

SPRING 2016

VIRGINIA TECH Business

MAGAZINE of the PAMPLIN COLLEGE of BUSINESS



ALUMNI ENGAGEMENT

A strong network of Alumni are the building blocks of a vibrant and successful community at Pamplin.



VIRGINIA TECH BUSINESS

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Pamplin College of Business, Virginia Tech
1030 Pamplin Hall (0209)
880 West Campus Drive
Blacksburg, VA 24061
540-231-6601
www.pamplin.vt.edu

Address changes: jtoberoi@vt.edu

Editorial inquiries and story suggestions:
sookhan@vt.edu

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

DEAN Robert T. Sumichrast

EDITOR Sookhan Ho

DESIGN Uncork-it Inc.

PHOTOGRAPHERS Michael Kiernan, Christina O'Connor, Jim Stroup, Marra Sherrier, Logan Wallace

ALUMNI INFORMATION

Gina French, Michelle Wooddell

DISTRIBUTION MANAGERS

Jason Oberoi, Kimberly Ridpath

FEATURE WRITERS Sookhan Ho, Barbara Micale, Z. Kelly Queijo

COVER

From left, *Top Row*: Ted Hanson, Brian Callaghan, Win Sheridan, Jeff Veatch (group), Bridget Ryan Berman, Jerome Fowlkes, John Kinzer, Lauren Prociv; *Center Row*: Lynn Anderson, Jim Hatch, David Lowe, Yusuf Abugideiri; *Bottom Row*: Lisa Ellison, Scott Wells, Randy Lucas, Tracy Castle-Newman, Kurt Zuch, David Calhoun

ABOUT

Virginia Tech's nationally ranked Pamplin College of Business offers undergraduate and graduate programs in accounting and information systems, business information technology, economics, finance, hospitality and tourism management, management, and marketing. Pamplin emphasizes technology and analysis that improve business, entrepreneurship that leads to innovation and innovative companies, international opportunities for learning and research, 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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Highly ranked

Virginia Tech's online master of information technology degree program once again earned a No. 2 ranking in U.S. News & World Report's 2016 Top Online Education rankings.

The program — a partnership between Pamplin and the College of Engineering — has maintained a No. 2 ranking for three years in a row, behind the University of Southern California.

"The success of the master of information technology program reflects our commitment to high-quality innovative teaching and our expertise in business intelligence and analytics," said Pamplin dean Robert Sumichrast. He added that the program has also seen increased demand and enrollments.



Virginia Tech was ranked No. 7 nationally for accounting information systems research in the 2015 Accounting Research Rankings compiled by Brigham Young University's School of Accountancy.

This ranking was based on peer-reviewed articles published in 12 accounting journals during the last six years.

The part-time MBA program in metro Washington, D.C., known as the Evening MBA, is again ranked No. 16 in the nation in U.S. News & World Report's America's Best Graduate Schools 2017 survey.

"We continue to be the top-ranked school in Virginia for part-time MBA programs," said Pamplin dean Robert Sumichrast.

Look who's talking



Hoda Kotb



Nicole Gelinas



Kevin Jones



Shin Fujiyama

Virginia Tech communications alumna and Today Show co-host **HODA KOTB** drew about 400 people for a fireside chat and book signing hosted by Pamplin and the College of Liberal Arts and Human Sciences, in partnership with Capital One and book sponsor Merrifield Garden Center, in McLean, Virginia in January.

Former HealthSouth executive **AARON BEAM** discussed corporate fraud in the Del Alamo/Hogan Symposium on Business Ethics. Beam, whose talk was titled "Fraud, Lies, and Hermes Ties," is a founder and former chief financial officer of HealthSouth Corporation, which was involved in an accounting scandal in 2003.

NICOLE GELINAS, the Searle Freedom Trust Fellow and a contributing editor at the

Manhattan Institute, gave the BB&T Distinguished Lecture, "Has free-market capitalism failed us?" The talk is part of Pamplin's BB&T Distinguished Lecture Series on Capitalism.

The college and its Business Diversity Center co-sponsored a campus showing of "Forgotten Four: The Integration of Pro Football" and a panel discussion by film producer **WESLEY SMITH** and former Virginia Tech and pro football player **KEVIN JONES** and his wife **ROBYN JONES**.

SHIN FUJIYAMA, co-founder of Students Helping Honduras, discussed starting the nonprofit with his sister as a new college graduate, after several years as a community volunteer in Honduras, during a talk sponsored by the college and VT Engage.

SEE MORE AT: www.magazine.pamplin.vt.edu

SHELBY LUM



DEAN'S MESSAGE

You can't have a high-quality business school without a lot of help from alumni. Pamplin has more than 40,000 alumni spread across the globe, and we are engaging more of them than ever.

I rely on alumni for suggestions ranging from the degrees we should offer to the way we can promote the college to employers and potential students. Some alumni are engaged through formal organizations, such as the Pamplin Advisory Council or advisory boards for our departments and centers. PAC's alumni engagement committee, for example, is helping to identify additional avenues to connect with Pamplin alumni for meaningful engagement by working with peer schools to identify best practices.

Other alumni help as student mentors or by recruiting our graduates. Still more engage with the college through events such as the gala we had in December to commemorate the organization of our college 50 years ago. That gala was attended by more than 500 people, making it the largest Pamplin event other than commencement. It is one example of the many opportunities, large and small, for alumni to gather, exchange ideas, and celebrate membership in the Hokie Nation.

This issue includes coverage of some of our events for alumni, students, and faculty and staff. It also includes information about the success we are having as we align our curriculum to our strategic plan, with new graduate degree options in analytics and hospitality and tourism management as well as a groundbreaking executive Ph.D. program. All these events and changes were influenced by the alumni who support Pamplin.

ROBERT

busdean@vt.edu

Follow me on Twitter @Sumichrast

New degree offerings

The college has launched three new graduate programs: a Ph.D. in business with a concentration in executive business research; a master of science in business administration with a concentration in business analytics; and an M.D./MBA, in collaboration with the Virginia Tech Carilion School of Medicine. It also launched a newly designed graduate program in the metro Washington, D.C., area: the master of science in business administration, with a concentration in hospitality and tourism management.

LOGAN WALLACE



Ph.D., Business, executive business research

The three-year, part-time program, to begin in fall 2016, "is tailored for high-ability professionals seeking the advanced knowledge and skills needed to conduct research on emerging business issues," said program director and marketing professor Dipankar Chakravarti (above).

JIM STROUP



M.S., Business Administration, business analytics

Created to meet the growing need for expertise in big data, this one-year program will start second summer session, 2016.

The program is designed to give students the necessary business knowledge, technical expertise, and professional skills to be effective business analytics practitioners.



M.S. Business Administration, hospitality and tourism management

Moved to the Virginia Tech Northern Virginia Center in Falls Church last fall, this program is designed to help students advance their professional career in hospitality and tourism management.



M.D./MBA

This program allows students pursuing a doctorate in medicine to earn a master of business administration at the same time. The first students are expected to enroll in fall 2016.



CHRISTINA O'CONNOR

Lynn Anderson (FIN '07), co-chair,
Recent Alumni Board



CHRISTINA O'CONNOR

Jim Hatch (MACCT '72), president,
Pamplin Advisory Council

PAMPLIN ALUMNI: FOUNDATION OF SUCCESS

In a phone call and subsequent email to Pamplin dean Robert Sumichrast, Wayne Robinson (FIN '80) shared some ideas on how the college could strengthen its commitment to inclusion and diversity.

Robinson, who is the senior pastor of New Millennium Christian Center in Greensboro, North Carolina, triad area director of the Fellowship of Christian Athletes, and member of the Virginia Tech Board of Visitors, passed along contact information for some people he knew, including a Virginia Tech alumna whom he thought could be

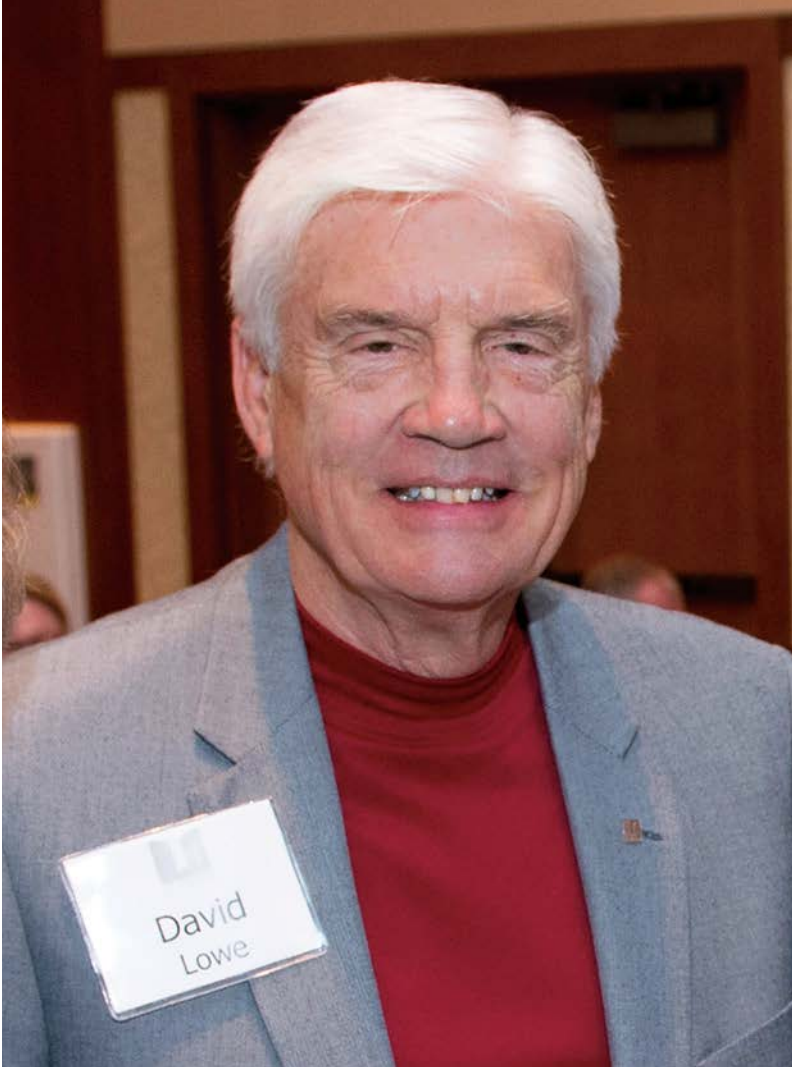
a helpful addition to the Pamplin Advisory Council.

Sarah Bartlett (HTM '97), a vice president at hotelAVE, dropped a quick note to Nancy McGehee, head of Pamplin's hospitality and tourism management department, to alert her about an internship at her hotel asset management firm. "The job description was recently adjusted so this individual can work remotely," Bartlett wrote. "If you have any students that may be interested, please let me know."

Writing accounting and information systems department head

Reza Barkhi, Chor-Ching Fan (ACCT '96), a principal at Marketlocity, noted that "analytics is going through a major shift, from more of an IT-driven style to self-service, where the users are empowered by technology."

This "sea change" brings a host of governance and other issues, some of which would be excellent topics for courses, Fan wrote. "If you see the need for additional guidance and support in this area, I'd be glad to step up and help. Just let me know."



JIM STRONG

David Lowe (BAD '63), chair, Master of Information Technology Advisory Board



CHRISTINA O'CONNOR

Yusuf Abugideiri (FIN '09), co-chair, Recent Alumni Board

These communications are just a few of the diverse ways in which Pamplin alumni and friends, particularly those serving on its various advisory groups, interact with Sumichrast, his department heads, and other Pamplin faculty and staff throughout the year to advance the college.

Like other business schools across the country, Pamplin established such groups with the aim of regularly receiving counsel and ideas from alumni and friends who would also serve as its links and advocates to the business and professional communities, students, other alumni, and others.

"We can establish positive relationships with business and university leaders to enhance the visibility of Pamplin alumni and to demonstrate the value of a strong business education at Virginia Tech," said Jim Hatch (MACCT '72), president of the Pamplin Advisory

Council, the largest and most senior-level of the college's alumni advisory groups.

PAC, as it's usually called, currently has 65 members who include CEOs, presidents, and partners of multinational firms, owners of small and regional businesses, and retired executives.

Members work in four standing committees: cabinet, student recruitment, career services, and alumni engagement. They gather for a general meeting each fall with the dean and other college administrators but also convene separately at other times. In addition to volunteering their time and expertise, PAC members also donate financially to the college.

Other Pamplin advisory groups are boards for each of its six academic departments; a Recent Alumni Board, launched last year to expand programs and opportunities for students and pro-

mote closer ties with younger alums; and a reorganized R.B. Pamplin Society, to continue to engage former PAC members and other alumni and friends.

"Our advisory groups allow us to get more dialogue and meaningful engagement with our alumni," said Sumichrast. "We're doing real work in support of Pamplin," Hatch said, "not just basking in the honor of being recognized to serve on an important advisory committee."

Alumni guidance, Sumichrast said, is wide ranging but is most evident in curriculum development, student recruitment and retention, placement, and philanthropy.

Curriculum

PAC guidance years ago helped the college set a strategic emphasis on technology, international business, and leadership education. Alumni were con-



A consulting firm principal, Bob Lam serves on PAC's student recruitment committee.



Longtime PAC members Harrison Jones and Mark Spencer (not pictured) helped develop the LEAP curriculum.



ACC Basketball Legend Wayne Robinson has spoken at diversity workshops on campus.

sulted when Sumichrast crafted the college's strategic plan recently and have backed the decision to pursue business intelligence and analytics, and innovation and entrepreneurship as specialty focus areas, in addition to international business.

At the department level, courses and programs have also been inspired or supported by discussions with advisory boards.

The finance department, for example, created a course on financial modeling and is exploring opportunities to further expand content related to data analytics, thanks in part to suggestions from its board members, said finance head Vijay Singal.

"The Careers in Finance course was initiated 7-8 years ago, based on board input," he added. "It was recently made mandatory for all finance majors again, based on a recommendation from our board."

The new M.S. in business, with a concentration in hospitality and tourism management, said department head McGehee, was developed and based in Virginia Tech's National Capital Region campus, in large part due to recommendations by its board.

In addition to contributing to curriculum discussions, alumni volunteer their time and talents in many other ways, including serving as speakers in classes, workshops, and conferences; interacting with students as entrepreneurs-in-residence; or simply keeping college officials in the loop on what's

new in their industry or profession by passing along relevant reports.

Accounting and information systems head Barkhi regularly receives white papers from board members, which he shares with his faculty as possible teaching tools. One faculty member, he noted, recently developed a case

"Our advisory groups allow us to get more dialogue and meaningful engagement with our alumni."

for her audit class as a result.

Alumni working at Deloitte, he said, have also provided access to enterprise software to allow students in one class to gain "first-hand experience with SAP internal controls and analytics."

Recruitment, retention

Alumni efforts led to a Pamplin program to help incoming students transition from high school to college. Known as LEAP, the initiative gave entering students from under-represented groups pointers on effective study habits, time management, supportive networks, and campus resources.

PAC members Harrison Jones and Mark Spencer (FIN '92) "put in many hours, personally assisting with curriculum development of LEAP," recalled Candi Clemenz, associate dean for undergraduate programs. "Other

PAC members contributed financially to initiate the first cohort of 32 students in 2011."

The program was held for four summers, Clemenz said, and introduced some 200 students to Virginia Tech before they entered as freshmen in the fall. To date, approximately 300 students have benefited from LEAP.

In student recruitment, a suggestion from PAC member Bob Lam (GBUS '75, MBA '77) resulted in the development of a video to enhance recruitment efforts. Clemenz believes it was "an effective closer that increased our fall 2015 freshman yield."

Placement

Alumni have certainly had a role in the college's placement success. Those who work as recruiters help hire Pamplin students for jobs and internships at their companies and encourage or ensure their employers' participation in the college's Business Horizons career fair.

And, whether as recruiters or not, alumni serve as primary sources about the skills currently in demand in the workplace.

Philanthropy

It is in fundraising, perhaps, that alumni involvement has its most far-reaching impact on the college. In addition to personal contributions to endow scholarships, professorships, and educational programs, many alumni have helped organize gifts that would be matched by their companies and led ef-



Shirley Edwards, a partner at Ernst & Young, is PAC vice president.

CHRISTINA O'CONNOR



Lynne Doughtie and Greg Thompson served as PAC presidents. Thompson currently chairs the cabinet.

CHRISTINA O'CONNOR



Kevin Lane, a principal with Deloitte, chairs PAC's student career services committee.

CHRISTINA O'CONNOR

forts for corporate sponsorship of professorships and programs.

The Ernst & Young Partners Fund for Excellence in Accounting and Information Systems, for example, resulted from an initiative by nine alumni to endow a fund in which their individual gifts would be matched by their employer. Those alumni include Shirley Edwards (ACCT '82), who currently serves as PAC vice president.

More recently, the college received a commitment from KPMG to boost its professorship endowment fund at Virginia Tech to more than \$1 million.

The increase reflects new gift commitments secured through the efforts of alumni partners, including KPMG chairman and CEO Lynne Doughtie (ACCT '85) and Chris Xystros (ACCT '84). The endowment increase will also include matching gift dollars contributed by the KPMG Foundation.

Yet another Big Four firm, Deloitte, created a video to promote an internal philanthropic initiative to benefit Virginia Tech and Pamplin.

The video features Deloitte professionals who are alumni, talking about their experiences at the university and the firm.

"The idea is to get people in the spirit of giving back by reminding them of what's special about Virginia Tech and Pamplin, and how it supports their professional development at Deloitte," said Kevin Lane (ACCT '95, MACCT '00), a principal at Deloitte.

"We are also reinforcing the theme

of coming together as a firm to do something significant."

Giving Back

The college undoubtedly receives many benefits from engaging its alumni. Alumni themselves note that they are driven by a desire to give back, in ap-

"I am indebted to Virginia Tech and Pamplin for the education that prepared me so well for my career in banking..."

preciation of the education they received and its contribution to their professional success.

"I am indebted to Virginia Tech and Pamplin for the education that prepared me so well for my career in banking," said PAC president Hatch, who retired as corporate controller of Wachovia Corp. before it was acquired by Wells Fargo.

He now dedicates much of his time to serving on PAC and philanthropic initiatives and, having established many strong friendships with other alumni, "expanding Pamplin's outreach to its alumni constituency."

Said Yusuf Abugideiri (FIN '09), a financial planner with Yeske Buie: "I was extremely fortunate to have met several people who became instrumental to my development — professors, academic advisors, and other professionals. With-

out their mentorship, my experience at Tech would have been much less robust, and I would not have ended up where I am today."

Abugideiri, who co-chairs Pamplin's Recent Alumni Board, is delighted to have the opportunity now to mentor a current student or recent graduate. "To be able to do so in a way that benefits Hokie Nation just makes it that much sweeter."

Urging other recent graduates to get involved, Abugideiri said "it's an incredibly fulfilling way to connect with others, be it students or other professionals."

Lam, who joined PAC in 2014, noted: "It's wonderful to be connected with others that share my passion for Pamplin and Virginia Tech." Being able to "network with other business leaders who are passionate Hokies" is certainly a draw for PAC vice president Edwards as well.

But "giving back to the university that has given me so much is just the right thing to do," said Edwards, who has stayed involved with Virginia Tech since graduation through recruiting, advisory board, and fundraising activities.

"Serving on the Pamplin Advisory Council is the pinnacle of this commitment. It allows me to have an impact on the college and ensure that future students have the same opportunities I was afforded." P

50TH ANNIVERSARY GOLDEN GALA

Pamplin celebrated 50 years at a black-tie gala held December 4, 2015 at the Hotel Roanoke that brought together Pamplin alumni and friends, students, faculty, and staff as well as various state and local dignitaries.



Ina and Steve Markham



Robert and Carol Ann Sumichrast



Hanna Liz Zhang, Donald Hatfield



Beth Osborne, Anju Seth, Michelle Wooddell



Tom Gill, Karla Gill, Brian Sullivan, Pam Moore, and Kendley Davenport



Lisa Ellison, Matt Winston



Jacob Lutz, Robin Lutz, Catie Kidwell, Jean Andrews, C.E. Andrews

ENTREPRENEUR TREKS

Students meet business leaders on the Entrepreneur Treks of the Apex Systems Center for Innovation and Entrepreneurship.



From left: Michael Vitak, Keith Heyde, Cortney Mecimore, Brett Langstaff, Madeline Anderson, Derick Maggard, and Robbie Ashton met with Facebook employees in Boston.



Brett Langstaff, Emily Wills, Alex Shirshov, Kirat Pandher, Christine Fang, and Sean Collins explored the Google campus in Silicon Valley.

PRISM IN NEW YORK

The student group, Pamplin Re-Inventing Social Media, led by its founder and faculty advisor, Donna Wertalik, visited several companies, including Facebook and Victoria's Secret, in October 2015.



From left *Back Row*: Michael Yourshaw, Rachael Phillips, Molly Marshall, Michael Vitak, Ed Sciortino, Chris Brown, Daniel Mun *Front Row*: Richee Chang, Michael Harnisch, Blair Purdy, Ana Nosal, Jacquelyn Marano, Patrick Kampfmuehler, Donna Wertalik, Bonnie Gilbert

WOMEN IN BUSINESS

The October 2015 event was hosted by Tracy Castle-Newman of Morgan Stanley.



Kay Hunnings, Brooke Sakraida



About 65 women, mostly alumnae, attended the Women in Business event in New York City.

GOVERNOR'S VISIT

Undergraduate students engaged with Virginia Governor Terry McAuliffe, state Secretary of Technology Karen Jackson, and Virginia Tech President Tim Sands during roundtable talks at the Innovate living-learning center in October 2015.



Gov. McAuliffe, Derick Maggard



Ojas Mhetar, Secretary Jackson, Brett Langstaff, Gov. McAuliffe, Allie Howe, President Sands



ELIZABETH LIPPMAN

Scott Wells (MKTG '91), CEO of Clear Channel Outdoor Americas, has helped Pamplin students gain a better understanding of corporate America.

CHANGING LANDSCAPES

A lot has changed in advertising since its so-called “golden age” of the 1960s, says Scott Wells (MKTG ’91), CEO of Clear Channel Outdoor Americas.

“The world is very different from the time of ‘Mad Men,’” says Wells. “There is much more emphasis on data and analytics.”

In many ways, the closest thing to the Mad Men of this era are “the people running digital media desks in agencies, where agents buy media in bulk at discounts and repackage it in targeted audiences that advertisers are trying to reach,” Wells says.

“They’re the ones most dramatically changing the way things work in media. That’s not to say that creatives have lost the fight — there’s a lot going on in that space too, as well as in integrated marketing.”

Clear Channel Outdoor Americas is one of the world’s largest outdoor advertising companies. Its media includes billboards, airport signage, and bus shelter posters. Its biggest clients include Apple, Google, Netflix, and Geico.

Taking the business from its “paper-pushing traditions” into a “digital future” is where Wells says his company is making great strides. “The biggest things we’re doing now are leveraging mobile data to better dimensionalize the audience advertisers buy from us and transforming manual transaction processes into electronic ones.”

Wells became the company’s CEO, overseeing its businesses in the U.S., Latin America, and Canada, in March 2015. He had served on Clear Channel

Outdoor Holdings’ board for six years and, in August 2014, began to work more closely with the senior management team as a member of Clear Channel Outdoors’ office of the president.

His work history includes such companies such as AT&T, where he was in sales; Dell, where he was vice president of marketing; and Bain Capital, where he was a partner.

Wells double-majored in marketing and English and worked as a marketing intern at AT&T. After graduating from Virginia Tech and encouraged by his mentors at AT&T and his professors, Wells went on to earn an MBA in marketing and finance from the Wharton School of the University of Pennsylvania.

Looking back, Wells says he was not exactly laser-focused on specific companies or a specific career path. Rather, his trajectory has been more about what he could contribute rather than where he wanted to end up.

“I know people who have that kind of focus, but I can’t claim to be one of them. I did expect that I’d have a rewarding career where I would do a lot of interesting things, and I have not been disappointed. For me, the motivation is to always be learning and always finding ways to improve the world around me.”

This theme is echoed in the advice he offers Pamplin students:

“Be curious. I’ve had the biggest impact when I’ve relentlessly asked why. No one ever made a big impact just doing what someone else told them. I’m not suggesting you be disrespectful — but be curious.

Be brave. Few things worth doing are easy and, if they are, you probably aren’t aiming high enough. This can be in any aspect of life.

Be moral and generous. Life is long, and the world is a lot smaller than you might think. People remember people who helped them along, and your reputation is priceless. Generosity and gratitude are essential, whatever your material success.”

Wells serves on the Pamplin Advisory Council and actively connects with students during events such as Hokies on Wall Street and Entrepreneur Trek. Derick Maggard, executive director of the Apex Systems Center for Innovation and Entrepreneurship, says Wells has helped Pamplin students gain a better understanding of corporate America.

“He worked with our students when he visited the Innovate living-learning community in fall 2014. He discussed his role at Bain Capital and the world of private equity and consulting,” said Maggard.

“At our Hokies on Wall Street event last April, Scott was keen on meeting with every student who attended with us. He had to leave early to get back to Boston, but he wouldn’t leave until he met with all of our students.”

Wells also serves on the board of Achievement Network, a non-profit organization focused on improving teacher effectiveness and student outcomes. He lives in Boston with his wife, Mary, and two middle-school-aged children.

P

- Z. Kelly Queijo



ADVICE PLUS INTEREST

With a career that spans 20 years in investment banking and corporate finance at Morgan Stanley, Tracy Castle-Newman (FIN '90) is well-positioned to give advice to Pamplin students as they plan their future careers.

Castle-Newman, who is a managing director and global chief operating officer for institutional equity distribution, learned as a college student that “when you figure out what you love, it’s easier to move the pieces into place to help you get where you want to be.”

Changing majors was her first right move. By the end of her sophomore year, she found accounting “rather dry” and switched to finance, which she says is “accounting with a personality.”

The courses she took in corporate

finance and banking and international finance cinched the deal, and she was on her way to building a successful future in investment banking.

After graduating from Virginia Tech, Castle-Newman worked at Bankers Trust and Bank of New York before joining Morgan Stanley in 1996 as a product controller for the institutional equity division.

Her roles have included being in charge of global account management for the division, head of the commission management business, and equity talent officer.

Castle-Newman was promoted to managing director in December 2004. Her responsibilities today include client strategy and commission management.

She is global head of ETF (exchange-traded funds) product and co-head of Morgan Stanley’s institutional sales joint venture with Morgan Stanley Wealth Management.

An energetic advocate for women’s professional development, Castle-Newman was inducted into the YWCA Academy of Women Leaders in 2007 in recognition of her contribution to women’s initiatives.

She co-founded the Morgan Stanley Women’s Business Alliance and serves as a guest speaker at many women-focused events around the country. A regular participant at many Pamplin and Virginia Tech events in the New York City area, she has hosted the Women in Business networking event at her firm for the past

Tracy Castle-Newman says she felt like she was talking with a friend when she interviewed Arianna Huffington in a fireside chat that was the draw of a recruiting event for senior-level women professionals at Morgan Stanley headquarters in October 2015.

"We had an engaging dialogue about her career and her book, 'Thrive,'" recalls Castle-Newman of her chat with the syndicated columnist and co-founder of the Huffington Post. "She was inspiring. The feedback from the Morgan Stanley women and the women from peer firms was incredible. We touched a lot of people that night."



ROBERT CURTIS



ROBERT CURTIS



COURTESY OF TRACY CASTLE-NEWMAN

BONUS POINTS

1 Work at a firm you love. I say I have two identities, Morgan Stanley and Virginia Tech. If you feel that way, you know you are in the right place."

2 Have a strong work ethic. I put in 110 percent on a daily basis for my firm and my colleagues. Every day matters in terms of the impact you can have.

3 Think of your career as a journey. Set "stretch goals" for yourself on a yearly basis. If you end the year in the same place you started, then you have actually gone backwards.

4 Don't take yourself too seriously. No matter how senior you get, you need to give respect to get respect. You will never have all the answers, and you need to admit mistakes.

5 Develop your own work/life balance. So many people ask for advice on this, but, at the end of the day, it is your own recipe that defines your work/life balance.

five years and is helping to launch a similar event in the Washington, D.C., area.

Throughout her career, mentors have played an important role. "I think of mentorship as having a board of advisors," Castle-Newman says. "You need mentors above, beside, and below you," she says, referring to mentors from different career levels.

She encourages developing mentoring relationships that are reciprocal and points out that "mentoring someone your junior can help in your own career... it is about seeing problems through different lenses and removing your own emotion to overcome challenges or approach new opportunities."

She regrets not having had a mentor while in college and encourages students

to find mentorships throughout their college years.

A supportive and actively engaged alumna, Castle-Newman has served for many years on the finance department's advisory board and recently joined the Pamplin Advisory Council.

Her advisory board service gives her a vehicle to help the college's placement efforts by giving voice to what her firm and others are looking for today in Pamplin graduates.

She says that Virginia Tech professors do "a great job" of being engaged with students throughout the job search process and understand the skill sets corporations seek among new hires and how that insight can help shape curriculum.

In addition to contributing her time

and energies to support the college, Castle-Newman has also established a scholarship fund. "I paid for school through summer jobs and financial aid," she says. The scholarship fund is yet another way to give back, she says, and help future generations of Pamplin students who are willing to work hard and set clear goals for themselves.

Once a year, Castle-Newman, her sorority sisters, and their husbands, attend a game back on campus together. "We always have a great tailgate and end the evening dancing at Top of the Stairs. I made my best friends at Virginia Tech, so I love that I get to share this with them." **P**

- Z. Kelly Queijo



“ I’ve been good on
my diet lately... ”



JIM STROUP

FRANK MAY'S RESEARCH INTERESTS relate to judgment and decision making, and time and patience.

He wrote his dissertation on how the qualitative properties of time can affect perception of wait time and, in turn, patience.

His published articles include a study of how anthropomorphism of time can decrease patience and a study that finds that thinking about how a task is to be completed — rather than why — reduces duration estimates for simple tasks but increases estimates for complex tasks.

His work in progress includes studies of how the variable of time influences self-control.

May's honors and awards include the AMA-Sheth Doctoral Consortium Fellow, and from the University of South Carolina, the 2014 Breakthrough Graduate Scholar, the 2013 Promising Researcher Award, and several fellowships and grants.

BATTLING FOR BALANCE

As consumers, we face conflicting desires daily. Have the cake, or stick to the diet? Buy the pricey shoes, or stay on budget? Indulge, or practice self-control?

Studies have shown that people will give in to indulgence when they perceive that they have made sufficient progress toward a goal that involves self-control, said marketing assistant professor Frank May.

Other consumer behavior research, he said, has suggested that people are prone to distort their memories in a motivated manner. For example, after picking one option over another, consumers are likely to “manufacture” negative aspects for the option they didn’t choose in order to feel happier about their choice, he said.

Building on those research results, a recent study by May shows that when given an opportunity to indulge, people may distort their memories, so that they believe they have made enough progress on their goals to justify treating themselves.

“In other words, consumers may trick themselves into thinking something like, ‘I’ve been good on my diet lately, so I can have this piece of cake,’” May said.

“Across four studies in the areas of

eating, spending, and studying, we find individuals distort their memories of past indulgences when faced with an opportunity to indulge, which in turn leads to greater levels of indulgence.”

In addition, his research finds that impulsive individuals — those who tend toward sudden and spontaneous actions — are more likely to engage in memory distortions.

By “memory distortion,” May said he is referring to the idea that “memories of past behavior may change, depending on what is happening in the present.”

For instance, he said, “a cheeseburger consumed in the past may be perceived as high in calories when there is no immediate opportunity to indulge but as low in calories in the presence of an upcoming indulgence. Under certain conditions, the same person may remember the same event differently.”

His study results, May said, suggest that “consumers, especially those who are highly impulsive, would do well to take steps to accurately remember past indulgences.”

They could, for example, keep a journal documenting their past indulgences as well as self-control successes. “Consumers can consult their journals

to counter the distorted memories that lead to poor decisions in the present,” May said.

Businesses can benefit, May said, by sending consumers reminders to encourage self-control behavior.

Bank managers seeking to boost deposits might remind customers of the time that has passed since the last savings deposit. Gym managers might email customers when they had their last workouts.

Teachers may promote studying behavior by periodically having students evaluate their study habits.

Taking small actions to remember past self-control behavior in an unbiased manner, whether initiated by consumers, businesses, or others, can help alleviate the problems associated with self-control failure, May said.

May’s study, “Licensing Indulgence in the Present by Distorting Memories of Past Behavior,” co-authored with Caglar Irmak, of the University of Miami, was published in the *Journal of Consumer Research*.

— Sookhan Ho

COUNTING CALORIES

In the first study Frank May conducted, participants were given some candy. “After 30 minutes had passed, we asked the participants how many calories were in the candies they had eaten earlier. Some participants had a bag of M&Ms in front of them when they gave their estimates; others did not.”

In the presence of an opportunity to indulge (M&Ms on the desk), some individuals gave lower calorie estimates than others. However, when the opportunity to indulge was not present (no M&Ms), all participants gave similar estimates.

Those who gave lower calorie estimates, May said, were impulsive individuals, who perceived a past indulgence as less “damaging” to their dieting goals when given an opportunity to indulge.

This effect, he said, is not limited to memories of past “bad behavior” but extends to memories of past “good behavior” as well. “Given the opportunity to exercise self control, impulsive individuals see themselves as having controlled themselves more in the past in order to allow for indulgence in the present.”

In another study May conducted, students were asked how diligent they had been in their coursework during the semester. Some students were told in advance that they would have a choice of taking a day off from class or coming in to complete surveys for extra credit, he said. Others had no such knowledge.

Again, given an opportunity to self-regulate (come in and do surveys for extra credit), impulsive students saw themselves as more studious versus non-impulsive students, May said. However, in the absence of such an opportunity, impulsive and non-impulsive individuals had similar perceptions.

In turn, he said, perceptions of diligence drove preference for a free day: if the students felt as though they have been diligent, then they were more likely to prefer the free day because they do not need the extra credit.

SPECIAL OCCASIONS

In a new project, May and Irmak are looking at how introducing the idea of “special” or “rare” can influence consumption among people who are not impulsive.

“All consumers will naturally indulge on a happy, special occasion — a wedding or promotion, for example,” May said.

“Interestingly, we are finding that non-impulsives indulge any time the notion of ‘special’ or ‘rare’ is introduced, even in the absence of a large-scale, happy occasion.

For example, in one study we asked participants to think about how coming to the lab to participate in experiments was either a rare or a normal event. Afterwards, we offered them a choice of either a healthy granola bar or an indulgent chocolate bar.”

Those who were low in impulsivity and thought the lab visit was “special” chose the chocolate bar more often than those who considered the visit a “normal” event.

Similar results, May said, were obtained in a separate study that asked participants to create sentences with words that mean “special,” including “rare” and “unusual,” as well as sentences with words that mean “normal,” including “ordinary” and “regular.”

Those who are low in impulsivity were more likely to indulge after merely creating sentences with “special” words rather than “normal” ones.

(In both studies, those who were highly impulsive were not affected by the notion of specialness.)

For individuals who are not impulsive, May said, indulgence is a relatively rare or special event. “For these individuals, an association has been formed between the notion of ‘rare’ and the notion of ‘indulge,’ leading to the effects we see.”

DISTRACTED DIRECTORS



Ugur Lel's article, "Distracted Directors: Does Board Busyness Hurt Shareholder Value?", was co-authored with Antonio Falato, of the Federal Reserve Board, and Dalida Kadyrzhanova, of the University of Maryland, and published in the *Journal of Financial Economics*.

JIM STROUP

The role of the board of directors of a corporation is to advise and oversee the corporate management team.

Effective boards do their job well. But a board's effectiveness depends in large part on the time and attention its directors can devote to the firm — directors are busy people, who typically serve on other boards.

"It has been notoriously difficult to say with certainty whether director busyness has any consequences for boards' monitoring and advising effectiveness and ultimately for shareholder wealth," said finance assistant professor Ugur Lel.

In their own recent study examining director busyness and its impact on the stock market value of the firm, Lel and two co-authors found evidence that supported the "too-busy-to-mention-the-business" view.

"Our study found that additional demands on directors' time have adverse consequences for board monitoring quality and firm value. This suggests that multiple directorships can be detrimental to shareholder value."

A director is considered busy if he or she serves on at least three corporate boards. There are both costs and benefits to busy directors, Lel said.

"The costs arise from the fact that individuals who hold several outside directorships will likely have relatively less time available to devote to each firm." The benefits come about because "more talented or reputable directors are more likely to hold multiple directorships and, hence, be considered busy."

In an experiment designed to counter the talent effects, Lel focused on the workloads of directors at interlocked firms and increased demands on their time.

The team used the deaths of directors and CEOs as a natural experiment. "The sudden loss of such key co-employ-

ees increases the board committee workload for some independent directors at the interlocked firm but not others," Lel said.

They collected information on the deaths of directors and CEOs between 1988 and 2007. "We found 633 independent director deaths, resulting in a sample of 2,551 director-interlocked firms and 189 CEO deaths, resulting in a sample of 592 director-interlocked firms."

A group of firms whose independent directors' committee workload increased was considered the treatment group — and a group of firms whose independent directors' workload did not increase served as the control group.

The experiment randomly assigned to these two workload groups similar types of directors — directors with an outside board seat on at least two firms and who were subject to "attention shocks," originating from the death of either the CEO or a director on the board of one of those firms.

"We find robust evidence that firms in the treatment group experienced a significant negative stock market reaction to director attention shocks. On average, the market reaction was as substantial as -1.55 percent for these firms around the time a director passed away, which is highly statistically significant," Lel reported.

By contrast, he said, there was no statistically significant market reaction in the control group, which was subject to the same sudden shocks but where the interlocked relation did not involve service on the same committee.

Institutional Shareholder Services has recommended limiting the number of seats directors can hold in publicly traded firms, said Lel, who specializes in research on corporate governance. **P**

- Sookhan Ho

Find the full version of this story at:
www.magazine.pamplin.vt.edu



SAFER PLAY:

Text mining for faulty toys

Is there an efficient way to identify children's toys that have potential hazards from the volumes of consumer reviews posted online?

A Virginia Tech research project led by Alan Abrahams has found that text mining allows researchers to make more effective use of the data in such reviews to identify toys with safety issues.

Abrahams, a business information technology associate professor, said consumers rely heavily on the Internet for information about product safety and reliability, including information in consumer-generated reviews about toys.

Such reviews contain "a lot of useful text data that is often underutilized by toy manufacturers or regulatory agencies," he said.

"But manually identifying and analyzing consumer reviews among millions of consumer postings that relate to product safety issues is a challenging and time-consuming task."

His research team sought to investigate whether text mining, a process of extracting specific information from text, can help them identify and rank various safety issues in the vast volume of online reviews on toys.

The project was the brainchild of Johnathon Ehsani, a childhood injury prevention researcher at the National Institutes of Health and a co-author on the study.

"Plenty of dangerous toys arrive at stores every year," Ehsani said, "and we were eager to see whether Virginia Tech's prior research on automotive safety surveillance from online postings would apply to the toy industry."

He noted that a U.S. Consumer Product Safety Commission (CPSC) report estimates that 256,700 toy-related injuries were treated in the U.S in 2013.

About three quarters of these injuries occurred to children younger than 15 years and a third to children younger than 5.



Business Information
Technology student
Matt Winkler with
Danny Gruss, 7

Abrahams and Ehsani are working on the project with Matt Winkler, of Fallston, Maryland, a senior in business information technology, and Rich Gruss, of Blacksburg, a doctoral student in business information technology at Virginia Tech.

The research team presented their research results in September to CPSC officials, who had invited team members to a meeting in metro Washington, D.C., after hearing of their unconventional application of CPSC recall and injury datasets.

"The experts at CPSC gave us a number of excellent suggestions for improving our analyses," said Winkler.

A recent example of a toy recall is the "My Sweet Love/My Sweet Baby Cuddle Care Baby Doll." Abrahams said Wal-Mart had to recall about 174,000 of the dolls due to a burn hazard.

"The CPSC reported that a circuit board in its chest could overheat, causing the surface of the doll to burn the user of the product. Wal-Mart received 12 incident reports, which included two burns or blisters to the thumb. The CPSC advised consumers to stop using this product and immediately return the doll to any Wal-Mart store for a refund."

The researchers developed a classification system for different types of safety and performance defects related to toys. They used text mining to create lists of "danger words" called "smoke words" related to potential hazards in children's toys.

The lists were then used to evalu-

ate or score a large sample of the more than one million product reviews on Amazon.com in the "Toys and Games"

LOGAN WALLACE



Ph.D student Rich Gruss with his son
Danny at Imaginations toy shop in
Blacksburg.

category in the 1999-2014 period.

"Each review was scored based on a conventional sentiment score, as well as with novel smoke scores, from smoke lists we developed to help pinpoint safety issues," said Abrahams. "We found that these smoke word lists provided a statically significant method for identifying safety issues in children's toys."

Text mining is becoming an increasingly popular method for analyzing big data and drawing conclusions, said Abrahams. It offers businesses an efficient way to analyze a large textual source of customer feedback and gain valuable information for business pro-

cess improvement.

Although text mining has been used in many studies, including financial market predictions and general consumer attitudes, he said few methods have been developed to apply it for extracting practical information about product defects or safety issues, he said.

"This is the first large-scale case study, to our knowledge, that confirms the effectiveness of text mining social media for safety surveillance in the toy industry."

Gruss, who developed PamTag, a web-based system for annotating text postings that supports hundreds of users and that was used for testing the machine-learning algorithms deployed in this study, believes that Virginia Tech's proprietary software infrastructure could position it as a global leader in quality surveillance research across multiple industries.

Abrahams led a Virginia Tech research team a few years ago that used text mining to unearth defects in the automotive industry.

"The approach can be used for safety and quality surveillance in many other products and industries," he said.

Abrahams and his team have completed a similar study examining cosmetics safety and have quality surveillance studies on a host of other products, including appliances, baby products and cribs, over-the-counter medicines, and kitchen and bath supplies. **P**

- Sookhan Ho



OVERCOMING THE ATTRACTION EFFECT

Auditing a company's financial statement often requires verifying the value of a company's investments. Financial Accounting Standards Board (FASB) rules require that such investments are disclosed at "fair value," calculated by measuring assets and liabilities at estimates of their current value.

If market prices are not available, however, company management estimates fair value by using assumptions that individuals in the marketplace would make.

This is where it can get problematic. Is the auditor verification process of fair value assumptions susceptible to psychological processes? Can inappropriate comparative information — such as the addition of an inferior option into the benchmark set — change auditors' assessment of the appropriateness of the investment's value?

Looking for answers, Sudip Bhattacharjee, associate professor of accounting and information systems in the National Capital Region, teamed up with associate professor Kimberly Moreno and assistant professor Nicole Wright, both of Northeastern University, to gather data from more than 125 audit professionals at eight large international public accounting firms.

The auditors participating in the research completed a research case study, which the project team analyzed to come up with results.

"We found that auditors are indeed susceptible to what is referred to as 'at-

KIM PETERSON



Sudip Bhattacharjee

traction effect," said Bhattacharjee. "If provided with a set of benchmark companies that includes an attractive option, auditors will evaluate the fair value of the investment higher than auditors who receive a set of benchmark companies with no attractive option."

More importantly though, according to Bhattacharjee, the study showed that auditors are able to overcome the

attraction effect when provided with a straightforward set of specific instructions to help them scrutinize the client's assumptions. Specific guidelines ensured that adding an inferior option into the benchmark did not make another option in the set more attractive to auditors.

"The results of our study will provide direction for improving the audits of fair value estimates and add to the current PCAOB [Public Company Accounting Oversight Board] debate on the level of guidance that auditors should receive for these difficult-to-audit accounts," he said.

Bhattacharjee, Moreno, and Wright conducted their research through a competitive grant from the Center for Audit Quality. The grant facilitates the ability of accounting and auditing academic scholars to acquire access to audit firm personnel who participate in their research projects.

The review committee of audit partners and senior academics awards this grant based on such factors as ability to address research questions that are important to practice, methodological soundness, and contribution to academic literature. **P**

— Barbara Micale



GIFT REPORT

A distribution of \$2,066,000 was received from the estate of **ROBERT H. DIGGES** (BAD '59), formerly of McLean. This distribution will supplement the Robert H. Digges Professorship in Entrepreneurial Studies, establish the Kathleen Grega Digges Professorship in Entrepreneurial Studies, and endow a third professorship focused on entrepreneurship. Robert Digges passed away on December 1, 2015. A feature on him and the impact of his philanthropy will appear in a future issue of "Virginia Tech Business."

MICHAEL W. CLARKE (FIN '83) and his wife, Kathy Clarke (CT '84), of Vienna, have pledged \$500,000 in support of the Business Learning Community.

Distributions totaling \$343,267 were received from the estate of Lois Wood Dickerson, formerly of Poquoson. Lois Dickerson was the widow of **GEORGE W. DICKERSON** (BAD '41). These gifts will supplement the existing George W. Dickerson Scholarship Fund and establish the George W. Dickerson Professor of International Business.

SHIRLEY A. EDWARDS (ACCT '82) and her husband, Roger B. Edwards, of Sandy Spring, Maryland, have pledged \$250,000 in support of the Business Learning Community.

ALTRIA GROUP, of Richmond, has contributed \$141,000 toward several Pamplin initiatives, including the diversity recruitment strategy, the Business Diversity Center, the social media program (PRISM), the Department of Business Information Technology, the Business Leadership Center, Collegiate Women in Business, Finance for Females, the Innovate Living-Learning Community, and Bond and Securities Investing by Students (BASIS).

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

JOHN E. KINZER (ACCT '90) and his wife, Robin Kinzer, of Winchester, Massachusetts, have pledged \$125,000 to establish the John and Robin Kinzer Excellence Fund in support of the Apex Systems Center for Innovation and Entrepreneurship.

JEFFREY C. HARTMAN (MGT '79) and his wife, Susan Hartman, of Charlotte, North Carolina, have pledged \$100,000 in support of the Business Learning Community.

A charitable remainder trust addition of \$100,000 was contributed by an anonymous donor, which will ultimately support the Department of Hospitality and Tourism Management.

A distribution of \$64,049 was received from the estate of **BETTY R. SPITLER**, formerly of Norwell, Massachusetts. Betty Spitler was the widow of **WAYNE E. SPITLER** (BAD '46).

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

DOUGLAS G. STEWART (FIN '83), of Fredericksburg, has pledged a generous bequest which will ultimately benefit the Apex Systems Center for Innovation and Entrepreneurship.

STAY IN TOUCH!

Hokies, stay connected to Virginia Tech and Pamplin by making sure the university has up-to-date contact information. Use your Virginia Tech PID and password to view and make corrections to your mailing address, email address, and other information. You can inspect and update your alumni profile anytime from anywhere. alumni.vt.edu/gateway

HONORS+AWARDS

COLLEGE AWARDS: STUDENT

College Service

EMILY GOOD, an accounting and finance double major, was nominated by both her departments for this award. She has served as a resident advisor, has been an ambassador for Pamplin, helps organize the Business



Horizons job fair, and teaches cello to area elementary school students with the Virginia Tech String Project. She has taken several alternative winter and spring break trips, and runs marathons to support children's charities.

Doctoral Student Research

REBECCA RABINO focuses her research in consumer psychology and decision-making. Her publications include "When Donating is Liberating: the role of product and consumer characteristics in the appeal of cause-related products" in the Journal of Consumer Psychology.



Graduate Student Teaching

SHAHRAM AMINI taught Financial Analytics, a course for finance majors that had not previously been taught by graduate students. His "demeanor encourages student participation," finance associate



professor John Easterwood wrote. "He explains complicated material without oversimplifying. He has performed well in covering the material and has been well received by his students."

H.H. Mitchell Outstanding Leadership

SHANNON CABREY, a marketing management major with a minor in business leadership, is president and one of the founding members of Collegiate Women in Business, a club that has grown to serve more than 100 members by enhancing professional skills, cultivating connections, and educating the public about women's issues in the corporate world.



Outstanding Dissertation

WHITNEY KNOLLENBERG focused on the cultivation of political leadership within the tourism industry in her dissertation, "Exploring Tourism Advocates' Relationship with Tourism Industry members through a Political Model of Leadership."



Outstanding Pamplin Senior

KALEY BURLINGAME, an accounting and finance double major, maintained a 3.94/4.00 GPA and served as co-CEO of SEED. She has been interviewed three times on CNBC's "The Closing Bell," where she discussed SEED's top holdings and investments. In 2014, she was one of two Virginia Tech students selected for a summer internship with KPMG in London, England.



NATIONAL

RAJESH BAGCHI, associate professor of marketing, received the Society for Consumer Psychology Early Career Award. The award recognizes research productivity in and distinguished scientific contribution to consumer psychology by a researcher within eight years of receiving the Ph.D. Bagchi is the Richard E. Sorensen Junior Faculty Fellow and focuses his teaching and research on consumer behavior. Bagchi's research interests include pricing, numerosity, goals, and loyalty rewards; he has also explored how willingness to buy can be influenced by color and word sounds.



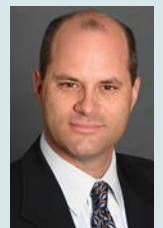
RICK PERDUE, professor of hospitality and tourism, received the 2015 Founders Award at the 21st Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism. "Each year, the award recognizes one world-class scholar in the field of hospitality and tourism for significant contributions in research, scholarship, and development of graduate programs and students," Nancy Gard McGehee, hospitality and tourism professor and department head, wrote. "Rick joins a group of only 10 recipients of this award."



ON THE MOVE

MARC JUNKUNC, assistant professor of management, has been appointed academic director for the Apex Systems Center for Innovation and Entrepreneurship.

Junkunc, who was the faculty director of the Innovate living-learning community at its founding in 2013, teaches courses in entrepreneurship and strategic management at Pamplin and has worked to promote an experiential approach to entrepreneurship at Virginia Tech. He joined Virginia Tech in 2011.



COLLEGE AWARDS: FACULTY

Excellence in International Research



RICK PERDUE, professor in hospitality and tourism, is “a trailblazer in the establishment of rigorous research methods in the study of tourism,” wrote Nancy Gard McGehee, department head. A widely respected scholar in tourism, Perdue is an

elected Fellow and former president and board chair for the International Academy for the Study of Tourism, and editor of the Journal of Travel Research.

Excellence in International Programs



RICHARD WOKUTCH, R. B. Pamplin Professor of management, has led 14 study abroad programs since the mid-1990s, leading programs to Japan, China, Vietnam, France, and New Zealand. He is currently developing a new Winter-

mester study abroad program to Cuba and Costa Rica. He spearheaded the development of Pamplin's global business minor, and his research on the international aspects of corporate social responsibility and business ethics has brought favorable publicity for Virginia Tech.

Outstanding Faculty in Doctoral Education



RAJESH BAGCHI, associate professor of marketing, teaches a doctoral seminar on judgment and decision-making, which helps students understand the decisions of consumers and marketing managers that do not conform to norma-

tive tenets. In addition to imparting research skills, Bagchi mentors his students through the publication process, and teaches them how to become successful academics.

Junior Faculty Award for Excellence in Research



ZHENG XIANG, assistant professor of hospitality and tourism management, focuses his research on the impact of information technology on hospitality and tourism. His research topics include travel information search, social media and

business analytics. He is a 2015 recipient of Emerging Scholar of Distinction award by the International Academy for the Study of Tourism.

Excellence in Diversity

MICHELLE SEREF, assistant professor of business information technology, “represents the type of professor we seek in Pamplin, one who educates the whole person and is concerned about building intercultural competencies through reflection, interaction, and engagement,”

wrote Roberta Russell, professor of business information technology. In addition to teaching, Seref helps organize the Pamplin Diversity Case Competition, conducts research focused on intercultural communication and diverse work groups, and received Safe Zone certification.

NEW ADVISORY COUNCIL MEMBERS



Tracy Castle-Newman



Kelly Chambliss

Two new members were appointed to the Pamplin Advisory Council:

TRACY CASTLE-NEWMAN (FIN '90) COO for global equity distribution at Morgan Stanley (see pp. 12-13); and **KELLY CHAMBLISS** (MSCI '92), general manager and managing partner of the distribution sector of IBM Global Business Services. Chambliss was recognized by Fortune magazine in 2014 as one of the next generation of Fortune 500 Women. They will each serve a three-year term, ending on December 31, 2018.

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

JEFF ARTHUR, associate professor of management

BRIAN COLLINS, professor of practice of marketing

GREG KADLEC, R.B. Pamplin Professor of Finance

MICHELLE SEREF, assistant professor of business information technology



Jeff Arthur



Brian Collins



Greg Kadlec



Michelle Seref



VirginiaTech

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1030 Pamplin Hall (0209)
880 West Campus Drive
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