be located in what will be the high-traffic, high-visibility commons area of the first academic building. HOKIE stands for Hospitality Operations

Kitchen and Interactive Experience.

Once construction is complete, this facility will be formally named the Marriott Foundation Hokie Lab. “In addition to being a teaching facility, the HOKIE lab will also be used for faculty research on high-tech activities like eye-tracking technology of menus and special event logistics,” said department head Nancy Gard McGehee.

“This grant supports the Marriott Foundation’s goals of fostering educational achievement, expanding opportunities for youth, and developing the next generation of hospitality leaders,” said Anne Gunsteens, executive director of The J. Willard and Alice S. Marriott Foundation.

“We are deeply appreciative of the generosity of the Marriott Foundation,” said Pamplin Dean Robert Sumichrast. “This grant will open up numerous opportunities for our hospitality and tourism management students and faculty and help ensure that future generations receive a high-caliber, life-changing education.”

“The HOKIE Lab and its programming will help us attract and retain highly sought-after hospitality students from diverse backgrounds, including women, persons of color, and first-generation college students,” McGehee said. “The hospitality and tourism industry has a long tradition of leading the way in employment of diverse populations; we want to provide a pipeline of these talented graduates for our industry partners.”

Virginia Tech’s hospitality and tourism management program is ranked No. 3 in the United States and No. 10 in the world by QS World University Rankings for 2018. It has a 94 percent placement rate for its graduates, one of the highest placement rates on campus. The program serves 250 hospitality and tourism majors and more than 4,400 Pamplin undergraduates.

“Demand for our graduates exceeds supply. A business degree coupled with hospitality and tourism specific skill development is an unbeatable combination,” McGehee said. ■

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▶ ELIZABETH MITCHELL

OLIVER MEREDITH

## Funds raised

The Pamplin College of Business raised \$13.9 million in new gifts and commitments during fiscal year 2018. “This was more than double FY 17 and an all-time record for Pamplin,” said Elizabeth Mitchell, Pamplin’s assistant dean of advancement. (The university’s grand total for new gifts and commitments during FY 18 was \$153 million, exceeding the \$135 million goal.)

Total cash received at Pamplin was \$10.1 million, compared to \$11.7 million, a 12 percent decrease over FY 17, which reflected a significant realized bequest. The overall number of donors to Pamplin in FY 18 increased by 29 percent, Mitchell said. (Pledge payments are not included in the new gifts and commitment numbers.)

Pamplin continues to lead the colleges in philanthropic participation of its undergraduate alumni, achieving 16 percent, an increase over the previous year’s 15.4 percent.

## Global Business and Analytics Complex

Frank W. “Butch” Webber Jr. (BAD ’63), and his wife Ludi, of Midlothian, Virginia, have contributed \$500,000 in support of the proposed complex. Webber is the retired president of Chesterfield Auto Parts in the Richmond area. In fall 2017, he and his son Troy shared their family business success story with students and faculty as speakers in the entrepreneur lecture series of the Apex Center for Entrepreneurs.



▶ LUDI AND BUTCH WEBBER



▶ SHIRLEY EDWARDS

CHRISTINA FRANUSICH



▶ JIM HATCH

LOGAN WALLACE

## Giving Day

Thousands of donors rallied to support the university on its first-ever Giving Day, last March 20-21.

The 24-hour, noon-to-noon, online fundraising challenge resulted in more than 500 new donors to Pamplin and more than 3,000 new donors to the university.

A special challenge by Shirley Edwards and Jim Hatch helped secure more than 500 donors and raise \$113,000 for Pamplin, Mitchell said.

Virginia Tech overall received 5,283 gifts, both online and through other avenues, for a total of \$1.62 million during Giving Day. Participants made gifts ranging from \$5 to \$100,000, supporting 335 different areas of the university.

The event was a milestone for the university, kicking off a new annual giving tradition.

Giving Day 2019 is planned for March 19, beginning at noon and ending at noon on March 20. Save the date!

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# Honors & Awards

## NATIONAL

### Telly Award

**PRISM** (Pamplin Re-Inventing Social Media) was honored at the 39th annual Telly Awards for video projects within the Pamplin College of Business. The student-run ad agency won an inaugural Gold Telly Award for its 2017 PRISM Reel and a Bronze Telly Award for its 2017 Pamplin graduation video.

## UNIVERSITY HONORS



### Distinguished Achievement Award

**LYNNE DOUGHTIE** (ACCT '85) was honored with the Distinguished Achievement Award and served as the keynote speaker for the University Commencement Ceremony in May. As the first female top executive at KPMG LLP, she is regularly named one of Fortune Magazine's Most Powerful Women in Business. She also received the college's Distinguished Alumnus Award in 2007.



### Distinguished Service Award

**JIM HATCH** (MACCT '72) was honored for his distinguished service during the University Commencement Ceremony in May. Hatch, who received Pamplin's Distinguished Alumnus Award in 2010, served two terms on the Virginia Tech Foundation Board of Directors.



### Faculty Outstanding Mentor Award

**CLIFF RAGSDALE**, the Bank of America Professor of Business Information Technology, received the Faculty Outstanding Mentor Award for the Pamplin College of Business. As the director of graduate programs and the academic director of the Pamplin Center for Business Intelligence and Analytics, he has been a member or chair of more than 30 graduate committees.



### Alumni Award for Excellence in International Education

**DAVID BRINBERG**, a marketing professor, was honored for his work serving students who study abroad. His programs now draw 40 percent of Pamplin students who study abroad. He has received the Award for Excellence in International Programs, which is sponsored by the Virginia Tech Alumni Association, three times since 2009.



### Emeritus Honor

**TERRY COBB**, associate professor of management, was named an associate professor emeritus. He started with the university in 1978 and has made significant research contributions through his work in organizational behavior focusing on organizational politics, organizational justice, and behavioral ethics.

## COLLEGE HONORS



### Diversity Excellence Award

**DEBRA SALBADOR**, associate professor of accounting and Information Systems, received the Diversity Excellence Award. Salbador chairs the Multicultural Diversity Committee, is an InclusiveVT representative, and is SafeZone certified. She has been an advisor for the Virginia Tech student chapter of the National Association of Black Accountants and has chaired the Pamplin Multicultural Diversity Council for three years.



### Curling Fellow

**MICHAEL WOLFE**, assistant professor, was named the Curling Faculty Fellow of Accounting and Information Systems for outstanding scholarship in accounting. His research examines the impact of regulatory change, ethics, and emerging influences such as crowdsourcing on decision making. The fellowship was established in 2008 through a gift from Doug C. Curling (ACCT '76, MACCT '77) to honor his father and uncle.



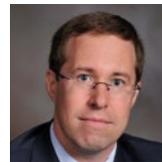
### Deloitte Fellow

**SARAH STEIN**, assistant professor, was named the Deloitte Foundation Faculty Fellow of Accounting and Information Systems for having work that shows remarkable promise. She joined the department in 2013. Her research examines audit quality and efficiency. The endowment was created by the Deloitte community.



### Harrell Fellow

**LING LEI LISIC**, associate professor, was named the L. Mahlon Harrell Junior Faculty Fellow for teaching and research excellence. She joined the accounting and information systems department in 2017. The L. Mahlon Harrell Junior Faculty Fellowship in Accounting and Information Systems was established to honor Harrell, an accounting faculty member from 1931 to 1971.



### McVay and Rosenberg Fellow

**FRANK MAY**, assistant professor of marketing, was named the Mary F. McVay and Theodore R. Rosenberg Junior Faculty Fellow for teaching and research excellence. He joined the department in 2014. His research focuses on how factors pertaining to time influence self-control decisions. Mary F. McVay (ACCT '78, MBA '81) and Theodore R. Rosenberg established the fellowship in 2004.



### Wells and Dargo Professor

**SUDIP BHATTACHARJEE** was named the Thomas M. Wells and Kathy Dargo Professor in Accounting and Information Systems for teaching and research excellence. He joined the department in 2001. The Thomas M. Wells and Kathy Dargo Center was established by Kathy Dargo to honor her late husband Thomas M. Wells (ACCT '73).



**Rising Alumni Award**

**LAUREN BEGLEY** (MGT '09) serves as cyber risk services manager at Deloitte & Touche LLP. She has served Pamplin on the Recent Alumni Board, the Master of Information Technology Advisory Board, Collegiate Women In Business and mentored Pamplin students.



**Rising Alumni Award**

**CHRISTINE DAMICO** (FIN '10) is director of human capital at OLIO Financial and Adjunct Professor in the Pamplin College of Business. In August 2017, she relocated to Blacksburg to teach in the Pamplin College of Business.



**Rising Alumni Award**

**DANIELLE FAZIO** (MACIS '10) serves as an Ernst & Young financial services assurance manager. She is a member of the Recent Alumni Board, Collegiate Women in Business (CWIB), and was a panelist for the fourth annual CWIB power panel, "Limitless."



**Mentoring Award**

**PHIL MOORE** (ACIS '00, MACIS '01) serves as partner and IT assurance practice leader at Kearney & Company. He serves on the Pamplin Accounting Information Systems board and is chair of the Pamplin Business Information Technology Advisory board.



**Mentoring Award**

**RICK PARSONS** taught in Pamplin's Hospitality and Tourism Management (HTM) program for seven years after retiring from a 30-year career with Marriott International. He and his wife, Linda, endowed a scholarship for the HTM Department.



**Ut Prosim Award**

**JEREMY DAVIS** (MGT '09) serves as an assistant vice president for Moody's corporate social responsibility. He is vice president of Manhattan Hokies and recently joined the 1872 Society board of Virginia Tech.



**The Corporate Ambassador Award**

**ACCENTURE FEDERAL SERVICES** has recruited at Virginia Tech for three years and hired 106 students, half from Pamplin. The company offers summer internships and is a sponsor of the Global Entrepreneur Challenge at Virginia Tech.

## ON THE MOVE



**IDRIS ADJERID** joined the faculty as an associate professor of business information technology. His research interests are privacy and security, health information technology and health information exchanges, and healthcare analytics.



**KIRAN AWATE** joined the faculty as an assistant professor of management. His research interests lie at the intersection of organizational learning and innovation.



**ROGER EDELEN** joined the faculty as an associate professor of finance, insurance, and business law. His research interest is institutional investing, where he has made both empirical and theoretical contributions.



**PANKAJ KUMAR** joined the faculty as an assistant professor of management. His research interests lie at the intersection of strategy and organization theory, with a focus on innovation, interfirm relationships, strategic alliances, and geography.



**MICHELLE LOWRY** joined the faculty as an assistant professor of accounting and information systems. Her research interests are in corporate governance, governance structures, monitoring, minority shareholder expropriation, and financial disclosure.



**PAUL BENJAMIN LOWRY** joined the faculty as the Suzanne Parker Thornhill Professor in Business Information Technology. Lowry is recognized as the world's foremost information systems scholar for publishing in the top six information systems journals. His research explores: organizational and behavioral security and privacy; human-computer interaction, social media, gamification, and online deviance; e-commerce, decision science, and supply chains; and scientometrics.



**VITALI MINDEL** joined the faculty as an assistant professor of business information technology. His research examines decentralized online information systems and the role of technology in improving both clinical and administrative healthcare operations.



**MAXIMILIAN STALLKAMP** joined the faculty as an assistant professor of management. His research focuses on how firms initiate, expand, and organize their international activities, particularly foreign direct investment in developed and emerging markets.



**FLORIAN ZACH** joined the faculty as an assistant professor of hospitality and tourism management. His research interest is in innovation, specifically in the development of tourism destinations.



**CHRIS BARTLETT** was appointed associate director of development and will focus on major-gift fundraising to support Pamplin's strategic priorities. He joined Virginia Tech in 2013 and served as assistant director of development for Moss Arts Center.



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