Pitt BUSINESS
Ready to Fly

| SPRING 2014 |

INSIDE

Pitt CBA Next Level Standards Wars in the Digital Age Generations Keeping It Katz 50th Annual Business Alumni Association Awards Hidden Faculty Talents

UNIVERSITY OF PITTSBURGH
JOSEPH M. KATZ GRADUATE SCHOOL OF BUSINESS & COLLEGE OF BUSINESS ADMINISTRATION
A Storied History and A Promising Future

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

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

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

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

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

For some, attending the Katz School is not just an opportunity to learn lifelong lessons — it’s also a family tradition.
Rose Choi is starting her dream job right out of college: LinkedIn’s global sales rotational program in San Francisco. The highly competitive, management-track position will expose her to different sides of the rapidly growing social media enterprise.

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

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

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

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

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

“We want our students to feel connected from their very first day on campus,” Murrell says. “As a student, Rose Choi took charge at the Berg Cup Case Competition. As a student, Rose Choi took charge at the Berg Cup Case Competition. As a student, Rose Choi took charge at the Berg Cup Case Competition. As a student, Rose Choi took charge at the Berg Cup Case Competition. As a student, Rose Choi took charge at the Berg Cup Case Competition. As a student, Rose Choi took charge at the Berg Cup Case Competition.
A Pitt CBA student takes that advice to heart. On campus, she was the president of the school’s chapter of the professional business organization Phi Beta Lambda, otherwise known as Pitt’s Business Leaders. She was selected by her peers to serve as the student graduation speaker. In Pittsburgh, she was head of campaign strategy for a marketing project that won first place in Mazda’s national college competition. In Spain, she completed a sales internship for a Madrid startup through an international internship program. "For us, this is another opportunity to measure our effectiveness in teaching appropriate skills, as the categories are modeled after the competencies that Fortune 500 organizations value in employees," Murrell says.

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

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

More Pitt CBA changes are in the pipeline. Pitt’s Provost’s office recently gave preliminary approval to a new experience-based learning initiative modeled after Pitt’s Outside the Classroom Curriculum (OCC) program.

"We’re building more programs in-house, which makes it less expensive for students and reduces the participation cost for students," Schulz says.

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

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

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

Pitt’s international footprint is growing. Starting next fall, in conjunction with Pitt’s Study Abroad Office, Pitt CBA will begin to offer courses at five "anchor locations" internationally, called Panther Programs.

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

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

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

Winners TAKE SOME A New Norm in Standards Wars?
Network effects occur when a product’s value to a user increases as the number of compatible devices increases. Telephone systems, credit cards, and e-mail are all examples of products subject to strong network effects. As a network grows, outside vendors begin producing more complementary goods, such as media for players, which support the product and add to its value proposition. When two incompatible technology products compete in an industry where network effects are present, at some point the installed base of one of the competitors will reach critical mass, resulting in the market tipping in its favor. Which product offers a superior technology; or arrived first, becomes less relevant as network effects dominate, and eventually the market only has room for one product. Twenty years after Betamax, people who bought HD-DVD players ended up on the wrong side of this process as the market tipped to Blu-ray and movie studios stopped releasing movies in HD-DVD format.

Kemerer began his academic study of network effects in the 1990s, with his highly cited study of Lotus's 1-2-3 software, then the world's dominant spreadsheet, which he co-authored with Erik Brynjolfsson of the MIT Sloan School of Management. Using statistical analysis, they determined the economic value of Lotus's 1-2-3 software, then the world's dominant spreadsheet software, interface. They found that adhered to a standard with a large market share, the amount that consumers would pay for products that adhered to a standard with a large market share. In such single-winner environments, business managers can make gaining market share their top priority. If it means subsidizing prices and temporarily operating at a loss, so be it. Once their product emerges as the standard, the company can recoup its profits handsomely. “Products with consumables have long understood this lesson — razor blades, camera film, and computer printer ink. It has also applied to products with strict complements, like computer software or entertainment media,” Kemerer says.

THE SHIFT TO WINNERS-TAKE-SOME MARKETS

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

The fortuitous inter-compatibility between the two cameras raised questions in Kemerer’s mind. So he and fellow researchers — including his doctoral student Charles Liu, who made computer flash memory the subject of his dissertation and is now assistant professor at University of Texas, San Antonio — studied the market and saw no one virtual flash memory standard, but no fewer than six major types. Using statistical analysis of data on technology attributes, retail prices, and Amazon.com sales information, the researchers determined that the power of network effects, while still a factor, was weakening because digital converters were leveling the playing field by enabling interoperability. Their research stream produced three peer-reviewed papers: the first, focused on economic theory, appeared in Information Systems Research; the second, reporting the main empirical results for flash memory, appeared in MIS Quarterly; and the third, which expanded their ideas for business managers, was published in Communications of the ACM last year.

Kemerer followed up these research papers with two new teaching case studies, developed in conjunction with current Katz doctoral student Brian Kimmel Dunn, that were published by Harvard Business School. One explores the strategies of Barnes & Noble’s NOOKs in the e-book reader market, and discusses consumer rejection of proprietary e-book formats. The other case focuses on Blackberry’s dire economic state in the smartphone market and, in addition to exploring its failures to adapt, surveys the landscape of multiple mobile operating systems, including Android and iOS.

Kemerer is among the first to document this market evolution and explore its root causes. His research shows that digital conversion — which for example, enables Amazon’s Kindle and Apple’s iPad to read the same e-book files — is a game-changer because it bridges the gaps of different formats.

“DIGITAL PRODUCTS ARE JUST ARRANGEMENTS OF ONES AND ZEROS, THAT MEANS YOU CAN POTENTIALLY CONVERT AND COPY FROM ONE TO ANOTHER, AND DO IT CHEAPLY, QUICKLY, AND PERFECTLY,” KEMERER SAYS.

In these environments, which Kemerer terms “winners-take-some,” managers are often better served to cross-license their standards to increase overall market size. Here, consumers increasingly value factors such as design features and functionality over mere platform compatibility.

“Multiple winners with convertible standards can be better for consumers because there is less chance of becoming stranded by making the wrong technology choice. Further, there will be more flexibility and more applications for their devices. It’s good for manufacturers, too, as they also prefer certainty,” Kemerer says.

REDRAWING THE BATTLE LINES IN VIDEOGAMES

Digital products are altering market dynamics in established industries. In his current project, Kemerer is analyzing the videogame console market with Dunn. Historically, the winners-take-all cycles in videogame consoles have followed a pattern of rapid generational shifts, which Harvard Business School professor Clayton M. Christensen — who coined the phrase “disruptive innovation” — documented in his groundbreaking work.

More than half a dozen railroad track gauges and two new teaching case studies, developed in conjunction with current Katz doctoral student Brian Kimmel Dunn, that were published by Harvard Business School. One explores the strategies of Barnes & Noble’s NOOKs in the e-book reader market, and discusses consumer rejection of proprietary e-book formats. The other case focuses on Blackberry’s dire economic state in the smartphone market and, in addition to exploring its failures to adapt, surveys the landscape of multiple mobile operating systems, including Android and iOS.

In these environments, which Kemerer terms “winners-take-some,” managers are often better served to cross-license their standards to increase overall market size. Here, consumers increasingly value factors such as design features and functionality over mere platform compatibility.

“Multiple winners with convertible standards can be better for consumers because there is less chance of becoming stranded by making the wrong technology choice. Further, there will be more flexibility and more applications for their devices. It’s good for manufacturers, too, as they also prefer certainty,” Kemerer says.

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

In the years to come, technology will continue to evolve and push into new frontiers in videogame consoles and countless other devices. With markets increasingly shifting to winners-take-some outcomes, the managers who win the standards wars of tomorrow must adjust their tactics accordingly.

For the rest of us, does it mean that fewer electronic devices will clutter our future attics? Only time will tell.
The executives recommended the board give
a year period. With these achievements in mind,
the company had eclipsed or hit targets for net income,
which product attributes we focused on.”
This helped guide our pricing strategy and
learned to adapt to what the market wants.
Sharan, vice president of marketing. “We
vice president of operations; and Pratibha
president of finance; Dhanajay “DJ” Sharma,
added as part of the school’s revamped
curriculum tie-in,” Magnuson says. “Our
“The beauty of this simulation is the core
curriculum tie-in,” Magnuson says. “Our
teachers take everything they’ve learned across
the different business functions and apply it as
effective. This makes them that much more
ready to add value on their first day of work
after graduation.”
Like the real world, unexpected things happen.
Wrenches are thrown in, such as the labor strife
and price fixing scandal experienced by teams in
Venkataramani’s universe. Future improvements to
the Management Simulation are limitless, says
Magnuson, who anticipates further coordination of the
capstone with the MBA core course and the MBA Office.
Early on, Venkataramani’s team identified a
strategy. The more expensive watch would be
their focal product. They invested accordingly,
expanding above-average marketing expenses and
becoming the price leader in key world markets.
Their watch developed a reputation for high
quality and strong green practices. Concurrently,
with the less expensive watch, their focus was to
be competitive in the same metrics.
So, at the final board meeting, when
recommending their compensation plan, the
students confidently pointed to the balance sheet.
Net income increased 47 percent during the
students’ tenure. Sales revenues increased
about 7 percent. The company controlled
22 percent market share. And the company
more than 200 people, many of them alumni,
have volunteered as board members thus far.
Magnuson says the school is always looking for
more qualified people to serve as board members.

BATTLING ON THREE FRONTS: PRICE, PRODUCT, AND PROMOTION

The simulation’s architecture was created by
and is maintained by faculty member Dave
Lamont of Carnegie Mellon University’s
Tepper School of Business. During a given
semester, about 20 teams participate in the
simulation. Of them, most are from Katz and
Tepper, while the others come from business
schools in Chile, Ukraine, Mexico, Japan,
and China. Groups of teams operate within
distinct universes, whereby actions in one
universe do not affect the others.
Student teams run a fictional watch
manufacturer, for three fiscal years, that
has two products: a high-end watch and an
economical watch. Markets include the United
States, United Kingdom, Germany, Mexico,
China, and Japan. Factories are located in two
countries. It is up to the students to decide
where to sell the watches, where to make the watches, and what to do about the watches. In all,
they make 53 different input decisions each
fiscal quarter, including inventory and
shipping management, debt and dividend
policies, and quality, brand, and environmental
decisions. In order to make informed judgments,
student teams have 13 years of historical data
with which to generate business models.

“The stress of owning our decisions and
collectively steering the firm to success was a
great experience,” Taranakar says. “As a team,
after we provided our decision inputs at 9:00
in the morning when the results would be out. Did
our decisions pay off? With the results came
either a wave of distress or a huge sigh of relief.
But we had to move onward to the next quarter regardless.”
The Management Simulation is different from
most Katz courses. There are no tests. Problems
have no one answer. Learning by mistakes is critical. Nor
do students control their own destinies. As in
business life, their fate is intertwined with the perceptions of board members. Venkataramani’s team developed
a strong rapport with their board, all of whom
were senior-level managers: John George (MBA
‘72), InterGroup Services Corporation; Joseph
K. Dykta Sr. (MBA ’87, ENGR ’75), Dormont
Manufacturing Company; and L. Joe Rototski
(MBA ’99), Oakmont Capital Management, LLC.

“So, at the final board meeting, when
recommending their compensation plan, the
students confidently pointed to the balance sheet.
Net income increased 47 percent during the
students’ tenure. Sales revenues increased
about 7 percent. The company controlled
22 percent market share. And the company
more than 200 people, many of them alumni,
have volunteered as board members thus far.
Magnuson says the school is always looking for
more qualified people to serve as board members.

BATTLING ON THREE FRONTS: PRICE, PRODUCT, AND PROMOTION

The simulation’s architecture was created by
and is maintained by faculty member Dave
Lamont of Carnegie Mellon University’s
Tepper School of Business. During a given
semester, about 20 teams participate in the
simulation. Of them, most are from Katz and
Tepper, while the others come from business
schools in Chile, Ukraine, Mexico, Japan,
and China. Groups of teams operate within
distinct universes, whereby actions in one
universe do not affect the others.
Student teams run a fictional watch
manufacturer, for three fiscal years, that
has two products: a high-end watch and an
economical watch. Markets include the United
States, United Kingdom, Germany, Mexico,
China, and Japan. Factories are located in two
countries. It is up to the students to decide
where to sell the watches, where to make the watches, and what to do about the watches. In all,
they make 53 different input decisions each
fiscal quarter, including inventory and
shipping management, debt and dividend
policies, and quality, brand, and environmental
decisions. In order to make informed judgments,
student teams have 13 years of historical data
with which to generate business models.

“The stress of owning our decisions and
collectively steering the firm to success was a
great experience,” Taranakar says. “As a team,
after we provided our decision inputs at 9:00
in the morning when the results would be out. Did
our decisions pay off? With the results came
either a wave of distress or a huge sigh of relief.
But we had to move onward to the next quarter regardless.”
The Management Simulation is different from
most Katz courses. There are no tests. Problems
have no one answer. Learning by mistakes is critical. Nor
do students control their own destinies. As in
business life, their fate is intertwined with the perceptions of board members. Venkataramani’s team developed
a strong rapport with their board, all of whom
were senior-level managers: John George (MBA
‘72), InterGroup Services Corporation; Joseph
K. Dykta Sr. (MBA ’87, ENGR ’75), Dormont
Manufacturing Company; and L. Joe Rototski
(MBA ’99), Oakmont Capital Management, LLC.

“So, at the final board meeting, when
recommending their compensation plan, the
students confidently pointed to the balance sheet.
Net income increased 47 percent during the
students’ tenure. Sales revenues increased
about 7 percent. The company controlled
22 percent market share. And the company
more than 200 people, many of them alumni,
have volunteered as board members thus far.
Magnuson says the school is always looking for
more qualified people to serve as board members.

BATTLING ON THREE FRONTS: PRICE, PRODUCT, AND PROMOTION

The simulation’s architecture was created by
and is maintained by faculty member Dave
Lamont of Carnegie Mellon University’s
Tepper School of Business. During a given
semester, about 20 teams participate in the
simulation. Of them, most are from Katz and
Tepper, while the others come from business
schools in Chile, Ukraine, Mexico, Japan,
and China. Groups of teams operate within
distinct universes, whereby actions in one
universe do not affect the others.
Student teams run a fictional watch
manufacturer, for three fiscal years, that
has two products: a high-end watch and an
economical watch. Markets include the United
States, United Kingdom, Germany, Mexico,
China, and Japan. Factories are located in two
countries. It is up to the students to decide
where to sell the watches, where to make the watches, and what to do about the watches. In all,
they make 53 different input decisions each
fiscal quarter, including inventory and
shipping management, debt and dividend
policies, and quality, brand, and environmental
decisions. In order to make informed judgments,
student teams have 13 years of historical data
with which to generate business models.

“The stress of owning our decisions and
collectively steering the firm to success was a
great experience,” Taranakar says. “As a team,
after we provided our decision inputs at 9:00
in the morning when the results would be out. Did
our decisions pay off? With the results came
either a wave of distress or a huge sigh of relief.
But we had to move onward to the next quarter regardless.”
The Management Simulation is different from
most Katz courses. There are no tests. Problems
have no one answer. Learning by mistakes is critical. Nor
do students control their own destinies. As in
business life, their fate is intertwined with the perceptions of board members. Venkataramani’s team developed
a strong rapport with their board, all of whom
were senior-level managers: John George (MBA
‘72), InterGroup Services Corporation; Joseph
K. Dykta Sr. (MBA ’87, ENGR ’75), Dormont
Manufacturing Company; and L. Joe Rototski
(MBA ’99), Oakmont Capital Management, LLC.

“So, at the final board meeting, when
recommending their compensation plan, the
students confidently pointed to the balance sheet.
Net income increased 47 percent during the
students’ tenure. Sales revenues increased
about 7 percent. The company controlled
22 percent market share. And the company
more than 200 people, many of them alumni,
have volunteered as board members thus far.
Magnuson says the school is always looking for
more qualified people to serve as board members.

BATTLING ON THREE FRONTS: PRICE, PRODUCT, AND PROMOTION

The simulation’s architecture was created by
and is maintained by faculty member Dave
Lamont of Carnegie Mellon University’s
Tepper School of Business. During a given
semester, about 20 teams participate in the
simulation. Of them, most are from Katz and
Tepper, while the others come from business
schools in Chile, Ukraine, Mexico, Japan,
and China. Groups of teams operate within
distinct universes, whereby actions in one
universe do not affect the others.
Student teams run a fictional watch
manufacturer, for three fiscal years, that
has two products: a high-end watch and an
economical watch. Markets include the United
States, United Kingdom, Germany, Mexico,
China, and Japan. Factories are located in two
countries. It is up to the students to decide
where to sell the watches, where to make the watches, and what to do about the watches. In all,
they make 53 different input decisions each
fiscal quarter, including inventory and
shipping management, debt and dividend
policies, and quality, brand, and environmental
decisions. In order to make informed judgments,
student teams have 13 years of historical data
with which to generate business models.

“The stress of owning our decisions and
collectively steering the firm to success was a
great experience,” Taranakar says. “As a team,
after we provided our decision inputs at 9:00
in the morning when the results would be out. Did
our decisions pay off? With the results came
either a wave of distress or a huge sigh of relief.
But we had to move onward to the next quarter regardless.”
The Management Simulation is different from
most Katz courses. There are no tests. Problems
have no one answer. Learning by mistakes is critical. Nor
do students control their own destinies. As in
business life, their fate is intertwined with the perceptions of board members. Venkataramani’s team developed
a strong rapport with their board, all of whom
were senior-level managers: John George (MBA
‘72), InterGroup Services Corporation; Joseph
K. Dykta Sr. (MBA ’87, ENGR ’75), Dormont
Manufacturing Company; and L. Joe Rototski
(MBA ’99), Oakmont Capital Management, LLC.
Like Father, Like Sons

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

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

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

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

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

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

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

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

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

“It’s a family business now that hopefully goes on for generations,” Jim says.
Brothers in tight-knit families tend to share the same interests and tastes. They like the same music, the same clothes, the same sports, but how often do they like the same business school? Look no further than Ken Rowles (BBA ’64, MBA ’65) and younger brother, Kerry, (MBA ’66).

“I think Katz prepared us for a career in business as well as any school possibly could,” says Ken, a retired co-managing shareholder at Schneider Downs & Co., Inc. in Pittsburgh and a recipient of the Alumnus Award in 2000. His wife, Gail Nixon Rowles, is a 1966 graduate of Pitt’s School of Nursing. The family’s connection to the Katz School began with Ken and Kerry in the 1960s and continued a generation later with Kristin, Scott, and Karlye. With six grandchildren on the scene, the stage is set for more Katz MBAs in the Rowleses’ future.

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

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

Kerry and his son, Scott, achieved business success in different ways. Kerry spent 33 years with PPG Industries, Inc. and had a variety of financial, general management, and HR career experiences. Scott, by contrast, has started several companies, including Crux Systems, an IT services firm, and Dive N Dog, a manufacturer of boat ladders for pets. Today, Scott is involved in new ventures, including a hydroelectric turbine company, FlowXtreme. A natural-born risk taker, Scott once sailed a 50-foot catamaran motorboat from the Caribbean island of Martinique to Australia.

Almost everything was a competition in the Sheerer household. With their father timing them, the kids raced to see who could deliver the most newspapers in the fastest time on neighborhood paper routes. In school, they tried outdoing each other’s grades and extracurricular activities. At home, they played cutthroat games of pickup basketball and two-on-two football.

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

Almost everything was a competition in the Sheerer household. With their father timing them, the kids raced to see who could deliver the most newspapers in the fastest time on neighborhood paper routes. In school, they tried outdoing each other’s grades and extracurricular activities. At home, they played cutthroat games of pickup basketball and two-on-two football.

Good sibling rivalries don’t disappear in adulthood. Sarah “Sally” Sheerer (A&S ’88, MBA ’90), Edward “Ted” Sheerer (A&S ’88, MBA ’90), and John Sheerer (A&S ’89, MBA ’93), continue to stoke each other’s competitive spirit. But they can all agree on this: the University of Pittsburgh played a big role in their professional success.

“Competition has always given us that extra push to succeed,” Sally says.

She should know. The founder of the Pittsburgh-area advertising specialty firm Paws, Inc., Sally is a former captain and MVP of the Pitt women’s basketball team, where she ranked among conference leaders in scoring, rebounds, and field goal percentage.

Her time in the Katz MBA program briefly overlapped with older brother, Ted, and they shared a few classes. Both faced challenges: Sally, the unrelenting pace of the 11-month MBA, and Ted, the high-wire balancing act of evening MBA classes while working part-time and being a husband and father.

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

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

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

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

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

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

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

In their role as deans, Katz PhD alumni have started a business program from scratch in Tanzania, reinvigorated a top-ranked business school, and put a historically black college and university (HBCU) program on the path to AACSB International accreditation. In every case, they are taking lessons learned in Pittsburgh to locations all over the world. Such was the case with Jenster, a Denmark native, who, prior to his role at NIMI, joined the marketing faculty at the University of Virginia, Copenhagen Business School, IMD in Switzerland, and China Europe International Business School.
In Dan Smith’s (PhD ’90) eight years as dean of Indiana University’s Kelley School of Business, the school doubled the size of its student body while at the same time raising admission standards, vastly improved its financial position, doubled the size of its faculty, launched graduate programs in India and Korea, and raised over $170 million in private gifts despite the economy being in the throes of a recession.

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

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

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

After graduating from Katz, Smith joined the faculty at the University of Pittsburgh for the doctoral program was singularly the best career move of my life,” he says. “If your knowledge is limited to one functional area, you won’t be successful. The type of environment at Pitt forced me to learn more than I ever thought I could learn.”

Riding Industry to Academia

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

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

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

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

Nelson, who previously served as the dean of Grambling State University’s College of Business, credits the Katz doctoral program, where he studied information systems, for kindling his interest in information systems and supply chain networks.

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

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

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

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

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

“You want to be able to think laterally,” Getz says.

“If I wanted to work with a brain that worked that way.”

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

As dean of Loyola University Chicago’s Quinlan School of Business, Kathleen A. Getz (PhD ’91) oversees a program dedicated to the belief that building personal wealth and enhancing the lives of others are not mutually exclusive objectives.

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

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

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

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

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

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

The investment in Neo (MBA ’96, PhD ’00) paid off. After the roles of director of a research center, departmental chair, and vice dean, he became dean of Nanyang Technological University’s business school at the age of 36, serving from 1999 to 2004, a time when the program catapulted from rankings obscurity to one of the world’s leading programs.

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

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

R. Charles Moyer (MBA ’88, PhD ’71) has led business programs to new heights as former dean of University of Louisville and Wake Forest University, but there was a time when he was like any other doctoral student, sweating over his first teaching lecture.

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

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

Moyer, a renowned finance scholar, was a 2004 recipient of the Katz School Distinguished Alumnus Award. Louisville officials recruited him for a nationalistic venture: Would he go abroad to establish programs to new heights as former dean of University of Nevada, Reno, where he taught marketing and international business for 28 years, but did not last long. Almost immediately, he traveled to Tanzania’s capital city, Dar es Salaam, to lay the groundwork for a private business school financed by the Korea Church Mission.

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

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

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

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

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

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

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

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

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

For more information about the awards or to nominate an alumus or friend of Pitt Business for future awards, visit www.katz.pitt.edu/awards.

Texas Instruments
Corporate Appreciation Award

Texas Instruments Incorporated (TI) is a global semiconductor design and manufacturing company that sells products to more than 100,000 electronics designers and manufacturers worldwide.

With 2013 revenues of more than $12 billion, TI offers a broad array of integrated circuits central to almost all electronic equipment. During the past few years, TI underwent a strategic transformation to shift its primary focus to analog and embedded processors, known as the semiconductor engines of the Internet age. This market segment offers TI growth opportunities in a number of directions, including inside of the industrial and automotive markets.

TI has been a Fortune’s “World’s Most Admired Company” for 10 consecutive years and made the Thomson Reuters “Top 100 Global Innovators” list for two consecutive years. TI has been named seven times to the Dow Jones Sustainability Index for its leadership in corporate economic, environmental, and social performance. TI is the first semiconductor company to earn certification from the U.S. Green Building Council.

As the owner of more than 40,000 patents, TI has been behind many landmark innovations over the years, including the first commercial silicon transistors, the first integrated circuits, and the first electronic hand-held calculator. TI’s innovative spirit was established more than 80 years ago, when Geophysical Service Inc. pioneered signal processing technology as a tool for locating underground oil reservoirs.

Today, TI’s semiconductors are used across a wide variety of industries, including industrial, energy, medical, safety and security, and consumer products. TI’s goal is to help its customers unlock the world as it could be: smarter, safer, greener, healthier, and more fun. Based in Dallas, Texas, TI has more than 32,000 employees and the industry’s largest sales and support staff.
Arnold holds a bachelor’s degree from the and acquisition potential of target companies and sheet of Commerce and, during her tenure, undergraduate and master’s students were multiple global case competitions.

For more than 25 years, Kulpatra Sirodom has served in leadership roles at Thammasat Business School in Thailand. From 2010 to 2011, Sirodom was dean of the School’s Faculty of Commerce and Accountancy, and since then, serves on the boards of The PNC Financial Services Group and Goodrich Corp.

Davidson has established the George A. Davidson Foundation, which supports technology and professional power tools under the Porter-Cable, Delta, and DeWalt brands. Prior to this experience, Mitchell held a variety of managerial roles with leading manufacturers. He served as senior vice president of global operations for the Pentair, Inc.’s Tool Group from 2001 to 2004. The $1.1 billion division of Danaher Corporation, including vice president of operations of Jody Hi-Voltage; manager of Hi-Voltage Manufacturing; and director of operations for Matsco Tools, Mitchell earned his bachelor’s degree in liberal arts from Tulane University in 1985. After working in the Controller’s Office of Powertrain Operations during his four years, Mitchell was 22, attending Rice University. He was a founding member and first president of the Women of Color for Reproductive Justice organization, New Voices Pittsburgh: Women of Color for Reproductive Justice (2004 to 2010). He is a past president of the Urban League Young Professionals of the United States. Mayes is a member of the National Women’s Law Center and the American Federation of State, County, and Municipal Employees.

La’Tasha D. Mayes is a nationally recognized leader in the fields of sexual and reproductive health, human rights issues, and leadership development, particularly with women and girls of color. She is the founder and executive director of the community-based organization that is the largest human rights advocacy organization for indigenous women and women of color in the United States. Mayes is a member of a founding member and first president of the Women of Color for Reproductive Justice (2004 to 2010). Her indefatigable spirit of women’s rights is a native of West Philadelphia and believes in the power of education, social justice, and activism to create positive change. Mayes’s social activism extends to other causes. She is the national chair of SisterSong, a national organization that addresses the physical, emotional, spiritual, cultural, political, economic, and environmental needs of women of color and indigenous women as well.

Kulpatra Sirodom has served in leadership roles at Thammasat Business School in Thailand. From 2010 to 2011, Sirodom was dean of the School’s Faculty of Commerce and Accountancy, and since then, serves on the boards of The PNC Financial Services Group and Goodrich Corp.

Davidson has established the George A. Davidson Foundation, which supports technology and professional power tools under the Porter-Cable, Delta, and DeWalt brands. Prior to this experience, Mitchell held a variety of managerial roles with leading manufacturers. He served as senior vice president of global operations for the Pentair, Inc.’s Tool Group from 2001 to 2004. The $1.1 billion division of Danaher Corporation, including vice president of operations of Jody Hi-Voltage; manager of Hi-Voltage Manufacturing; and director of operations for Matsco Tools, Mitchell earned his bachelor’s degree in liberal arts from Tulane University in 1985. After working in the Controller’s Office of Powertrain Operations during his four years, Mitchell was 22, attending Rice University. He was a founding member and first president of the Women of Color for Reproductive Justice organization, New Voices Pittsburgh: Women of Color for Reproductive Justice (2004 to 2010). He is a past president of the Urban League Young Professionals of the United States. Mayes is a member of the National Women’s Law Center and the American Federation of State, County, and Municipal Employees.

La’Tasha D. Mayes is a nationally recognized leader in the fields of sexual and reproductive health, human rights issues, and leadership development, particularly with women and girls of color. She is the founder and executive director of the community-based organization that is the largest human rights advocacy organization for indigenous women and women of color in the United States. Mayes is a member of a founding member and first president of the Women of Color for Reproductive Justice (2004 to 2010). Her indefatigable spirit of women’s rights is a native of West Philadelphia and believes in the power of education, social justice, and activism to create positive change. Mayes’s social activism extends to other causes. She is the national chair of SisterSong, a national organization that addresses the physical, emotional, spiritual, cultural, political, economic, and environmental needs of women of color and indigenous women as well.

Kulpatra Sirodom has served in leadership roles at Thammasat Business School in Thailand. From 2010 to 2011, Sirodom was dean of the School’s Faculty of Commerce and Accountancy, and since then, serves on the boards of The PNC Financial Services Group and Goodrich Corp.

Davidson has established the George A. Davidson Foundation, which supports technology and professional power tools under the Porter-Cable, Delta, and DeWalt brands. Prior to this experience, Mitchell held a variety of managerial roles with leading manufacturers. He served as senior vice president of global operations for the Pentair, Inc.’s Tool Group from 2001 to 2004. The $1.1 billion division of Danaher Corporation, including vice president of operations of Jody Hi-Voltage; manager of Hi-Voltage Manufacturing; and director of operations for Matsco Tools, Mitchell earned his bachelor’s degree in liberal arts from Tulane University in 1985. After working in the Controller’s Office of Powertrain Operations during his four years, Mitchell was 22, attending Rice University. He was a founding member and first president of the Women of Color for Reproductive Justice organization, New Voices Pittsburgh: Women of Color for Reproductive Justice (2004 to 2010). His indefatigable spirit of women’s rights is a native of West Philadelphia and believes in the power of education, social justice, and activism to create positive change. Mayes’s social activism extends to other causes. She is the national chair of SisterSong, a national organization that addresses the physical, emotional, spiritual, cultural, political, economic, and environmental needs of women of color and indigenous women as well.

La’Tasha D. Mayes is a nationally recognized leader in the fields of sexual and reproductive health, human rights issues, and leadership development, particularly with women and girls of color. She is the founder and executive director of the community-based organization that is the largest human rights advocacy organization for indigenous women and women of color in the United States. Mayes is a member of a founding member and first president of the Women of Color for Reproductive Justice (2004 to 2010). Her indefatigable spirit of women’s rights is a native of West Philadelphia and believes in the power of education, social justice, and activism to create positive change. Mayes’s social activism extends to other causes. She is the national chair of SisterSong, a national organization that addresses the physical, emotional, spiritual, cultural, political, economic, and environmental needs of women of color and indigenous women as well.
For Ryan Teeter, the rock climbing comes more than just a training ground for his next big adventure. It is also the perfect venue for a first date. “It’s fun and good exercise. One of you holds the rope and the other scales the wall,” he says, adding this is how he and his wife began their courtship.

Many of Teeter’s hobbies are daring. He likes bouldering, which involves covering up massive rocks and hopping to the next one. “Naches National Park is a great place for it. You’re surrounded by beautiful red rock,” he says.

Teeter enjoys diving and has plunged from three stories high into the water. He is a certified scuba diver with more than 100 different dives under his belt, including a fish dive where “when your buddy churn was dropped into the water to summon sharks, while Teeter’s buddy had to fish in from the sea floor below.”

Epic childhood summer vacations established Teeter’s wanderlust. Along with his parents, six brothers and sisters, and grandmother, Teeter traveled via motorhome to all 48 continental U.S. states and parts of Canada. The adventures were many. Once his parents accidentally left Teeter behind at Grand Canyon National Park (they realized their mistake 30 minutes later), Teeter spent a day exploring the gloriously bat-filled caves of Carlsbad Caverns in New Mexico, and a Fourth of July watching fireworks from the Tidal Basin near Washington, D.C.

The urge to travel and take bold adventures never left Teeter. It is part of his identity.

The second choice worked out quite well. Bartholomew honed her bassoon-playing talents in a youth symphony before later earning a music scholarship to Mount Union College in northeastern Ohio, where she played in the school’s wind ensemble and woodwind groups — all while majoring in accounting.

“I bought half my college education with my bassoon,” says Bartholomew, who later became the vice president and controller of FedEx Ground, responsible for company-wide functions including M&A accounting, SEC reporting, and SOX compliance.

Today, Bartholomew is a member of the North Suburban Symphonic Band in Pittsburgh and a band active named West Winds (all its woodwind players all once lived west of Pittsburgh). She also regularly attends Pittsburgh’s very Bassoopalooza, which attracts bassoonists from the skill level of the Pittsburgh Symphony Orchestra on down.

“After 30 years of playing, I can’t imagine stopping,” she says.

In Jim Kimpel’s family room is an armoire whose fashionably distressed look is the real thing. The wood is old floorboards reclaimed from his wife’s now-demolished childhood home, stained with the straight down to the pock marks from beetle bites.

“The story is that the wood I built for my children an old-fashioned wooden rocking horse. The attention to detail is evident in the horse’s smooth curves, the rich grain of the poplar wood, and the realism of the horse’s eyes — in this case, procured from a taxidermist.”

Stained glass is another hobby Kimpel says he picked up from his dad. “Woodworking is in my blood. I picked it up from my dad. He had a number of woodworking tools,” Kimpel says.

Kimpel also uses his tools to create new memories. Years ago, he built for his children an old-fashioned wooden rocking horse.

“Stained glass is another hobby Kimpel says he picked up from his dad. ‘Woodworking is in my blood. I picked it up from my dad. He had a number of woodworking tools,” Kimpel says.

Kimpel’s workshop contains all the tools a craftsperson needs. Only time will tell what creative piece he comes up with next.

Kimpel’s workshop contains all the tools a craftsperson needs. Only time will tell what creative piece he comes up with next.

THE SYMPHONIST

HEIDI BARTHOLOMEW

Clinical Instructor of Business Administration and Interim Director of the David Berg Center for Ethics and Leadership Accounting

THE CRAFTSMAN

JIM KIMPEL

Clinical Associate Professor of Business Administration Information Systems and Technology Management

THE GUITARIST

RICHARD FRANKLIN

Clinical Assistant Professor of Business Administration Information Systems and Technology Management

HIDDEN FACULTY TALENTS

BEYOND THE CLASSROOM

RICHARD FRANKLIN is a versatile, classically trained guitarist and composer who once supported himself as a professional musician and continues to release albums of his original jazz compositions, available through iTunes, Spotify, and Rhuffity.com.

In the 1970s, Franklin drew effusive praise from Pittsburgh music critics for his performances of Brazilian composer Heitor Villa-Lobos while performing in concertos with the Wilkinsburg, McKeesport, and Pittsburgh Symphony Orchestras. He learned from guitarist greats Sonohole Popa and Carlos Barbosa-Lima at Carnegie Mellon University, where he earned a bachelor’s and a master’s degree in jazz and headlined various Symphony Orchestras on down.

Later, Franklin became interested in jazz and headlined various groups playing in Pittsburgh clubs. These days he performs less frequently live, focusing instead on releasing solo albums. His songs have a jazz bent although pinning him to one style is impossible, as smooth jazz, fusion, swing, bebop, the blues, funk, and rockably are all present.

While Franklin has many musical influences, the Beatles’ performance on The Ed Sullivan Show is what inspired him to play guitar. “It was beyond exciting. I can’t even begin to articulate how important they are in terms of my musical self,” Franklin says.

Richard Franklin is a versatile, classically trained guitarist and composer who once supported himself as a professional musician and continues to release albums of his original jazz compositions, available through iTunes, Spotify, and Rhuffity.com.

In the 1970s, Franklin drew effusive praise from Pittsburgh music critics for his performances of Brazilian composer Heitor Villa-Lobos while performing in concertos with the Wilkinsburg, McKeesport, and Pittsburgh Symphony Orchestras. He learned from guitarist greats Sonohole Popa and Carlos Barbosa-Lima at Carnegie Mellon University, where he earned a bachelor’s and a master’s degree in jazz and headlined various Symphony Orchestras on down.

Later, Franklin became interested in jazz and headlined various groups playing in Pittsburgh clubs. These days he performs less frequently live, focusing instead on releasing solo albums. His songs have a jazz bent although pinning him to one style is impossible, as smooth jazz, fusion, swing, bebop, the blues, funk, and rockably are all present.

While Franklin has many musical influences, the Beatles’ performance on The Ed Sullivan Show is what inspired him to play guitar. “It was beyond exciting. I can’t even begin to articulate how important they are in terms of my musical self,” Franklin says.

THE ADVENTURER

RYAN TEETER

Clinical Assistant Professor of Business Administration Accounting

THE GUITARIST

RICHARD FRANKLIN

Clinical Assistant Professor of Business Administration Information Systems and Technology Management
Craft writes in his poem, "A January Midnight Walk":

Reflected radiance from moon and stars/
Glimpses on the path/
As my steps yield residue of sight and sound/
In the shimmering crust/
That unifies and disguises the visible world.

Beyond poetry, Craft expresses himself through music, as he plays everything from Spanish ballads to the Kingston Trio on his acoustic guitar, and has written a few of his own instruments.

"My academic work is focused on concepts and theories, modules and analysis. This is based on, 'I see something and I feel something.' It's not logical or analytical. It's experiencing and enjoying," he says.

"Human resources expert" is only one side of Jim Craft's personality. There is also the side of him who writes poetry, plays folk music on the guitar, landscapes extensively, and photographs nature scenes. This is Jim Craft, self-expressionist.

"Poetry is a suitable and meaningful source of personal expression, a great source of insight into the way people see the world," says Craft, who became deeply interested in poetry in college and has dabbed at it ever since.

His poems, which include some written in Spanish, span what he calls the "extraordinary experience of living." Universal themes we all feel at one time or another: the passage of time, the necessity of a new beginning, the swift pendulum swing between excitement of a new beginning, themes we all feel at one time or another: the passage of time, the necessity of a new beginning, the excitement of a new beginning, and the protection of the human soul for money.

"As an undergraduate, I was living for money. I thought the Wharton students sold art students, and the art students were snobby toward the business students. The double major was like a double life: the Wharton and the fine arts. The double major didn't help me get a job -- if only, students to graduate from the [business] program with an artistic major.

Art immersion is like meditation and photography is a source of personal expression, a visible world."

"Poetry is a valuable and meaningful source of personal expression, a great source of insight into the way people see the world," says Craft, who became deeply interested in poetry in college and has dabbed at it ever since.

"As an undergraduate, I was living for money. I thought the Wharton students sold art students, and the art students were snobby toward the business students. The double major was like a double life: the Wharton and the fine arts. The double major didn't help me get a job -- if only, students to graduate from the [business] program with an artistic major.

"Poetry is a valuable and meaningful source of personal expression, a great source of insight into the way people see the world," says Craft, who became deeply interested in poetry in college and has dabbed at it ever since.

"As an undergraduate, I was living for money. I thought the Wharton students sold art students, and the art students were snobby toward the business students. The double major was like a double life: the Wharton and the fine arts. The double major didn't help me get a job -- if only, students to graduate from the [business] program with an artistic major.
Bibiana “Bibie” Boerio

In fall 1976, Bibiana “Bibie” Boerio began the Katz One-Year MBA program as the only student in the class with a degree in textiles and design. While she knew fashion principles by heart, business terminology was like a foreign language.

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

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

“Professor Rossell was a crusty old soul with a great sense of humor. He always had a joke and an interesting story to share,” Boerio says. “I felt a connection to him.”

For the past year, Boerio has served as the interim president of her alma mater, Seton Hill University. At Ford, she broke the glass ceiling and studied some more. “I don’t remember having much fun,” she says.

As a student, Boerio had little leisure time. She worked part-time jobs, took classes full-time, and was active in campus life. She was a member of the women’s tennis team and volunteered at local hospitals. She also joined a small group who met informally to talk about their challenges.

All those years later, one part about Pitt hasn’t changed: gritty South Oakland. Boerio’s student apartment abutted a company that sold paper tape. Female MBA students did not have their own student organization. “Women were afraid to talk about issues then,” she says. “We had a small group who met informally to talk about our challenges.”

“I don’t remember having much fun,” she says.

Time Capsule

Apple Computer is launched

The $2 bill is issued

Fidel Castro becomes the president of Cuba

One flew over the cuckoo’s nest wins the Oscar for Best Picture

Average cost of gallon of gas: 55 cents

Average cost of new home: $16,000

Pittsburgh Steelers win the Super Bowl

Pitt Panthers win the national championship

1976

1976 Time Capsule

Right after college, Jamie Harshman landed a coveted job as an internal auditor at Ernst & Young. Despite her aptitude for compliance reporting and the potential for promotion, she felt a career switch was in order.

“Even though I’m good with numbers, I learned that my true passion is in the people side of business, and that’s why I decided to go back to grad school for human resources,” Harshman says.

The decision paid off. Harshman (MBA ’14) bolstered her résumé with an internship in PNC Financial Services Group’s Living Well Department and through her leadership positions at Katz. She was president of Katz’s chapter of the National Association of Women MBAs (NAWMA), which hosts an array of alumnae networking and professional development events. Harshman helped start “lean in” circles featuring experts in subjects important to female businesswomen, such as time management and contract negotiations.

“We serve as a support system for women MBAs,” Harshman says. “It should not always be about competing and trying to be better than one another. It’s about helping each another reach for higher goals.”

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

As a human resources professional, Harshman is looking forward to the opportunity to address gender and diversity issues, including the salary gap between men and women.

“It’s clear there still is not equality. Work remains to be done,” Harshman says.

Jamie Harshman

Pitt running back Tony Dorsett

1976

2014

1976

1976

2014
Katz and CBA marketing faculty ranked No. 16 in the world for marketing research based on productivity in four preeminent academic journals. (DocSIG)

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

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

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

CBA students, Joshua Yoskosky (finance and pre-law) and Joseph Fogiato (marketing and supply chain management), are hailed as heroes for rescuing an elderly neighbor from an Oakland house fire in January 2014.

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


The second-annual BNY Mellon Katz Invitational hosted 14 top business schools and awarded $18,000 in prizes to the winning teams.

Katz students win the 2014 Pittsburgh Association for Corporate Growth (ACG) Cup for the third straight time.

Four Pitt graduates are among the Top 10 scorers on the CPA Exam in Pennsylvania in 2013.

Since 2012, the Katz Full-time MBA program has climbed the most spots of any ranked school in the U.S. News & World Report annual rankings.

The Center for Supply Chain Management has been established at Katz and CBA, a new resource center for experience-based learning, supply chain management research, and enhanced industry partnerships.

Accounting doctoral student Michele Frank receives the 2014 Deloitte Foundation Doctoral Fellowship. The $25,000 prize is awarded to 10 students nationally each year.

Katz students win the 2014 ACC Skip Prosser Award, given to the conference’s top scholar-athlete.

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

Faculty member Jay Sukits is a recipient of the Pitt 2014 Chancellor’s Public Service Award.

CBA student and Pitt men’s basketball player Cameron Wright is the recipient of 2014 ACC Skip Prosser Award, given to the conference’s top scholar-athlete.
MARK YOUR CALENDAR

**October 24: Annual 51+ Pitt Business Luncheon**
Pitt Business alumni who graduated more than 51 years ago are invited to attend the Annual 51+ Pitt Business Luncheon.

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

www.business.pitt.edu/alumni/events