Back to the Lawn

Incredible New Buildings
Exciting New Programs
This letter comes to you from my office in McIntire’s beautiful new home in Rouss & Robertson Halls on the Lawn. Rouss & Robertson, as many of you know, constitute a truly state-of-the-art academic complex. Both buildings were meticulously designed to facilitate close interaction between faculty and students, and several classrooms are designated for interdisciplinary coursework. With a dozen high-tech classrooms and a variety of specialized technology centers, this facility seamlessly and effectively integrates technology and education. McIntire now has the fastest computers on Grounds, Web access in our classrooms, and superb videoconferencing and media facilities.

In many ways, however, Rouss & Robertson Halls could not be more traditional. They stand as the embodiment of McIntire’s core, unchanging values: almost 90 years of excellence in business education; a longstanding commitment to innovation; an emphasis on a strong and caring community; and an unwavering dedication to preparing our graduates for lifetimes of leadership, integrity, and success. We are always looking for better, smarter, more effective ways to strengthen and honor these core values, and Rouss & Robertson Halls provide us with the best environment for vigorously pursuing our goal of offering the best programs in the world.

This edition of CommerceUVA contains many examples of the innovative new programs and initiatives helping McIntire and U.Va. graduates overcome the complex challenges of the world today. In our cover story, “On the Move,” you can read about the outstanding, comprehensive new curriculum our faculty members are developing in the critical areas of globalization, sustainability, alternative investments, real estate, and entrepreneurship. Our faculty research article, “Marketplace of Ideas,” highlights the fascinating and important work our marketing faculty is conducting on the perils of modern consumerism. In “Conversation,” several faculty members discuss the many ways, large and small, in which Rouss & Robertson Halls are facilitating our efforts to provide our students with a truly world-class business education.

Although we are just beginning to make the most of our state-of-the-art facilities, we fully appreciate the roles played by the entire McIntire community in this extraordinary achievement. Rouss & Robertson Halls represent the culmination of some 10 years of planning, strategizing, negotiating, fundraising, and—for the last three years—building. The entire McIntire community united to ensure the continued excellence of the School. Our dream became a reality because of the remarkable generosity, hard work, and dedication of so many people.

Now we have new dreams, and I know that we can again count on a united McIntire community to make them a reality. I encourage you to visit Rouss & Robertson Halls on the Lawn. You will find that our traditions are alive and well in our beautiful new home, and our dreams are more exciting than ever.

—Dean Carl Zeithaml
CONVERSATION
Faculty members Stefano Grazioli, Ira Harris, Jack Lindgren, and David C. Smith talk about life in Rouss & Robertson Halls.

School News

McIntire People
Susan Goubeaux (M.S. in MIT ’06)
David Meredith (M.S. in MIT ’03)

Back to the Lawn
McIntire officially takes up residence in Rouss & Robertson Halls.

On the Move
Although settled into its state-of-the-art new home, the McIntire School is hardly standing still.

Marketplace of Ideas
McIntire’s marketing faculty members offer some not-so-conventional wisdom.

Faculty Updates

Alumni News

Reflections
Associate Dean for Administration Gerry Starsia talks about the creation of Rouss & Robertson Halls and the excitement of “opening day.”
McIntire Conversation

Thanks to the generosity of hundreds of alumni, friends, and corporate partners, including principal building donor John A. Griffin (McIntire ’85), the McIntire School has a new home. Here, faculty members Stefano Grazioli, Ira Harris, Jack Lindgren, and David C. Smith talk about life in Rouss & Robertson Halls.

Stefano Grazioli teaches “IT Architecture” in McIntire’s M.S. in MIT Program and “Financial Systems Engineering” to undergraduates. Ira Harris teaches “Strategic Management” and is the Director of McIntire’s new M.S. in Commerce Program. Jack Lindgren is the Marketing Area Coordinator and teaches the popular “Campaigns” class. David C. Smith teaches “Corporate Finance” and is the Director of the McIntire Center for Financial Innovation.

For almost five years now we’ve been talking about moving into the new buildings. How did it feel to actually be here on the first day of spring semester classes?

GRAZIOLI: I was very excited, very excited. The buildings were all cleaned up, there were personnel in strategic positions, the coffee was out…personally, I felt a sense of higher purpose. I’m not the only one who felt that way, either—really reenergized in the job. Of course, every semester is new because you have new students and updated coursework, but teaching in our beautiful new venue really added something special. So, I was extra excited. I talked to the students that morning, and they were equally excited. Some of them tried to play it cool, but there were smiles on their faces throughout the class. I think it’s terrific, and I think it will help us across so many dimensions.

HARRIS: I agree. It really was exciting to finally be in the new classroom. It has a great feeling to it. The acoustics are wonderful, and the audiovisual equipment really enhances what we can do in the classroom—the images are crisp, and the sound is outstanding. I could tell that the students were also excited—perhaps even in awe. I think we all felt like we were entering a new era for McIntire. So that was a nice feeling.

SMITH: Overall it’s just a very different teaching experience. Obviously, a lot of thought has gone into really getting the classrooms right. First, the technology is so easy to handle. I have a large-screen projector for my PowerPoint slides, Internet connections that allow us to use the Internet in an interactive way, a second projector if I want to have my slides on the big screen and something else on the other screen. I teach COMM 372, which is the intermediate corporate finance class. I don’t really have high-tech media needs, but I might go to the Web, say, to a Wall Street Journal article on a deal, or I might go to a Web page that shows me in real time what’s going on with a particular firm. So, it’s really great to have a second projector that’s visible to students. We had some of it in the old building, but it was unreliable. It

Now that you’ve been in the new buildings for a few weeks, has it influenced the way you present information or teach?

SMITH: Overall it’s just a very different teaching experience. Obviously, a lot of thought has gone into really getting the classrooms right. First, the technology is so easy to handle. I have a large-screen projector for my PowerPoint slides, Internet connections that allow us to use the Internet in an interactive way, a second projector if I want to have my slides on the big screen and something else on the other screen. I teach COMM 372, which is the intermediate corporate finance class. I don’t really have high-tech media needs, but I might go to the Web, say, to a Wall Street Journal article on a deal, or I might go to a Web page that shows me in real time what’s going on with a particular firm. So, it’s really great to have a second projector that’s visible to students. We had some of it in the old building, but it was unreliable. It
was kind of a joke with the students that the little clicker never worked to get to the next slide. Now everything is very streamlined and works well.

LINDGREN: In our old facility, we could get by. But now, in the new buildings, I think we’re at a point where we can really excel. For instance, we’ve filmed commercials before, but now we’re filming at a level that you won’t believe. You really will not believe it. You’ll say, “Wow! They really did that?” Now we’re doing it with the right equipment and the right facility.

For one thing, we just needed more space. We needed space where we could spray-paint and things like that. We used to do that in the hallways in Monroe Hall, and then everyone would complain about the fumes. Now we have a fantastic new workroom, and the students are really using it as a workroom. If you stop by, you’ll see the white board completely filled, with “Do not erase” written everywhere.

We also have much better computers in our new Digital Media Center. The new monitors for print ads are great. We also have scratch disks, which are 100 or 200 percent faster. At Monroe, I used to put up my feet and watch the hourglass. Here, I can work so much faster, which is so nice. We’re really very close to having what most ad agencies have. It’s great preparation for the students.

GRAZIOLI: I’ve had a similar experience, in terms of preparing students for the “real world.” The technology is so much better in the new buildings—much faster machines, much more powerful, faster connections. The students have really noticed it—even students who are highly technologically advanced. IT concentrators tell me that these are the fastest computers on Grounds, period. They noticed the difference for the kind of work they do in my class—for that kind of computational, number-crunching work, they notice the difference in speed.

But here’s what I’m getting at. When it comes to the hedge fund tournament—where students have to create machines that compute financial quantities and models and make decisions about what to buy and sell in 60 seconds—the speed of the machine makes a big difference. So the students start learning this sort of Wall Street passion for speed, because they have to think, “Okay, I have one minute. How do I use these 60 seconds to make an optimum decision?” It’s very unusual for a business school finance class; the typical attitude is more like, “You have until Wednesday to finish your homework.”

HARRIS: It’s really true that the new buildings give us the opportunity to do things that we couldn’t consistently do before. Having the facilities to videoconference, using multiple images, and also—for the projects in which strategy is integrated with
other functional areas, like communication—we’ll be able to videotape. Now we’ve got dedicated rooms and wonderful facilities for those sorts of activities, which I think will make them richer, more meaningful experiences for students.

I also think that the new buildings will be important for our graduate programs—especially for the new M.S. in Commerce Program, which will be starting this fall. Before the students even get here, the new buildings will be an important recruiting tool. Whether they should or not, these sorts of things—what the physical location is like, what the classrooms look like—can influence potential students’ decisions.

It’ll also be great to have classroom space dedicated to graduate programs. We didn’t originally plan it this way, but opening the new buildings and starting the new graduate program in the same year will enhance the program’s launch. I think it’s going to lead to great outcomes, in terms of us having the room to accommodate new students and building a certain culture right away.

**Putting the technology aside for a minute, how does the actual physical space of the classroom change the dynamic within the classroom?**

GRAZIOLI: I’m very sensitive to the teaching environment. I think the way that students sit, the position of the instructor, the position and the illumination of the teaching aids and materials—all of these are very important. They’re more important than people often think. Today, everyone is so bombarded by information that we need to do everything we can to help students absorb what we’re trying to tell them in the 75 minutes we have with them. The more theatrical arrangement in the new facility—as opposed to the rectangular setup with rows of desks in
McIntire Conversation

the old building—is much better. The rounded amphitheater structure gives the whole class a feeling of interactivity. It creates the sense of a real community of learning, because the students are all looking at each other and at me at the same time.

SMITH: I also think that acoustically the rooms are really set up nicely. The way the stadium seating is arranged in an elliptical shape works so well—you can see everyone, and they can see you. I also get this ease of movement back and forth. The lighting is great too.

HARRIS: One technologically related corollary, though, is the consistency of the technology in the classrooms. In Monroe, each classroom was a little different, and the technology was a little unpredictable. Now we’ve got consistency across all the classrooms, so you don’t have to wonder whether things are going to work or not. You don’t have to get to the classroom 10 or 15 minutes early in anticipation of problems. You can go to the classroom feeling a lot more confident.

What sort of impact do you think the new buildings and facilities will have on research?

SMITH: Most of my research needs are contained on my computer, so in a way it’s difficult to quantify the difference. On the other hand, so much of my work is doing research, and there’s just a night-and-day difference in terms of how much better it is to work here. It’s a beautiful facility, and I just love to be in my new office—the office space is much nicer. The general environs are much nicer. So I suspect there might be some sort of ripple effect, when it comes to research.

GRAZIOLI: I think it will make a difference on two dimensions. One is that the improved infrastructure for researchers is important. Those of us who do research with interfaces and machines now have vastly better technology and larger labs, so there’ll be an improvement in our research.

But more broadly, there’s the visibility aspect, especially for those of us who do work with companies. You need to have a place to present the research and to invite subjects and possible participants to studies. You need a physical space to do these sorts of things in a professional-looking, sharp environment. I think that to potential sponsors, the School will seem more like a provider of leading-edge, world-class knowledge. Of course, you have to be able to produce the research, but I think it really will make a difference in terms of convincing people that we are professional and serious and able to produce good results. If I have to “sell” a research project to a potential sponsor, I think the job will be easier in my new office.

The new facility was designed to produce a feeling of community and to encourage faculty-student interaction. How have you experienced this so far?

LINDGREN: For my students, I think the feeling of teamwork is enhanced because now they have a place—the new workroom—where they can all be together. It’s the most important room for us, in my opinion. There’s so much being done there already. So the facility is absolutely wonderful, from that perspective. In general though, it’s quite a different feeling. We used to be all shoved together, and so we lived together. Now we have to figure out ways to be close in our new environment.

SMITH: I think the meeting rooms are a great feature. They’re really wonderful for the students, and I’ve had some lunches with my colleagues in them, too. But one of the huge things about the facility is its impact on the larger McIntire community. Now when we have outside guests—whether they’re employers, visitors to classrooms, alumni, or friends—it’s going to blow them away. To me, it’s a huge advantage to have folks come in from the outside, thinking of it as a very good school, and seeing that now we have a facility that fits the School’s reputation. If they’re employers, they can conduct interviews with ease. For guests who are coming to my class, there’s much more room for them to do what they’ve come to do, and to interact, and to use the technology and say,”Wow.” To me, this is what the new buildings are all about. It’s a big deal.
In January 2008, the McIntire School established undergraduate student exchange partnerships with two of the best business schools in Asia: Hong Kong University of Science and Technology’s School of Business and Management (HKUST Business School) and Guanghua School of Management at Peking University. The partnerships will allow McIntire and the two Asian schools, respectively, to send students to one another’s campuses for semester-long exchanges starting in the 2008-2009 academic year. The agreements also lay the foundations for collaboration in graduate programs and research between McIntire and each of the two schools.

“We are very excited about our new partnerships with the HKUST Business School and the Guanghua School of Management,” said McIntire Dean Carl Zeithaml. “Our new partnerships are cemented by a shared commitment to providing students with an education that prepares them to become international business leaders and outstanding global citizens. We look forward to many fruitful years of cooperation and friendship with both of these outstanding institutions.”

In addition to the undergraduate exchange programs with each school, McIntire intends to partner with both institutions as international immersion sites for the new M.S. in Commerce Program, which will enroll its first class in 2008-2009.

McIntire, U.Va. Team Wins KPMG National Audit Competition

For the second year in a row, an outstanding team of U.Va. students won the annual KPMG National Audit Case Competition, held April 14, 2008, in New York City. The team included McIntire students Margaret Fowler (McIntire ’09), Lyn Mandigo (McIntire ’07, M.S. in Accounting ’08), and David Myers (McIntire ’08) and College student Andrew Serafin (A&S ’10).

KPMG developed the competition to heighten students’ awareness of the highly technical, judgment-laden accounting and auditing requirements demanded by complex financial transactions.

The team edged out four other finalist teams, from Bentley College; the University of California, Santa Barbara; The University of Georgia; and the University of Illinois. The five finalists, selected from a field of 22 competitors, were chosen based on a multi-part set of audit requirements that the teams completed between mid-January and mid-March.

The Commerce School received a $25,000 gift from KPMG in recognition of the students’ achievement, and the four students on U.Va.’s winning team received a total of $3,000 each.

Faculty adviser and McIntire Accounting Professor Roger Martin says the competition’s team format provides an environment in which McIntire students thrive. “Our students are so used to working in teams that a situation that demands teamwork is really a positive for them. Both years, I’ve been struck by how much fun the students had together.”
Rolls-Royce Manufacturing Plant to Result in Significant Educational and Research Opportunities for U.Va. and the McIntire School

Plans by Rolls-Royce, announced in November 2007, to build a new jet engine manufacturing plant in Prince George County, Va., will result in significant educational and research opportunities for the University and the McIntire School.

As part of Rolls-Royce’s decision to locate its facility in Virginia, U.Va. will become part of an innovative partnership that includes Virginia Tech and the Virginia Community College System to collaborate with the company on a variety of fronts in both engineering and business.

“We appreciate the potential impact it will have at U.Va., in particular, on activities in the School of Engineering and Applied Science and the McIntire School of Commerce, both of which have established relationships with Rolls-Royce,” said U.Va. President John T. Casteen III.

Rolls-Royce is one of four corporate sponsors of McIntire’s third-year curriculum, the Integrated Core Experience.

In addition to a new manufacturing minor at the Engineering School and a program to deliver undergraduate courses to the Rolls-Royce facility in Prince George County, the undergraduate business minor that the Engineering School offers in collaboration with the McIntire School will be expanded.

“McIntire is very pleased to have the opportunity to expand our strong, multidimensional relationship with Rolls-Royce,” said McIntire School Dean Carl Zeithaml. “Our students and faculty already realize great benefits from the extensive participation of Rolls-Royce executives in our classrooms, and the company consistently recruits some of our best graduates. We are thrilled to work with Rolls-Royce and other schools in the University to offer new programs that meet their educational and human resource needs and to engage the company in our research and curriculum development efforts.”

Ernst & Young Awards $600,000 to the McIntire School

The McIntire School was recently awarded a $550,000 grant from the Ernst & Young Foundation, along with $50,000 from E&Y’s Mid-Atlantic Office, as part of Ernst & Young’s second annual University Award Allocation. A total of $2.5 million will be gifted to five U.S. universities to fulfill critical needs: the University of Virginia; California State University, Northridge; New York University; Southern Methodist University; and University of Massachusetts Amherst.

With the new grant, McIntire will create the Ernst & Young High Performance Teams Initiative, which will focus on integrating education, research, and practical applications across the curriculum to enhance the ability of McIntire students to lead high-performing teams. It will be rolled out at the School over the course of three years.

Emphasis will be placed on curricular innovations that include experiential opportunities for students to create and manage face-to-face, virtual, and global teams. Beginning with the pre-Commerce curriculum, students will cultivate their ability to team-build and lead across functional areas, organizations, and cultures.

“We are extremely grateful to have such a strong and future-oriented partner in Ernst & Young,” says McIntire Dean Carl Zeithaml. “This generous gift allows McIntire to develop innovative and highly integrative approaches to a fundamental challenge in conducting business in today’s highly distributed, global environment.”
Susan Goubeaux: Bridging the Gap between Technology and Business

“I'M NOT VERY technically savvy,” says Sue Goubeaux (M.S. in MIT '06). “I still have a black-and-white television set. If someone asked ‘Could you program a VCR?’ the answer would be no. My strength has always been in financial analysis.”

Why, then, did Goubeaux pursue a mid-career M.S. in the Management of Information Technology degree from the McIntire School of Commerce?

“During the early weeks of the program, I asked myself that very question more than once,” Goubeaux answers with a laugh. “It really was IT boot camp!”

But she pressed on, believing the program would help her realize a number of important goals. “I wanted to build technical skills,” she says. “More importantly, I wanted to become a stronger strategic thinker and a stronger leader. My research showed that the Comm School’s M.S. in MIT Program is designed to help people to do just that, especially if they’re working in fast-paced, high-tech environments. In addition, a trusted colleague, Geoff Henton (A&S ’83, M.S. in MIT ’04), strongly recommended the program. In a world where tech people and business people sometimes have difficulty communicating, I wanted to become a liaison for people throughout our complex organization. The M.S. in MIT degree has helped me bridge the gap between both areas.”

Goubeaux says the program’s team-oriented approach helped her not only to survive “IT boot camp,” but to thrive and to provide value to her fellow students.

“In those early weeks, I struggled with the complexity of IT, but the faculty and some of the really tech-savvy students took me under their wings,” she says. “Then as the program progressed, the coursework turned more toward project and portfolio management, including some finance-oriented issues. Finally, I was in a position to help out my teammates and return the support they had provided early on. It was an excellent experience in give-and-take. In fact, our class still gets together regularly to socialize, but we also still help each other resolve business issues.”

Moreover, Goubeaux, now a member of McIntire’s M.S. in MIT Advisory Board, says the program helped her to achieve significant career advancement. “When I started the M.S. in MIT Program, I was a financial analyst with the Federal Home Loan Bank System,” she says. “During the program, my responsibilities grew substantially and I was promoted to Manager of Business Intelligence. In January 2008, I was promoted to Director of Business Intelligence. So I actually made quite a leap into a challenging management role. My training at McIntire played a critical role in my advancement. Today, I regularly use the lessons I learned from the program and share my knowledge with my coworkers.”
“THERE’S A TENDENCY to think that people from different countries are so different from each other,” says David Meredith (M.S. in MIT ’03). “But we’ve found that—whether they’re British, Indian, Spanish, or French—people all respond to similar patterns in music.”

Meredith ought to know: He’s the CEO of San Francisco–based Music Intelligence Solutions Inc., one of the world’s leaders in the field of digital music and media discovery. He’s also got some serious science to back up his claim.

Music Intelligence Solutions’ business is built on its deep understanding of the fundamental elements from which all music is constructed. Using proprietary algorithms developed by a team of crack physicists, the company identified several key combinations of attributes present in every song—whatever its era, genre, or country of origin. This system of analysis, in turn, can be used to find songs that are subtly but intrinsically related to one another, an exercise that often produces some surprising results. “I recently rediscovered two Rolling Stones songs while exploring Duke Ellington jazz with our Music Intelligence Universe™ discovery tool,” Meredith says. Individuals can use the software to create innovative playlists on their computers or mobile devices, radio hosts might use it to put together quirky coherent radio shows, artists can use it to help them construct their albums, and it helps record executives decide when to launch a new single.

Using the same core technology, the company analyzed hit songs from multiple countries and genres since 1950. “What we found were well-defined patterns and clusters for hit songs,” says Meredith. “A response to certain optimal patterns in music seems to be something we all have in common as humans.” (Naturally, Meredith says, aspiring artists are interested in using Music Intelligence Solutions’ capabilities to see if their work has the right stuff.)

Meredith says his McIntire education was invaluable in preparing him for success in the complex and fiercely competitive industry in which he now works. “The M.S. in MIT Program is absolutely brilliant in the way that it integrates IT and business practices,” he says. “I still use the framework I learned there for analyzing ROI for technology decisions.”

Meredith’s success has also allowed him to focus on returns of a different sort, in his adopted hometown of Savannah, Ga. “As a business leader in a city this size,” he explains, “you can really get involved in the community.” Just one example: Meredith serves on the Board of Directors for the Savannah Music Festival, which has brought free access to world-class music to some 15,000 schoolchildren in recent years. (He is also a member of McIntire’s M.S. in MIT Advisory Board.)

“Any student who’s been given the gift of a McIntire education has already had all sorts of opportunities,” Meredith says. “We have an obligation to give back to the community.”

David Meredith with his wife, Jamie.
Back to the Lawn

On Jan. 17, 2008, McIntire officially took up residence in its state-of-the-art new home on the Lawn, moving out of Monroe Hall, its home for the past 33 years. McIntire’s new 156,000-square-foot facility is composed of historic Rouss Hall—which appears unchanged from the outside but was thoroughly renovated inside—and sparkling new 132,000-square-foot Robertson Hall. These photographs capture some of the fun and excitement of “opening day” and the days leading up to it.

Clockwise from below: The calm before the storm. Susan Perry Williams delivers her first lecture in the new building. Prepping a classroom. Neither rain nor snow can keep Jack Lindgren’s “Campaigns” class students from their appointed rounds. Student commons.
“We must develop relevant new coursework for the less-than-straightforward world of alternative investments.”

—Bill Wilhelm
AFTER FIVE YEARS OF NONSTOP planning, fundraising, construction, and then—finally—moving into its new home in Rouss & Robertson Halls, the McIntire School can finally enjoy some well-earned “R & R,” right?

Wrong. “Our goal is always to provide our students with an innovative education that prepares them for lifetimes of leadership, integrity, and success,” says McIntire Dean Carl Zeithaml. “Today, our graduates face a new and daunting set of challenges. Our job, as educators, is to give them the perspectives and tools they need to meet those challenges, enabling them to become successful businesspeople and thoughtful, responsible, and effective leaders.”

With construction of Rouss & Robertson Halls complete, says Zeithaml, “We will continue our tradition of innovation, engaging in research on critical business issues, and developing and delivering the best curriculum and programs. In particular, we are focusing on the crucial areas of global commerce, alternative investments, real estate, sustainability, and entrepreneurship.”

Thinking Globally
“Today, the forces of globalization are fundamentally changing the context in which all business operates,” says McIntire Professor of Finance Peter Mailet. “Not only have political and economic boundaries become increasingly porous, but technology has vastly increased the ease and speed with which goods and information move around the world. The implications for global markets, resources, supply chains, and human capital are enormous and are redefining business strategies and operating models around the world.”

Preparing students for success in the face of so much change, Mailet says, means devising programs and curricula that will help them to thrive in the challenging times that lie ahead. “We want our graduates to leave McIntire with a truly global perspective and with the functional and cross-cultural business skills that will allow them to succeed in this dynamic and exciting global marketplace,” Mailet says.

Center of the World
Doing all of this, Zeithaml says, means developing a truly integrated approach to global business education, and requires the execution of a sustained, comprehensive strategy. To this end, the School plans to establish a Center for Global Commerce, which will operate as a “strategic hub” responsible for weaving global issues and perspectives into the fabric of the School. Broadly speaking, Zeithaml says, the center will “globalize” the School by furthering its internationally focused intellectual capital; attracting and engaging an international student population; and developing a
wider range of partnerships with leading business schools and corporations around the world.

While planning and fundraising are still under way, the center is being designed to support the development of essential new global curricula and teaching materials and to foster international scholarship by encouraging and funding research on topics critical to global commerce, such as international financial markets, the use of IT to facilitate globalized operating models, and cross-cultural marketing. The center also plans to forge relationships with the global business and academic communities by reaching out to professionals, students, and academics at leading organizations around the world. Already this year, several new partnerships have been established with leading universities in Asia, and exciting conversations are under way with several major corporations. The center will seek to bring some of the best business scholars and practitioners to McIntire through a visiting scholars program; an executive-in-residence program; and a wide range of forums, seminars, and speaker events. Says Zeithaml, “As we move the McIntire School forward into the next decade, it is imperative that we provide our students and faculty with opportunities for meaningful engagement with the global business community.”

“We want our McIntire graduates to leave with the cross-cultural business skills to succeed in the global marketplace.”

—Peter Maillet

No Alternative
Private equity, hedge funds, and venture capital may be categorized as “alternative investments,” but their growing financial clout in recent years has thrown them squarely into the spotlight. “Today’s ‘alternative’ methods of investment represent a formidable new force in finance that is proving to be enduring,” says Finance Professor Bill Wilhelm. Given this reality, Wilhelm says, McIntire must approach alternative investments from two directions. First, he says, the School should strive to create new alternative investment–related knowledge. Second, it must develop relevant new coursework that will help prepare students for success in the less-than-straightforward world of alternative investments.

Wilhelm, with the help of McIntire’s Center for Financial Innovation, is leading a new academic initiative dedicated to doing precisely these things. “Currently, research on alternative investments is scarce,” Wilhelm says. “By hiring and retaining the best new faculty and by funding high-impact, specialized research, McIntire stands to establish itself as a leader in this area.”

Alternative Curriculum
More immediately, however, new coursework is needed to prepare students for careers in alternative investments. “For many of our graduates, alternative investments represent one of the most attractive areas of finance,” Wilhelm says. “But
it’s an incredibly competitive, highly dynamic industry. To be successful, students must understand both the fundamentals of the industry itself, and the ways in which it has changed the broader investment context.”

One of the best ways to bring the nuances of alternative investments to light, he says, is to bring leading professionals and academics to McIntire—both into the classroom and as contributors to forums designed to foster the debate and discussion of important alternative investment issues and trends. Wilhelm and McIntire Professor Felicia Marston are already bringing major industry players into their “Advanced Corporate Finance” class, with the help of industry heavyweight Greg Ledford (McIntire ’79), Managing Director at The Carlyle Group, and with Robertson Hall’s superb videoconferencing capabilities. Ledford, who is co-teaching the course with Wilhelm, uses his considerable contacts to bring in (or conference in) some of his high-flying colleagues. (Ledford is also Executive Vice President of McIntire’s Foundation Board of Trustees.)

“Greg’s involvement with the course has been remarkable,” Wilhelm says. “He’s given McIntire so much of his extremely valuable time and energy, and he’s provided students with the opportunity to see how the whole process works, from valuation to exit strategy. With the help of Greg and his colleagues, we’re able to provide truly world-class M.B.A.-level training for students interested in alternative investments.”

Ledford’s colleagues at Carlyle also shared with students their expertise in valuation methods.

Real Deal
Meanwhile, Professor George Overstreet is continuing to develop an initiative dedicated to advancing teaching and scholarship in a different “alternative” investment sector: real estate. Like other “alternative” investments, real estate has emerged in recent years as an influential force in the economy. Overstreet is working with alumni leaders and the Dean to establish a Real Estate Institute dedicated to creating innovative real estate coursework; fostering the creation of new real estate–related knowledge; and creating a forum for the interaction of real estate professionals, scholars, and students.

“There’s strong demand on the part of recruiters for students with knowledge of real estate,” Overstreet says. “Correspondingly, there’s real interest on the part of students, at both the graduate and undergraduate level, for real estate coursework.” Moreover, he says, real estate coursework lends itself to collaboration across the University community. “We have a terrific opportunity to create a program that will really differentiate McIntire and the University,” Overstreet says.

Keeping it Real
Through the Real Estate Institute, Overstreet intends to identify and fund important research efforts, create a distinguished professorship in real estate, and set up an interdisciplinary real estate minor over the next several years. In the meantime, he is already creating innovative coursework for current McIntire and other U.Va. students. In his course “Real Estate Investment Analysis: A Value-Based Approach,” Overstreet and a dedicated group of scholar-practitioners seek to develop students’ understanding of real estate value and the fundamentals underlying successful investment decisions. Overstreet co-teaches the course with seasoned professional Don King (McIntire ’62), who brings to the class more than 35 years of experience in real estate acquisition, development, and management. King recently retired from his position as Global Head of Deutsche Asset Management (a division of Deutsche Bank A.G.) and is a member of the McIntire School Advisory Board.

King and Overstreet are joined in the class by a star-studded cast of real estate investors and professionals. Guest lecturers during the spring 2008 semester included Jeff Johnson, Chief Investment Officer of Equity Office Properties

“We have a terrific opportunity to create a program that will really differentiate McIntire and the University.”

—George Overstreet
Trust; Scott Kelley (McIntire ’83), Managing Director of Aetos Capital; Anthony Malkin, President of W&M Properties; George L. Maloomian (McIntire ’74), President of Cambridge Properties Inc.; Jeff Neal (McIntire ’85), Principal and Co-Founder of Monument Realty; Allen C. de Olazarra (A&S ’81), CEO of America’s Capital Partners; Jim Todd (McIntire ’60, Darden ’64), President of The Peterson Companies; Chuck Veatch (McIntire ’64), President of The Charles A. Veatch Company; Earl Webb (McIntire ’78), CEO of Jones Lang LaSalle’s Capital Markets Group in the Americas; and Robert M. White Jr. (McIntire ’87), Founder and President of Real Capital Analytics. (Neal is Chairman of the McIntire School Advisory Board; Kelley, Todd, and Webb are McIntire Foundation Board Trustees.)

Why bring so many practitioners into the classroom? “We want to ensure that McIntire students leave the school with a firm grasp of the opportunities and risks involved in real estate investment,” Overstreet says. “We’re incredibly lucky to be able to access the wisdom of so many outstanding alumni and friends.”

Thinking Sustainably
Ask Finance Professor Mark White to identify the greatest challenge facing the current generation, and he responds in one word: “sustainability”—that is, improving the stability of ecological, economic, and sociocultural systems to ensure humanity’s continued well-being. If current trends in development and consumption continue unchecked, he says, the results will be devastating: depletion of natural capital, climate change, worldwide water shortages, pressure on global food supplies, loss of biodiversity, increasing global health challenges, and social upheaval.

“It’s clear that substantial changes in markets, policies, infrastructures, planning, technologies, and delivery systems will be required in order to achieve sustainable societies,” White says. “There are significant implications for every discipline.”

Major Minor
White is working on a number of interdisciplinary sustainability initiatives. First among these is the introduction of a new minor in sustainable global commerce, which he’s developing with Professor Brad Brown. The idea behind the new minor, White says, is to provide opportunities for students from around Grounds to deepen their understanding of how business can play a role in achieving a sustainable global society. Its requirements will include coursework in innovative business practices in the developed and developing worlds, as well as a substantive international experience. “There’s no question we’ll be conducting business differently in the future,” says White. “Our focus will be on opportunities for coupling increased environmental and social benefits with increased profitability.”

CSI … at McIntire
White’s second sustainability initiative is the “Commerce Sustainability Institute,” or CSI. Modeled on the extremely
successful McIntire Business Institute (MBI), CSI will also be a summertime certificate program designed for foreign and domestic non-business majors who want to bone up on business basics, but with a twist: They’ll all be presented within the context of sustainable decision-making and business practices. “There’s no ’quick fix’ for sustainability problems,” White says. “But we can start to make a difference by exposing students to the issues and preparing them for the sustainability challenges they’ll have to grapple with as professionals.” The institute’s inaugural session is planned for summer 2009.

Sustainable Partnership
Finally, White hopes to establish an undergraduate interdisciplinary common course tentatively titled “Global Sustainability and Improvement.” Working in partnership with the University’s “Sustainability Working Group,” the course will be open to some 360 students each semester, and its goal, like that of his other initiatives, will be to present information about the environmental, social, and resource allocation challenges that lie ahead and to provide students with tools to identify, evaluate, and apply innovative strategies to address those challenges.

Be Your Own Boss
Can entrepreneurship be taught? Mark Galant (McIntire ’80) thinks the answer is a resounding “yes.” “There’s no question that business owners can improve their chances of success through academic training,” says Galant. “My plan is to develop with McIntire a core curriculum that will give future entrepreneurs the confidence to find and evaluate business opportunities, as well as a framework that will allow them to make the most of those opportunities.”

To this end, Galant, the Founder of the highly successful GAIN Capital Group and a member of McIntire’s Advisory Board, is working with the Dean and faculty to spearhead the formation of the Galant Center for Entrepreneurship, which he hopes will advance both the study and practice of entrepreneurship. The new center will oversee the development of a minor in entrepreneurship, open to students around Grounds; establish a new entrepreneur-in-residence program; raise funds for a distinguished professorship; and host an annual innovation speaker series at McIntire.

Start-Up Minor
The intent is to create a new minor that will be truly interdisciplinary, involving coursework and faculty from throughout the University. “We might offer a course in media or arts entrepreneurship with the help of someone from the College,” says Galant, “or we might work with the School of Engineering to offer coursework to students interested in high-tech or Internet start-ups.”

Another critical element of the new minor’s curriculum will be the inclusion of numerous successful entrepreneurs as guest lecturers. “Students can enhance the knowledge that they need to start a business by hearing from successful entrepreneurs,” Galant says. “Besides providing their insight, they’ll also pass along to students some of the enthusiasm that characterizes so many business owners.”

The internet, Galant says, has drastically reduced the amount of capital required to start a new business, with the result that entrepreneurs are getting younger and younger. Says Galant, “The vast majority of new enterprises fail, but they don’t have to. U.Va. students are smart, ambitious, and well-rounded. I hope to ensure that aspiring entrepreneurs at U.Va. have access to the same sort of quality education that the University gives engineers, architects, and accountants. The McIntire School gave that to me, and I want to help prepare students for the entrepreneurial journey that lies ahead of them.”

You Can Make a Difference
The cost of these initiatives will surpass $50 million, funded primarily by private donations. Many different types and levels of support are needed for these projects, including support for faculty, programs, and special events. In addition, the School intends to continue and expand its tradition of bringing outstanding professionals into the classroom. If you want to help, please contact Katie Whittier at 434-924-3394 or whittier@virginia.edu. She will be happy to work with you, regardless of the size of your gift or the type of support you offer. Your support will help keep McIntire’s tradition of excellence and innovation alive.
WHAT KINDS OF messages convince people to stop smoking? What are the health consequences of a materialistic lifestyle? How can marketers play a role in promoting consumers’ welfare?

Who’s asking these questions? The surprising answer: McIntire Marketing Professors Rick Netemeyer, Jim Burroughs, and David Mick. “Business has never played a more influential role in society,” Mick says. “So business leaders need to step up and start thinking about the broad social implications of their behavior.”

Voracious Consumers
Mick is certainly thinking about those implications: During his recent stint as President of the Association for Consumer Research, Mick helped spearhead a movement dubbed “transformative consumer research,” or TCR. The term denotes a realm of inquiry dedicated to questions of enhancing consumer welfare and improving the quality of life for all beings affected by consumption.

“The ideology of consumption has diffused to virtually every corner of the world,” Mick says. “Today, living and consuming are more complexly interdependent than at any time in human history. For humans—and really, for all life on earth—it is imperative...
that we begin to address the enormous challenges of a situation
that is without precedent.”

**Looking for Answers**

Taking up the challenge himself, Mick has raised some $50,000
in grant money to support TCR, chaired a 12-member commit-
tee on the subject, assembled a task force dedicated to it, guest-
edited a special issue of *Journal of Consumer Research* about it,
and is writing a handbook on it. Last summer, Mick, in part-
nership with the Tuck School of Business and the Association
for Consumer Research, organized a conference at Dartmouth
College titled “Transformative Consumer Research: Inspiring
Scholarship for Collective and Personal Well-Being.” Mick is
also working on his own socially conscious consumer research,
investigating how consumers arrive at “wise” and “unwise” pat-
terns of consumption. Says Mick, “I want to do work that really
benefits society.”

**Healthy Choices**

Mick’s colleague Rick Netemeyer is similarly motivated. Nete-
meyer's recent research has focused on the marketing associated
with such public health issues as smoking and nutrition. “I've
spent a lot of time thinking about why people engage in harmful
behaviors,” Netemeyer says.

Recently, Netemeyer and colleagues Craig Andrews of
Marquette University and Scot Burton of the University of
Arkansas chose to examine how messages found in anti-smoking
advertisements affect smokers' decisions to kick the habit. “This
was something we really felt was worth looking into,” Netemeyer
says. “Tobacco use is the leading preventable cause of mortality
in the country, contributing to more than 440,000 deaths each year.”

Interviewing some 1,200 Wisconsin residents in the after-
math of a statewide anti-tobacco media campaign, the research-
ers came up with some interesting results: Advertisements that
stressed cigarettes’ addictiveness, those that focused on cigarette
manufacturers’ deceptive marketing practices, and those that
stressed the dangers of secondhand smoke all proved fairly ef-
fective at getting audiences to think seriously about quitting.
Notably, though, the themes of manufacturer deceptiveness and
the dangers of secondhand smoke were significantly more effec-
tive on people who had children. “We found that getting people
to think in terms of protecting their children was an effective
advertising strategy,” Netemeyer says.

**What’s for Dinner**

Netemeyer, Andrews, and Burton have also examined consumer
misperceptions about nutrition. “Consumers tend to make lots of
erroneous inferences,” Netemeyer says. “For instance, if a product
is marketed as 'low cholesterol,' people tend to make a whole
constellation of assumptions—such as the product is also low
in sodium, calories, and fat.” Netemeyer says that some of these
misperceptions can be addressed by giving nutritional informa-
tion in relative terms—that is, by listing foods’ nutritional con-
tent alongside the recommended daily values for those contents.

The problem of creating knowledgeable consumers, however,
is a thorny one. “It’s astonishing how poor the average person's
knowledge of health and nutrition is,” Netemeyer says. “The
question I’m interested in is, ‘How can we create messages that
will educate them?’”
Balancing Act
Meanwhile, Professor Jim Burroughs is looking at consumer health problems from a different perspective: that of today’s hyper-materialistic culture. “Modern society places the individual under tremendous pressure to consume,” Burroughs says. “What I want to know is whether and how this pressure influences health.”

Burroughs (along with Duke University’s Christine Moorman, the University of Missouri’s Marsha Richins, and the University of Wisconsin’s Aric Rindfleisch) has developed a “consumer homeostatic profile,” or CHP, which reflects the degree to which an individual is in balance with respect to the allocation of three key resources: time, money, and social connectivity.

“Our contention is that modern social conditions, when combined with individual predispositions such as a need for status or approval, place many consumers at risk for a life that’s far out of balance,” Burroughs says. “Once someone’s life is out of balance, we believe his health will be adversely affected.” Some of these ill effects, he says, result from stress, but some result from the suboptimal choices an individual will be forced to make.

“Someone who’s chronically overscheduled may have little choice but to eat nutritionally poor ‘to-go’ foods,” Burroughs says. “Over time, this sort of diet will have serious consequences, including obesity, diabetes, and coronary disease.”

Indeed, Burroughs sees his research as exemplifying Mick’s notion of TCR. “I can’t think of a more important TCR issue than how our pervasive and expanding consumer culture affects human health,” he says.

Modern social conditions, when combined with individual predispositions such as a need for approval, place many consumers at risk for a life that’s far out of balance.

—Jim Burroughs
Faculty UPDATES

Rick Netemeyer to Become Senior Associate Dean

IN JULY 2008, Professor Rick Netemeyer will become the School’s new Senior Associate Dean. The Senior Associate Dean is responsible for leadership on all faculty and program issues and is essentially the “chief operating officer” of the School. He will move into this position as Professor Adelaide Wilcox King steps down to return to the full-time faculty and to become Associate Editor of Academy of Management Review.

“Adelaide took the position of Senior Associate Dean more than two years ago, when the School really needed her to fill this critical role,” says McIntire Dean Carl Zeithaml. “Although still an associate professor, she unselfishly accepted the challenge and significant responsibility and put much of her professional and personal life on hold for the School. Recently, Adelaide was presented with an extraordinary offer to become Associate Editor of Academy of Management Review, the top theory journal in management and one of the best academic journals in the discipline. As we discussed this opportunity, she expressed her desire to reemphasize her research and publication activities to move toward promotion to full professor. Although her Associate Editor position will be certainly demanding, it will have an excellent synergy with her renewed emphasis on research, and I am pleased that she has this wonderful opportunity.”

“I greatly appreciate Rick’s willingness to serve the School and his colleagues,” Zeithaml adds. “Rick is an extraordinary scholar and researcher, very strong teacher, and terrific colleague. He was an outstanding representative of the Commerce School on the Provost’s Promotion and Tenure Committee for several years, and he teaches in both our undergraduate and graduate programs with distinction. In addition to his experience on all dimensions, he brings enthusiasm and great common sense to the position.”

Road Rename Honors Andy Ruppel

IN RECOGNITION of Professor Andy Ruppel’s long service to the University and his key role in the “Back to the Lawn” building project, the University Board of Visitors recently honored him by renaming the portion of Hospital Drive in front of Robertson Hall “Ruppel Drive.”

“This recognition is so well deserved, given Andy’s many years of devoted and unselfish commitment to the Commerce School and the University,” says McIntire Dean Carl Zeithaml, who made the surprise announcement to an auditorium filled with faculty and staff. The audience responded to the announcement by giving Ruppel a standing ovation.

“Honoring Andy in this way is the right thing to do for many reasons,” says McIntire Associate Dean for Administration Gerry Starsia, who oversaw the “Back to the Lawn” project. “I was a newcomer to U.Va., and Andy educated me in many ways and helped me acclimate to the culture. He was a great source of knowledge and a tireless worker. He went to every project meeting and always brought good ideas with him. Through the process, it was clear why so many people across Grounds trust his judgment and why so many people respect his integrity. Andy had a...
Two Long-Time Accounting Professors Retire

ASSOCIATE PROFESSOR William Carter, who joined the McIntire Accounting faculty in 1978, retired in May 2008 after 30 years of service to the McIntire School. Carter specialized in strategic management accounting, especially activity-based cost management, the balanced scorecard, and the management of accounting’s interface with total quality management. His research focused on activity-based cost management in for-profit service entities and the balanced scorecard in nonprofit service entities. Carter has consulted for business and industry and served on the editorial boards of Journal of Accounting Education and the education section of The Accounting Review. He has published papers on financial accounting, management accounting, accounting theory, accounting education, marketing, and finance, as well as cases on strategic management accounting, cost accounting, budgeting, and business policy/strategy.

Associate Professor David LaRue also retired in May 2008 from the Accounting Area after 25 years at the School, including five years as the Director of McIntire’s Graduate Accounting Program. During his tenure at the McIntire School, LaRue taught 16 different graduate and undergraduate courses in federal taxation, accounting, and international business. He published a number of technical and policy articles in prominent tax journals, including Tax Law Review and ABA Tax Lawyer. In addition, for over 20 years, LaRue regularly served as an educational and technical consultant to each of the “Big Four” international public accounting firms, to Citibank, to the American Institute of CPAs, and to the Chief Counsel’s Office of the IRS and the New York University Graduate School of Law. LaRue has prepared and presented invited testimony on tax policy issues before the Ways and Means Committee of the U.S. House of Representatives and the U.S. Treasury Department and has chaired or served on several tax policy-oriented committees of the American Accounting Association, the American Taxation Association, the AICPA, and the ABA. LaRue has also been recognized as an expert in federal income taxation, financial accounting, financial analysis, and/or economics by the U.S. Tax Court in six tax cases and by three federal district courts in cases involving civil or criminal tax issues. LaRue is the recipient of several scholastic, research, and teaching awards, including the Ernst & Young Tax Literature Award and the Virginia Society of CPAs Outstanding Educator Award. Currently, he serves as a member of the Board of Directors of MicroStrategy Inc. and as the Chair of its Audit Committee.

True to form, Ruppel declined to be photographed for this story. The Ruppel Drive sign stands at the intersection of (what was formerly known as) Hospital Drive and Jefferson Park Avenue.
Roy Pyles ’51 is pleased to announce that he and Marjorie McConaghay exchanged vows May 13, 2007. They received the blessing of their Presbyterian minister, who took part in their informal, family-only gathering. The two then visited Hawaii during their honeymoon cruise.

Andy Rudin ’79 (M.S. in MIT ’05) was recently recognized by customer relationship management Web site CustomerThink (http://www.customerthink.com) as one of its “Top 10 Authors” and was named to the Web site’s 2008 Editorial Advisory Board. In addition, Rudin recently published two articles on CustomerThink: “To an Octopus, ‘30 Means Nothing” (http://www.customerthink.com/article/octopus_30_means_nothing_empathy_matters) and “A Tsunami of New Social Connectedness Is on the Way” (http://www.customerthink.com/article/tsunami_new_connectedness_way). He writes a featured monthly blog about sales that can be accessed through http://www.customerthink.com/user/andrew_rudin.

B. Kemp Dolliver ’83 (Darden ’87) married Dr. Christine Nai-Mei Sang Oct. 6, 2007, at King’s Chapel in Boston. Dr. Sang is an anesthesiologist and pain management specialist at two Boston hospitals, Children’s Hospital Boston and Brigham and Women’s Hospital, where she is the Director of the Translational Pain Research program. Mr. Dolliver is a Managing Director of Cowen and Company, a New York investment bank. He works as a securities analyst in the firm’s Boston office, where he covers health care services, and is also a McIntire School Advisory Board member. (http://www.nytimes.com/2007/10/07/fashion/weddings/07sang.html?
r=1&adxnnl=1&oref=slogin&mc=eta1&adxnnlx=1194376093-Zl+7euBmgP3ur15ZvYI9Q)

Chris Nassetta ’84 has been hired as President and CEO of Hilton Hotels Corporation. Nassetta previously was CEO of Host Hotels & Resorts, a Maryland-based real estate investment trust (REIT). At Hilton, Nassetta is charged with accelerating the expansion of Hilton’s brands, which include Hilton, Conrad Hotels & Resorts, Doubletree, Embassy Suites Hotels, Hampton Inn, Hampton Inn & Suites, Hilton Garden Inn, Hilton Grand Vacations, Homewood Suites by Hilton, and The Waldorf=Astoria Collection. Nassetta is also a member of the McIntire School Advisory Board.


Susan Mattwell Fiacco ’85 has joined Skyline Steel as Chief Information Officer and Vice President. Skyline Steel is a wholly owned subsidiary of Arcelor Mittal, the world’s largest steel producer. She resides in Boonton Township, N.J., with her husband and three children.

Henry J. Schumann Jr. ’88 was promoted to Director of Finance at ATC Panels Inc., in Moncure, N.C. ATC Panels is a manufacturer of composite wood products, with four plants in the eastern United States and Canada.

Colleen J. Hannon ’89 was recently promoted to Vice President, Human
Resources at Alenia North America (in Washington, D.C.), a wholly owned subsidiary of Alenia Aeronautica and part of the Finmeccancia group of companies. Alenia Aeronautica is the largest Italian aerospace company and a worldwide leader in commercial and military aviation. Alenia North America was the recent winner of the multibillion dollar Joint Cargo Aircraft program. Ms. Hannon joined Alenia North America in 2006 as Director of Human Resources. Before joining Alenia, Ms. Hannon was employed by EADS North America, the U.S. holding company for the North American activities of EADS, the world’s second largest aerospace and defense company and the largest in Europe.

**1990s**

Martha Stallard O’Day ’90 (M.S. in Accounting ’91) and her husband, Tim, were blessed with the arrival of their first child, Marilyn Elise, born Oct. 3, 2007. The family resides in New York City.

Andrew Pang ’92 and his wife, Nina Deutsch (A&S ’95), announce the birth of their daughter, Olivia Chun-mei Pang, born March 5, 2007. She joins brother Alex, age 3.

Jason Hintz ’93 married his new husband, Noel Llopis, on New Year’s Eve 2007 in Long Beach, Calif. Jason is currently the Production Manager for “Bolt,” the upcoming Thanksgiving 2008 3D animation release from Walt Disney Animation Studios in Burbank, Calif.

Jenny Pan Chow ’95 is pleased to announce the birth of her second child, Blake Takenobu, born Nov. 1, 2007.

Brad Garrett ’95 and Erin Ready Garrett ’96 welcomed their third child, Avery Maryn, born June 18, 2007. She joins older sister, Haley (age 4), and older brother, Tyler (age 2). The family lives in Huntersville, N.C.


Tia Brunelli Mahaffy ’95 and her husband, Michael, welcomed their second daughter, Devon, born Oct. 22, 2007. Devon, who joins big sister Anniston, weighed 7 pounds, 11 ounces and was 21 inches tall. Mahaffy is a member of the McIntire School Advisory Board.

Adam Bergman ’96 has moved back to the Tidewater, Va., area and rejoined Scott & Stringfellow, working for Chief Investment Officer George Shipp (A&S ’79, Darden ’82) as a Portfolio Analyst for the Scott & Stringfellow CHOICE portfolios and two BB&T mutual funds.

Jonathan Ogden ’96, Associate Corporate Counsel for American Property Management Corp., spoke at the Sixth Annual Hospitality Law Conference Feb. 11-13, 2008, in Houston. The presentation on “Negotiating Third Party Internet Contracts” featured a panel of select in-house counsel. Mr. Ogden has extensive experience in the development, acquisition, financing, and operation of hotel properties both domestic and international. He handles negotiation and drafting of purchase and sale contracts, franchise license agreements, and service agreements and manages insurance coverage and litigation. Mr. Ogden holds a J.D.
degree from Pepperdine University School of Law in addition to his B.S. degree from the McIntire School. He is a member of the State Bar of California.

Scott A. Slankard ’96 married Alissa C. Ernst in La Jolla, Calif., Sept. 22, 2007. Scott continues to work for LPL Financial in San Diego, where he is a Software Quality Assurance Project Manager.

Ronde Barber ’97, Cornerback for the Tampa Bay Buccaneers, was ranked 95 in a list of the top 500 NFL players compiled by Peter King of Sports Illustrated. The list was published in August 2007. (http://www.roanoke.com/sports/notebookplus/wb/133830; http://sportsillustrated.cnn.com/2007/writers/peter_king/08/28/1to100/index.html)

Tiki Barber ’97 visited Roanoke, Va., in September 2007 to promote Valley Forward, “a group founded by young professionals to foster, advocate and promote initiatives and ideas with the simple mission of improving the Roanoke Valley’s quality of life for generations to come.” During his visit, he stopped by an elementary school, where he encouraged the students to believe in themselves and attend college. (http://www.roanoke.com/theedge/stories/wb/wb/xp-132515)


James M. Dolnier ’97 married Gretchen Caesar April 14, 2007. Fellow McIntire alumni Ronde Barber ’97, Tiki Barber ’97, and Alison Zawatski ’97 took part in the ceremony. James works in litigation support, and Gretchen works in commercial real estate. The couple resides in Houston.


Robbyn Minnis ’99 (M.S. in Accounting ’00) and her sister, Kristen Minnis (Engineering ’96), co-founded Scentsory-Candles, a soy candle company (http://www.scentsorycandles.com). The company is based in Reston, Va.

Teddy Sears ’99 will co-star in a TNT legal drama created by Steven Bochco titled “Raising the Bar.” The cable network announced in January 2008 that it has picked up the pilot to series and has ordered 10 episodes. (http://www.hollywoodreporter.com/hr/content_display/television/news/e3i70209203c868321f493c855e75dac44) Prior to working on this series, Teddy guest-starred on critically acclaimed series such as “Mad Men,” “Big Love,” and “Ugly Betty.” “Raising the Bar” will be Teddy’s first series in which he plays a lead role.

2000

Brian Weiss ’00 and his wife, Jessica, are pleased to announce the birth of their first child, Jared Michael, born Sept. 16, 2007. He weighed 6 pounds, 1 ounce.

2001

James Curtis (A&S ’94, M.S. in Accounting ’01) has joined Keiter, Stephens, Hurst, Gary & Shreaves, a CPA firm focused on serving closely held companies and their owners, as the Tax Manager for the Charlottesville, Va., office. Curtis was previously employed as a Tax Manager with ProVision Wealth Strategists PLC in Tempe, Ariz.

Jeff Dunn ’01 is delighted to report that he is now a dad! Emily Noel was born Dec. 2, 2007, in Seattle. Says Dunn, “Mom [Dawn Dunn (A&S ’01)] and baby are doing well.”

2002

David Chapman (Education ’75, M.S. in MIT ’02) successfully defended his dissertation (titled “Analysis of Determinants in Neighborhood Satisfaction between Defended and Defensible Communities within the General and Urban Housing Environments”) Dec. 7, 2007, and received his Ph.D. in public administration and urban policy from Old Dominion University.

Joshua C. Johnson ’02 (Law ’05) has joined the team of litigation attorneys at Gentry Locke Rakes & Moore LLP. Johnson, who joined the firm as an Associate, will practice with the firm’s Commercial Litigation practice group. In addition to having membership in The Virginia Bar Association and The VBA Young Lawyer’s Division, Mr. Johnson is an active member of several legal, civic, and political organizations.

2003

Khurrum Malik (A&S ’96, M.S. in MIT ’03, Darden ’07) and Erica Malik moved with their two sons, Gabriel and Jonah, to Seattle. Khurrum recently finished his M.B.A. at Darden and is headed to Microsoft’s Unified Communications Group to do product management.

David Meredith (M.S. in MIT ’03) was recently appointed CEO of Music Intelligence Solutions Inc., a global digital media corporation. Meredith previously served as Senior Vice President and General Manager at VeriSign. Before VeriSign, Meredith worked at CGI (formerly American Management Systems) as Vice President of Global Solutions for the communications, media, and entertainment industry sectors. Previously, Meredith held various management roles at Capital One during its spinout into a stand-alone company and the ensuing period of rapid growth in customers and revenues. He is also a member of the McIntire School M.S. in MIT Advisory Board. Music Intelligence Solutions Inc. uses patent-approved technology to...
transform the consumer experience globally with rich digital media across multiple platforms through the use of proprietary discovery, automated programming, commercial market prediction, and community networking capabilities.

Steve Reis ’03 (Law ’08) and Carli Hague (M.Ed. ’06, Ph.D. in Clinical Psychology ’10) were married August 4, 2007. The couple had an outdoor wedding at Veritas Vineyard & Winery, in Afton, Va. Steve is a member of the McIntire Young Alumni Council.

2004

Taylor Early (M.S. in MIT ’04) and his wife, D’Anne, announce the birth of their daughter, Rebecca Grace, born March 23, 2007.

Jacquelyn Kendrick ’04 and Adam Humphreys (A&S ’04) were married Sept. 1, 2007. Jackie recently took a new position as Research Manager, Healthcare Research at Harris Interactive in Reston, Va. Adam is an Environmental Scientist based in the Chantilly, Va., office of Eastern Research Group Inc.

Stephanie Santoso ’04 moved to Pittsburgh from New York in June 2007 to start up a baked goods business with her mom. The company, Amandari Co (http://www.amanda rico.com), specializes in healthful baked goods and currently offers several kinds of meringue cookies. Santoso previously worked as an Account Executive at Ogilvy.

Brandon Walsh ’04, President and Host of Hosted Wine Tasting, was recently featured in a series of wine tasting videos produced by Knowlera Media, which operates www.monkeysee.com. MonkeySee provides free access to a large collection of professionally produced how-to videos. Says Walsh, “In late October [2007], a film crew was dispatched to my home, where we shot nine video clips all related to the wonderful world of wine. The video clips include topics such as how to taste wine (see, sniff, sip, summarize), pairing wine with food, and proper etiquette for ordering wine.” (http://www.monkeysee.com/video/watch/1250)

2005

Robert Law Jr. ’05 is working in investment banking at Signal Hill in Baltimore.

Kyle Redinger ’05 is Managing Director of DeParis Redinger LLC. The boutique investment bank has partnered with Cribb, Greene, an 84-year-old media mergers- and-acquisitions advisory firm. Kyle’s firm, which specializes in mergers-and-acquisitions advisory for software, digital media, and technology firms, was recently named a finalist in BusinessWeek’s “America’s Best Young Entrepreneurs 2007.” (http://www.businessweek.com/smallbiz/content/oct2007/sb20071019_394343.htm; http://images.businessweek.com/ss/07/10/1022_25and_under/source/9.htm)

Sue Goubeaux (M.S. in MIT ’06) has been promoted to Director, Business Intelligence at FHLBanks Office of Finance, reflecting her broad and effective contributions, as well as her skills and experience. Sue, who is also a member of McIntire’s M.S. in MIT Advisory Board, has successfully served as Chief Strategist and Project Manager for the Office of Finance’s many critical business intelligence projects, including last year’s advances in leveraging investor holdings and activity data. While adding significant value to the Office of Finance, Sue also completed her M.S. in MIT at the University of Virginia. Says Sue, “This degree has helped me develop the insight and knowledge to advance the strategic objectives and goals of the Office of Finance and the FHLB system as a whole.”

Bevan D. Hurlbert (M.S. in MIT ’06) and his wife, Sarah, welcomed their first child, Nathan Bruce, born Dec. 22, 2007. The family resides in the Richmond, Va., metropolitan area.

Nicole Portello (M.S. in MIT ’06) married Eric Nordby June 30, 2007. The couple resides in Greensboro, N.C.
Ashley Albers ’07 was featured in a July 21, 2007, Technology Marketing Corporation Web site article titled “Pay, Perks Add up in Accounting Jobs: A Shortage Means that New Hires Have Lots of Opportunities.” (http://www.tmcnet.com/usubmit/2007/07/21/2802293.htm) She was hired by the Richmond, Va., office of KPMG and has returned to Charlottesville to earn her master’s in accounting.

Scott Garber ’07 and Bryan Antler ’06 are the creators of FriendTones, “a new application that lets users create ring tones for their cell phones, send them to friends’ phones, and upload them to a public library of free ring tones.” The two were featured in a Sept. 24, 2007, Washington Times article. (http://www.washingtontimes.com/apps/pbcs.dll/article?AID=/20070924/BUSINESS/109240019/home.html)

In Memoriam

Robert Emanuel Goldsten ’37 (Law ’40) of Washington, D.C., died Oct. 25, 2007. He taught business courses at the University from 1937 to 1940 and established the Robert E. Goldsten Award at the Law School to recognize class participation. With his brothers, he established and operated Goldsten Brothers Developers and Builders. Mr. Goldsten was founding President and Chief Executive of the McLean Savings and Loan Association and held executive positions with other mortgage, banking, and development firms in Washington and Florida. He was treasurer and director of the Washington Area Council for Alcohilism and Drug Abuse, from which he received a distinguished service award. He also received an award for outstanding contributions to the success of home builders in Washington, D.C., and a special Beautification Award from the City of Alexandria, Va. Mr. Goldsten also helped develop Limited Dividend, a nonprofit housing program for low-income residents in the Washington area.

W. Wesley Clegg ’51, of Charlottesville, died Dec. 31, 2007. The McIntire School graduate worked at Hantzmon Wiebel & Co. and retired from Teledyne, where he served as Contract Administrator and Director of Publishing. Mr. Clegg was a member of the Jaycees, Civican, the Knights of Columbus, and Holy Comforter Catholic Church and served in the U.S. Navy. (Published in the Richmond Times-Dispatch Jan. 2, 2008; http://www.legacy.com/TimesDispatch/DeathNotices.asp?Page=LifeStory&PersonID=100538069)

Don-Michael Bird ’52, 77, of Ocean Ridge, Fla., formerly of Winnetka, Ill., passed away Jan. 5, 2008. Born March 9, 1930, in West Palm Beach, Fla., he was the son of Donald and Marion (White) Bird. Growing up in Kenilworth, Ill., he attended Saints Faith, Hope and Charity School and was also a seasonal student at Gulfstream School in Gulfstream, Fla. While attending high school at North Shore Country Day School in Winnetka, Don-Michael met his future wife, Audrey Lawrence. While at the University, he co-founded U.Va.’s polo team. Don-Michael and Audrey were married Sept. 5, 1953, at her parents’ home, Castle Hill, outside of Charlottesville, Va. After graduating, he enlisted in the U.S. Army. He and Audrey moved to Wilmette, Ill., to start a family. There, Don-Michael joined the Chicago brokerage firm Blunt, Ellis & Simmons. He continued working with the same company through several mergers and after 49 years retired from Wachovia in 2005. In 1980, he purchased their home in Ocean Ridge, Fla., and they became official snowbirds. He is survived by his wife, Audrey; his sister, Sister Michael of Sebastopol, Calif.; his children, Meri-Beth Bird and her husband, Mark Dzwonczyk, of Mountain View, Calif., Michael Bird and his wife, Mari, of Rhinebeck, N.Y., and Lawrie Bird Firestone and her husband, Bryan, of Rhinebeck, N.Y.; and grandchildren Blaine and Luke Dzwonczyk, Hunter and Briceson Bird, and Spencer Firestone. Memorial contributions may be made to The Hermitage of Christ the King, 1520 Santa Maria Way, Sebastopol, CA 95472. (Published in PioneerLocal Jan. 24, 2008; http://www.pioneerlocal.com/winnetka/news/756093,wn-obits-012408-st.article)

BEFORE COMING TO the Comm School, I owned a New York–area real estate and construction business. We built medical facilities, sometimes juggling as many as 15 projects at a time. During the interview for my current job, Dean Zeithaml mentioned a “little building project” that he wanted me to keep an eye on.

In many ways, building Rouss & Robertson Halls was more challenging than building a high-rise in Manhattan. To begin with, the Lawn at the University of Virginia is a masterpiece, rightly called the greatest university campus plan in the history of U.S. architecture. So, our task was to create a thoroughly modern building while also respecting the University’s historical and architectural traditions.

Many stakeholders also were involved in this project, with the Commonwealth, University, local community, donors, alumni, faculty, and students among the groups represented. Successfully navigating everyone’s concerns wasn’t always easy, but, ultimately, people from each group worked hard over a long period of time to help us create an environment that would capture the best of the best for all concerned.

As the opening day of Rouss & Robertson Halls approached, I was too consumed with the details leading to occupancy to put its meaning into perspective. But when opening day finally arrived, I was more than a little excited. Faculty, students, and staff started pouring into the building at about 8 a.m., and the energy throughout the halls was palpable.

Then, suddenly, everything got quiet, and I wondered if something was wrong. I went to the second floor and looked in on the classrooms, and I saw students at their seats and instructors at the front of the room teaching. The projectors were lit. The flat-panel screens were working. That’s when it really hit me. The building is open. The building is functional. The building is alive.

It was really gratifying. It had taken years of intense work, from a lot of people, to get to this point. And it was also at the end of a very hard, weeklong, “pedal-to-the-metal” around-the-clock effort. This was my first opportunity to step back and realize that all the effort was worthwhile, and that a great team created something really special that would make a big difference to many people for a long, long time.

Upon reflection, I realize that these University projects are very complex and require teams of very talented people working toward a common goal. This is what it takes to create a superb building. Serving as McIntire’s building project director was a tremendously challenging at times, but it was an extremely satisfying experience.

Associate Dean for Administration Gerry Starsia talks about the creation of Rouss & Robertson Halls and the excitement of “opening day”

“That’s when it really hit me. The building is open. The building is functional. The building is alive.”

—Gerry Starsia

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