

McINTIRE

Exchange

Winter 1999

McIntire Ranked among the Elite and Moving Up

The McIntire School has earned a place among the nation's elite undergraduate business programs. This conclusion is the consensus of the nation's leading independent benchmarking project, an alumni survey, and the recently published *U.S. News & World Report* rankings. McIntire Dean Carl Zeithaml believes that these rankings are a springboard for even greater achievement.

High *U.S. News & World Report* Ranking

U.S. News & World Report, in its recent *Annual Guide to America's Best*



Top-notch services the McIntire School offers its students such as Commerce Career Day are one reason *U.S. News and World Report* ranks McIntire fifth among undergraduate business schools in the country. Here, third-year April Perera (left) talks with Lesley Cahill (McIntire '95), Manager for Deloitte & Touche.

Colleges, ranked McIntire fifth among undergraduate business programs. Zeithaml points out that the School should enjoy and appreciate this measure of reputation, but he adds that such rankings are only a rough, sometimes fickle reflection of relative quality.

"We should understand and anticipate the needs of our students and

recruiters and then enhance the Program in ways that meet those needs," he recently explained to the McIntire faculty. "We should recruit and retain the best faculty to create important new knowledge and effective teaching techniques. We should offer our students and recruiters outstanding services and activities that supplement the classroom experience. We should improve our efforts to share our innovations with colleagues at other schools and the media. We should strive to be the leader in undergraduate education in all dimensions. If we do these things, the rankings will take care of themselves."

High Student Satisfaction Ratings

A far more rigorous survey ranked McIntire third among 160 business programs in the United States. Prepared for the International Association for Management Education, the Undergraduate Student Satisfaction Project reported on 14 factors, including faculty, curriculum, facilities, and computing resources.

"We are rated very high in all areas, with the possible exceptions of facilities and computing resources," says Zeithaml. "These areas can be readily improved, and we are working very hard to do so. It is extremely gratifying to see that our faculty and core programs were ranked among the very best." Even before receiving the results of the survey, McIntire completely renovated two important classrooms, including the installation of new technology and infrastructure, and wired virtually all classrooms so students can use their notebook computers both in class and in the evenings. The wired classrooms become virtual computer labs and provide students and the School with considerable flexibility. McIntire is also in the preliminary planning stage for a major expansion of the Monroe Hall facility.

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Nov. 20

Pre-Comm Women's Forum

Nov. 25

Thanksgiving

Dec. 10

Fall semester classes end

Dec. 10

GDP presentations

Dec. 13-20

Fall semester exams

News Flash

Computerworld ranks McIntire's M.S. in MIS Program among the top 25 techno-MBA programs.

Check out the full story at
<http://www.computerworld.com/home/print.nsf/all/990927c35a>



Strategic Initiatives provide a vision for the next decade.....

Innovative and Emerging Businesses

Recognizing that many new and innovative businesses are creating the dynamic models, management practices, and technologies that are driving the global economy, McIntire established the study and teaching of Innovative and Emerging Businesses as a key Strategic Initiative. The School is bringing this Initiative to life on a number of exciting fronts.

Walker Professorship in Growth Enterprises

“I’ve always loved the idea of creating new businesses,” says Jeffrey C. Walker (McIntire ’77), Managing Partner of Chase Capital Partners. “Helping people throughout the United States and the world to develop new technologies and business structures is very satisfying. You feel as if you’re making a difference.”

One extraordinary way in which Walker is making a difference is his \$3 million gift to the School that creates and endows the Walker Professorship in Growth Enterprises, the largest endowed professorship in U.Va. history. The professor selected for this new position will lead the School’s efforts to develop a world-class curriculum focusing on the key issues surrounding growth enterprises. In addition, the professor will serve as the Founding Director of the Center for Growth Enterprises.

“My goal for the professorship is to find someone who can link students with real managers and real CEOs, someone who can give students access to leading venture capitalists and investors in public markets,” Walker says. “We want someone who is playing an important part in the greater network and who can bring that network back to McIntire. We’re also looking for someone who will help McIntire

evolve as the world of growth enterprises develops into the next generation.”

Building Knowledge through Live Cases

With the support of P. Jeffrey Leck (McIntire ’85), students and faculty received a unique opportunity to build their knowledge of innovative and emerging businesses during the summer of 1999. Led by Professor George Overstreet, Associate Dean for Center Development and Research, a number of students spent the summer researching the practices of successful private equity firms and growth enterprises.

“Working with Professor Overstreet was very good,” says fourth-year finance student Jacey Anderson. “By exploring live cases, I learned how to judge people and learned different valuation models. A real high point was our trip to Mr. Walker’s firm, Chase Capital Partners. We spent a day observing the firm’s deal evaluation

process. Chase has 85 employees, and every one of them was involved—each had a say. It was great to see the strengths that different approaches to deal analysis can bring to a final decision.”

Student-Run Growth Enterprises

When the *McIntire Exchange* sent out a call to students requesting information about their own growth enterprises, the response was overwhelming. Students stopped by to tell of the hedge funds, Web sites, sales organizations, and other businesses that they have established while at McIntire. Several of these include:

TheBullseye.com LLC. If you’re seeking accurate information on a wide variety of market sectors, www.TheBullseye.com is well worth a visit. The site includes quotes, charts, news, and analysis of the most actively traded stocks, as well as exclusive features on U.S. stocks and international markets. “We have been live for the



Virtual faculty A.G. Lafley, Procter & Gamble’s President—Global Beauty Care and North America.

past five months, and we are happy with our growth,” says CFO/Manager Brian Woodall, a fourth-year student concentrating in accounting and finance. “We have about 120 companies advertising with us. We are very excited about other growth opportunities and have several value-enhancing ideas in the works.” Other members of the Bullseye team include CTO/Webmaster Jeremy Somers, a fourth-year student concentrating in finance and MIS, and CEO Russell Petrin, a fourth-year Arts and Sciences student majoring in economics and English.

Hathaway Capital Appreciation Ltd.

Two and a half years ago, third-year finance student David Hathaway founded his own private investment limited partnership. With some 30 investors,

Hathaway Capital Appreciation has more than \$100,000 under management. “Since its inception, the fund has returned more than 112 percent,” he says.

Derivative Partners. “During the past year, I formed my own hedge fund to trade equities and options for several investors,” says fourth-year student Steve Tesoriere. “I look to invest in such growth industries as telecom and technology.” He says that 80 percent of the portfolio is in equities and 20 percent is in options. “When you’re working for investors, you take on a lot of responsibility,” he says. “But I’m learning so much that I couldn’t have learned any other way. My McIntire training has really helped my business and my business is helping me to be a better student.” □

Growth Enterprise Leaders to Meet at McIntire

On April 27 and 28, 2000, McIntire will sponsor the symposium, “Growth Enterprises: Defining a Value Added Research Agenda.” The aim of the gathering is to bring world-renown scholars to the School to discuss their research and to deliver papers in the areas of growth enterprises, venture capital, and private equity.

Participants will include leading professors from a number of distinguished institutions, including Columbia University, the Darden School, the Harvard Business School, Stanford University, and the Wharton School.

Virtual Faculty Profile: John Kirtley

A McIntire education means regular interaction with virtual faculty members who are real-world business leaders. One such leader is private equity superstar John Kirtley.

As a McIntire student, John Kirtley (McIntire ’85) was uncertain of his future, but he dreamed of a career in growth enterprises. He also dreamed of making a contribution to future generations. During the past 15 years, he turned those dreams into stellar accomplishments as a business leader and as a benefactor to McIntire and other educational programs.

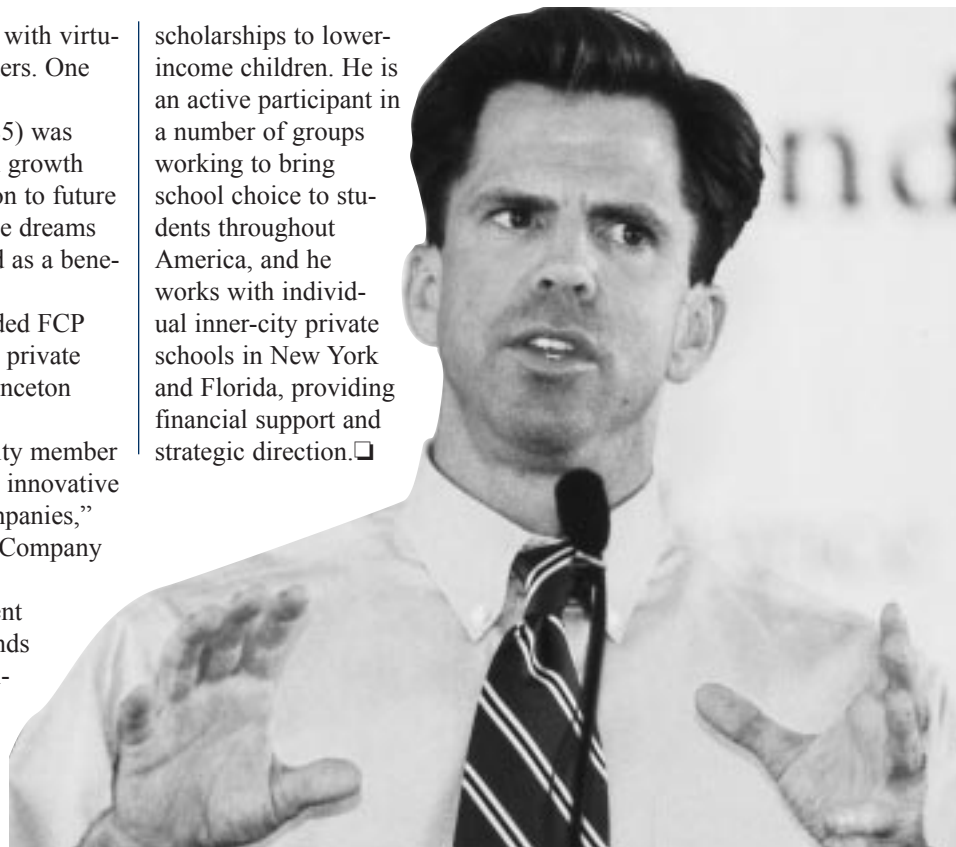
With P. Jeffrey Leck (McIntire ’85), he co-founded FCP Investors, which manages more than \$250 million in private equity investments on behalf of such investors as Princeton University, MIT, and the University of Richmond.

He is also sharing his expertise as a virtual faculty member at McIntire during the fall 1999 semester. His highly innovative class, “Leveraged Acquisitions of Small Private Companies,” explores cases of actual acquisitions FCP has made. Company managers are also visiting the class.

“It’s a very good course,” says fourth-year student Steve Tesoriere. “Every Wednesday, Mr. Kirtley spends three hours with about 25 students. We’re really challenged to learn and explore business practices from a number of unique perspectives.”

Kirtley is also active in a number of other nonprofit educational pursuits. He is Founder of The Children’s Scholarship Fund of Tampa Bay, a \$3 million fund created to give partial-tuition

scholarships to lower-income children. He is an active participant in a number of groups working to bring school choice to students throughout America, and he works with individual inner-city private schools in New York and Florida, providing financial support and strategic direction. □



John Kirtley (McIntire ’85) is committed to enhancing education at all levels.

School/Student News

Bridge Commits to \$7.8 Million Gift of Financial Data and Equipment

Bridge, the largest provider of financial information and related services in North America and the second largest, fast-growing provider in the world, recently committed to providing the McIntire School with a \$7.8 million gift of real-time financial data and information services for the School's high-tech financial classroom and trading room. The gift will allow students and faculty to develop portfolios, build financial models, test ideas and trading systems, and watch markets and economic events in real time. In honor of Bridge, this area is to be named The Bridge Center for Financial Markets at UVA.

The Bridge gift will be given over five years and has a value of at least \$1.5 million annually, including cash outlays by Bridge of \$100,000 a year for circuits and equipment. Also included in the gift is help desk and technical support. The Bridge Center will be completed next spring.

"The Bridge gift and The Bridge Center for Financial Markets at UVA promise to change fundamentally the teaching of business and finance at McIntire," says Dean Carl Zeithaml. "The Bridge gift will facilitate access to information and provide the tools for essentially instantaneous data analysis. As a result, The Bridge Center will enhance managerial competence, creativity, and critical thinking, and it will provide an unparalleled opportunity for the School to integrate financial market activity into the curriculum and to improve the analytical and decision skills of students regarding financial data."

"We are extremely pleased to partner with one of America's leading undergraduate business programs," says Bridge Executive Vice President Angus Robertson, who played a vital role in

making the Bridge gift possible. "We look forward to working closely with McIntire's outstanding students and faculty and to providing them with our cutting-edge core information products and services. We believe both the McIntire School of Commerce and Bridge have much to gain from this partnership, and we very much look forward to building a long-term relationship with the School."

The gift not only represents an important contribution to the School and involvement by a corporate partner, but it also exemplifies the initiative of fourth-year McIntire student Joel Ramin and Robertson's daughter, fourth-year student Anna Robertson. They suggested the idea of developing a partnership with Bridge to faculty members. "Their initiative demonstrates that students can have a significant impact on the School's ability to find and secure important resources. The Bridge gift was a real team effort of students, faculty, staff, and, of course, Bridge itself," Zeithaml says. □

McIntire Rolls Out ICE

McIntire rolled out its innovative Integrated Core Experience (ICE) this semester in two of eight sections of

the third-year class with great success. The plan is to expand ICE into the entire third-year curriculum during the fall 2000 semester, transforming the current series of individual core courses into a tightly integrated, comprehensive, one-year experience. When fully implemented, ICE involves both building-block modules on all core business topics and the creation of a business plan prepared by student teams for a significant and innovative business opportunity.

"I'm excited and very pleased with the student learning and progress during the first module," says Dean Carl Zeithaml, who co-directed and co-taught ICE Session I, "Strategy and Systems," with Professor Ryan Nelson. "In a relatively short period of time, the students developed an excellent understanding of the dynamic context of business, as well as the strategies, processes, systems, and architectures that promote their innovation and long-term success. They have a very solid foundation for the remaining ICE curriculum."

Nelson adds that ICE, which emphasizes team-teaching, provides an exceptional opportunity for faculty to learn from colleagues. "I've learned a great deal from my ICE experience in Session



Dean Carl Zeithaml and Professor Ryan Nelson (back right) co-teach ICE Session I, "Strategy and Systems," to two sections of third-year McIntire students.

I,” he says. “For example, my exposure to strategic management concepts has already allowed me to do a much better job of describing the role of information technology in transforming business. In addition, my exposure to a variety of teaching styles has resulted in some modifications to my own presentations.” Other faculty members involved in “Strategy and Systems” included Lynn Hamilton, Ellen Whitener, and Bill Wilkerson.

The McIntire School received a \$450,000 grant from the General Electric Fund in May to plan and implement

ICE. Significant improvements and additions to ICE will be made throughout the three-year duration of the grant and beyond. □

MICC Coming February 2000

McIntire will host the 19th Annual McIntire International Case Competition (MICC) Feb. 23-27, 2000. Last year’s first-place team, The University of Western Ontario’s Richard Ivey School of Business, will return to defend its title. Four other business



Third-year student Eric Park serves up a pitch during the First Ever McIntire Block Kickball Tournament.

schools will challenge Western Ontario, including the Copenhagen Business School and the Instituto Tecnológico y de Estudios Superiores de Monterrey, in Mexico. For more information, contact fourth-year student Connie Wu at clw6x@virginia.edu. □

“McIntire Ranked among the Elite”

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High Alumni Ratings

Alumni say that McIntire makes a lasting, positive difference in their careers. Some 83 percent of McIntire graduates report that they were well prepared for their first job, and 84 percent report that they were well prepared for their current job, according to a University-sponsored study of 1992 U.Va. alumni. Although alumni from other U.Va. schools felt generally satisfied with their jobs and their undergraduate education, McIntire graduates were the most positive.

Reviewing the various ratings, Zeithaml says McIntire is pleased but far from complacent. “Given our primary focus on this Program, I believe that we have the opportunity to be the best on almost any measure of quality. We are securing the resources and implementing a variety of innovations and changes to this end, and we should use these rankings to motivate our efforts.” □



Julie Lerner (McIntire '99) and the U.Va. Cavalier discuss the global economy during the Homecoming Tailgate Party before U.Va.'s game against Wake Forest Sept. 18.



Faculty News

McIntire welcomes new faculty.

- **Andrew Abela** teaches Fundamentals of Marketing, Marketing Strategy, Product Management, and Marketing Ethics.
- **Lucien L. Bass III** team-teaches Comm 451, "International Marketing."
- **Michael D. Bills** will teach Comm 475, "Fixed Income," in the spring of 2000.
- **John Griffin (McIntire '85)** will teach a course in Value Added Investment Research in the spring of 2000.
- **John Kirtley (McIntire '85)** is teaching his first course at McIntire, "Leveraged Acquisitions of Small Private Companies," this fall.
- **Larry Kochar** joins McIntire this fall as an Assistant Professor in the finance area and will teach Fixed Income at McIntire next spring.
- **James G. "Trey" Maxham III** joined the marketing area as an Assistant Professor and teaches Principles of Marketing and Marketing Research.

Brad Brown explores the use of a Chinese cultural artifact, *Guanxi* (literally, "connections"), by Chinese entrepreneurs as they rely on informal networks of people and organizations, rather than formal contracts, to conduct business within China and internationally. Brown and his coauthors, from the University of Washington and Thammat University, in Bangkok, Thailand, have written an article, "Guanxi and the Dynamics of Overseas Chinese Entrepreneurial Behavior in Southeast Asia," soon to be published in *Management and Organizations in China*, published by Macmillan.

Bill Kehoe was an invited participant in the VIP Program of Promotional Products Association International, held in August. **John Gwin** and Kehoe's manuscript, "US Market Entry: Strategic Imperatives," has been accepted for publication by the *Journal of Marketing Management*, forthcoming 2000.

Martha Maznevski and **Kathy Chudoba's** article, "Bridging Space over Time: Global Virtual Team Dynamics and Effectiveness," has been accepted for publication in *Organization Science*.


Susan Perry's current research examines corporate governance issues. One project looks at changes in compensation structures after foreign mergers (typically U.S. and foreign compensation structures are significantly different). Perry and her coauthor have written a case study on the British Petroleum and Amoco merger to illustrate this issue and are also working on an empirical study based on several hundred mergers. Another paper, to be submitted to the SEC, examines firms' choices to recognize a gain on the issuance of subsidiary stock to meet annual earnings expectations. A third project with **Gayle Erwin** considers management strategy in choosing merger or acquisition targets. Perry and Erwin examine the impact of expanding outside the firm's core business relative to expansion within the core business area from both financial and governance perspectives.

Neil Snyder was a featured speaker at the Annual Meeting of the National Foundation for Women Legislators, held in Los Angeles

in August. He discussed international issues that have the potential to influence the global economy.

Paul Walker, Bill Shenkir, and Tom Barton '71, Professor of Accounting at the University of North Florida, have received a grant from the Financial Executives Research Foundation (FERF) to undertake a research study on enterprise-wide business risk management. FERF is the research arm of the Financial Executives Institute, whose membership is Chief Financial Officers of some 2,000+ companies. The research study, to be conducted over the next year, will involve field studies with approximately eight major companies that have adopted an enterprise-wide approach to business risk management, as opposed to a silo approach.

Bob Webb was invited to present the inaugural paper in July at the newly established finance research seminar at the University of Sydney, in Sydney, Australia. He presented research on arbitrage and cointegration in commodity futures markets. □



Don't Be Bugged by Y2K

MAKE YOUR PLANS NOW TO ATTEND REUNION WEEKEND 2000

June 2-4, 2000

for the classes of '55, '60, '65, '70, '75, '80, '85, '90, and '95

Volunteers for the event are also needed. For more information about attending or volunteering, contact Beth Bishop, Director of Annual Giving and Alumni Relations, at (804) 924-7698

e-mail: bethbishop@virginia.edu



Alumni News

James G. Connelly III '67, former President and Chief Operating Officer of Caremark International, recently joined Garrett Capital Advisors LLC as a Partner.



Kel-Ann Sheldon Eyer '77 (left) and Carol Wagner Springer '81, both faculty members at Georgia State University.

Kel-Ann Sheldon Eyer '77, along with **Carol Wagner Springer '81** (Master's in Accounting '82), are members of the School of Accountancy faculty of the J. Mack Robinson College of Business at Georgia State University, in Atlanta. After graduation, Kel-Ann worked for Coopers & Lybrand. She then worked as an Assistant to the Controller and as a Divisional Controller with an Atlanta-based firm before a stint in London. After returning to Atlanta, Kel-Ann completed her Master's in Public Accountancy and her Ph.D. in Business. She has been teaching for 15 years in the areas of financial and managerial accounting, accounting information systems, and auditing. Kel-Ann and her husband, Jim (College '75), have three children, including Jeanne L. Eyer, a fourth-year McIntire student majoring in accounting and finance.

Jayne Hammond '80, of Bank of America, in Atlanta, was recently ranked by *Worth* magazine as one of the country's top 250 financial advisers.

Carol Wagner Springer '81 (Master's in Accounting '82) joined the Georgia State University faculty in the summer of 1998 after three years with PriceWaterhouseCoopers and 17 years as Controller in the manufacturing and real estate industries, including a corporate controllership with a division of a Fortune 500 company. She teaches undergraduate financial and managerial accounting and advises the GSU chapter of Beta Alpha Psi. Carol and **Kel-Ann Sheldon Eyer '77** both started at GSU the same year. After discovering their common past, which includes many of the same great McIntire professors, they have become partners in contributing new ideas for the accounting program at GSU.

Georgia M. Willis '83 was named Senior Vice President and Manager of Retail Branch Administration at Second Bank and Trust in Culpeper, Va. She is currently state vice president of the Virginia 4-H Foundation, treasurer of Germanna Community College, and a Harry F. Byrd, Jr. Business School board member at Shenandoah University.

Steven Flammey '86 was named Director of Finance for Fidelity Investments' Charitable Gift Fund this past summer. In April, at the age of 35, Flammey ran and finished his first Boston Marathon.

Michelle Rice Clatterbuck '90 and Neil Clatterbuck had a baby boy, Chase Douglas, June 22. Michelle, Neil, Chase, and the couple's 20-month-old daughter Carter Elizabeth live in Massanutten, Va., and Michelle is currently a Senior Financial Analyst for GE Fanuc in Charlottesville, Va.

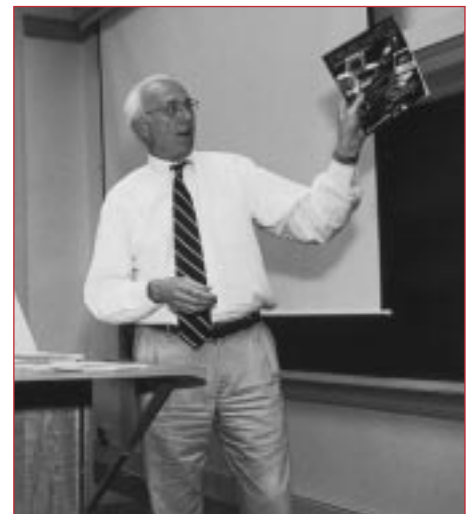
Cassandra Cannova Pettit '94 works for a Baltimore ad agency, helping them open a satellite office in Virginia. She is also expecting a baby, due Jan. 7.

Erin Thomas '96 has returned to school in pursuit of her MBA at the Harvard Business School after three years working as an Investment Banking Analyst in mergers and acquisitions with PaineWebber in New York City.

Daniel Odio '98 recently left GE to start VIPclubbing.com, a national guide to area nightlife. Check it out at www.VIPclubbing.com!

Virginia Oliver '98 (Master's in Accounting '99) married Robert William Loftin (College '95) June 12. The couple will live in Charleston, S.C.

John Rula '99 is a first-year Financial Analyst with J.C. Bradford Investment. □



William G. Crutchfield '65, of Crutchfield Corporation, in Charlottesville, Va., speaks to the McIntire Entrepreneurs' Group. Crutchfield was one of six business leaders who received top honors at the 1999 Virginia Ernst & Young Entrepreneur Of The Year Awards program in June. Selected as Master Entrepreneur Of The Year, he now moves on to E&Y's International Conference & Award Banquet in Palm Springs, Calif., in November, where he could be selected as a national finalist in an international category.



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