

McINTIRE SCHOOL OF COMMERCE AT THE UNIVERSITY OF VIRGINIA • SPRING 2003

McINTIRE

BACK TO

*The Larum*

The Capital Campaign for the McIntire School of Commerce



We live in challenging times. As I write this letter, we face a war in Iraq, a growing nuclear threat from North Korea, a high terror alert in the United States, a stalled domestic and world economy, struggling financial markets, record state budget deficits, rising oil and gas prices, and a series of corporate failures and scandals throughout the world. These forces combine to create a sense of uncertainty and anxiety that influences many of our decisions on a daily basis. This uncertainty causes people to alter decisions ranging from their investments to their vacation plans. For many people, the dominant response appears to be hesitation, a natural tendency to avoid substantial commitments until world and economic events begin to diminish this pervasive feeling of uncertainty.

Interestingly, our McIntire School symposium this year features Daniel Kahneman, one of the world's leading scholars in psychology and decision making for several decades. Recently, Professor Kahneman received the Nobel Prize for his work examining "irrational" or behavioral influences on decisions, including business-oriented decisions. Many Commerce School and U.Va. faculty members use his concepts and findings in our own research and teaching. Professor Kahneman's role in our 2003 symposium is timely.

In addition to the symposium, I also found myself giving serious consideration to the response of the McIntire School to this uncertain world. Should the School hesitate? Should we limit our ambition? Should we delay our pursuit of preeminence in business education?

As you will read about in this issue of *McIntireNow*, we concluded that the answer to these questions is "no." We are enthusiastically proceeding with our exciting plans for the new academic complex, we are continuing to develop and refine the most relevant and innovative curriculum among all business programs, and we are recruiting faculty and students who will provide the required leadership and knowledge for the future.

Very simply, we believe that our job is to develop the leaders of tomorrow, the leaders who will address many of the issues listed above, as well as the unknown challenges that will face our world for generations in the future. At times like this, leadership is particularly critical in government, in business, and in our communities. The McIntire School is committed to developing the leaders with the vision, with the breadth and depth of knowledge, and with the integrity to create a better and more secure world.

As you read about our new complex and the plans for our ***Back to the Lawn capital campaign***, please remember that we cannot achieve our goals and develop these leaders without the help of our alumni and friends. Your support is essential. I believe that we cannot hesitate, and we must have the courage and determination to realize our ambitions. On behalf of the faculty, staff, and future generations of McIntire students, I appreciate your unwavering support.

Sincerely,

Carl P. Zeithaml  
Dean



# 2

## 2 • Conversation

Associate Dean Gerry Starsia and architects from Hartman-Cox Architects on McIntire's move back to the Lawn.

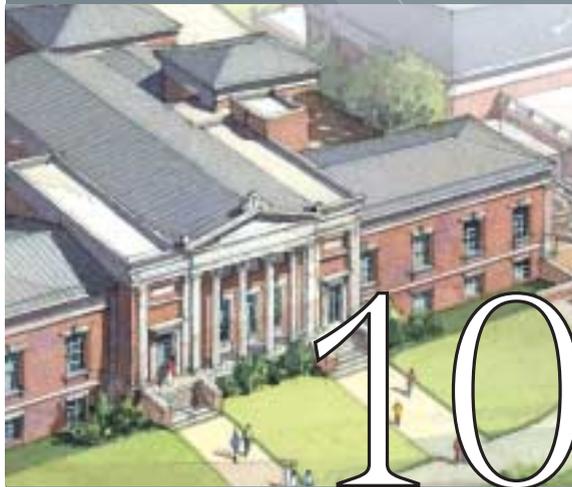
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McINTIRE

McINTIRE **now**

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# CO

# NOVEMBER

**McIntire** and **Architects**

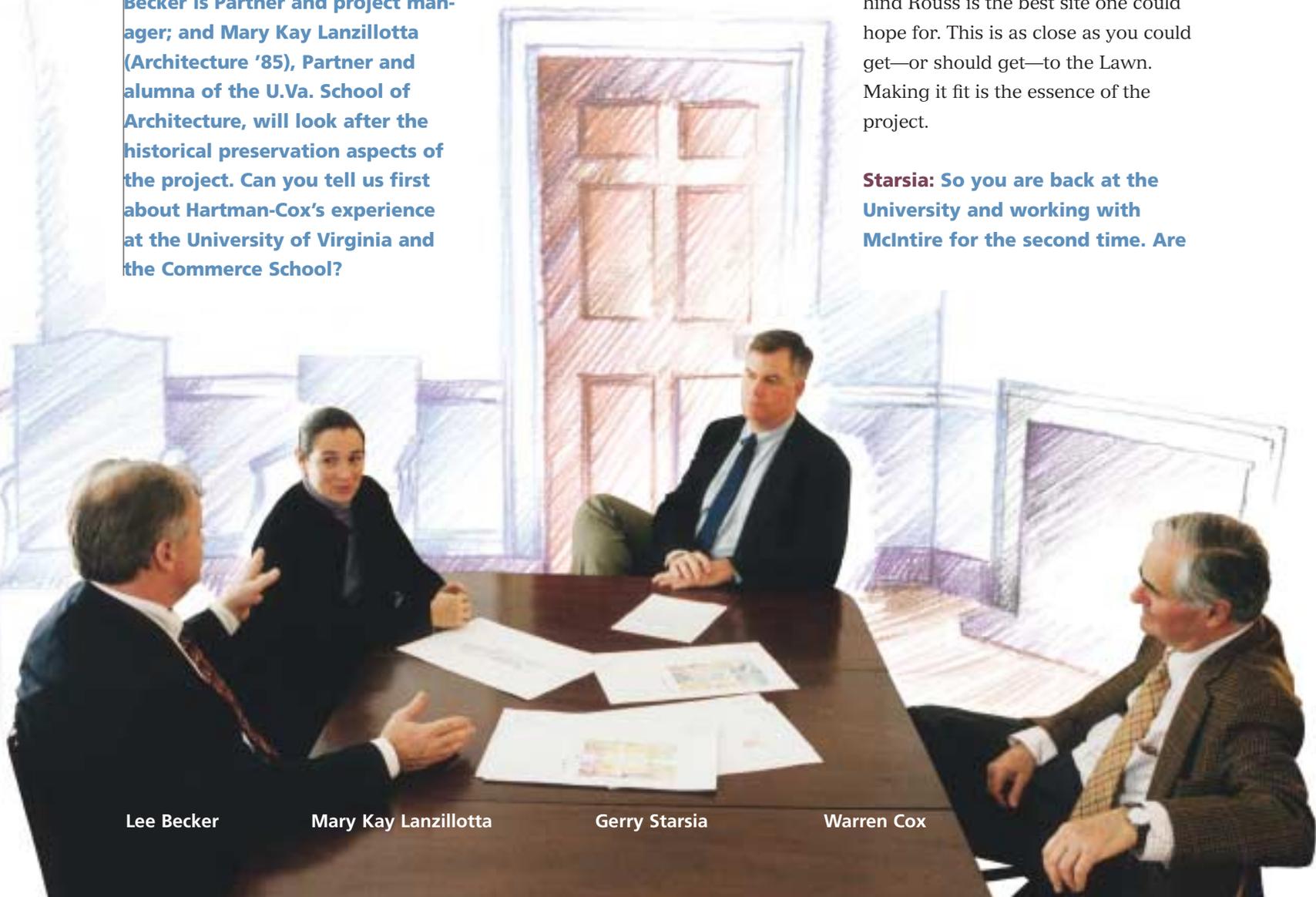
**Starsia:** I invited our outstanding team from Hartman-Cox Architects of Washington, D.C., to talk about their background in projects they've done at U.Va., similar institutional projects, and their ideas for the new Commerce academic complex, presently in conceptual design. Warren Cox is Senior Partner and principal in charge of design; Lee Becker is Partner and project manager; and Mary Kay Lanzillotta (Architecture '85), Partner and alumna of the U.Va. School of Architecture, will look after the historical preservation aspects of the project. Can you tell us first about Hartman-Cox's experience at the University of Virginia and the Commerce School?

**Cox:** Our relationship with the University is a long one. This is our fifth project. Thirty years ago we completed a study for enlarging the original Darden complex. Our second project was the Balfour Addition to Monroe Hall, completed in 1987. Next, we designed the Special Collections Library, currently under construction opposite Alderman

Library, and we were involved with the schematic plans for the new parking garage.

The prospect of adding 100,000 square feet of academic space in back of Rouss Hall and restoring the inside of Rouss itself is incredibly exciting for any architect. Of course, working on a building this close to the historic Lawn is also supremely challenging, not to say daunting. The location behind Rouss is the best site one could hope for. This is as close as you could get—or should get—to the Lawn. Making it fit is the essence of the project.

**Starsia:** So you are back at the University and working with McIntire for the second time. Are



Lee Becker

Mary Kay Lanzillotta

Gerry Starsia

Warren Cox

# SATI ON

on the Commerce Academic Complex

## we representative of most of your clients?

**Becker:** For the last 10 years, I have been working almost exclusively on university projects, whether they are law schools, libraries, divinity schools, student activities buildings, or other academic buildings. Most often, these projects are located near or within the historical portions of these campuses. The Duke Divinity School, which we are currently designing for Duke University, will sit right next to Duke Chapel in the heart of the West Campus. Now we have the challenge of working on a building in the shadow of not only Thomas Jefferson but also Stanford White.

**Cox:** We recently completed a small library at Monticello. They told us it was to be the research library, but after we designed it, they said it was going to be the Jefferson Presidential Library. If we knew that ahead of time, we probably wouldn't have had the courage to work on it.

But the answer to your question is, yes, we have a strong background in university architecture in a historical setting. It has really become one of the main areas of our practice.

**Lanzillotta:** In terms of work on historic national landmarks, I was privileged to work on the restoration of

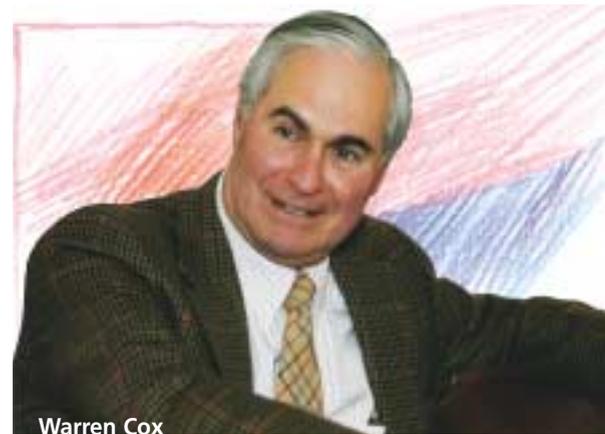
the Lincoln and Jefferson memorials for the National Park Service, and I am finishing up work on the Smithsonian American Art Museum and National Portrait Gallery housed in the Old Patent Office Building. The Old Patent Office Building, in case one isn't familiar with it, is one of the oldest federal buildings in Washington, built between 1836 and 1867.

**Cox:** Also, the majority of our historical preservation projects have involved oversight by historical review committees or boards, so we are more than familiar with what is usually—or unusually—required. Obviously, with a site as historically important as this one, this will be a factor.

**Starsia:** What are some of the design issues you are dealing with as you work on the academic complex and its relation to Rouss and other buildings near the Lawn?

**Cox:** We analyzed Rouss, Cabell, and Cocke halls, all designed by Stanford White of McKim, Mead, and White. We compared them to the design of the pavilions, looking for similarities and differences. There tend to be more differences, as subtle as they may be, than similarities. White, of

course, maintained that his work was an updating of Jefferson's, but Rouss and the other two White buildings are, in fact, in a grander, more Greek-inspired style. They have their own idiosyncrasies, as do other nearby buildings. The trick will be to balance the design so that it fits with Rouss



Warren Cox

Hall and relates positively to Mr. Jefferson's Lawn at the same time. As an example of this approach, when we designed our two buildings for the Alderman Library quadrangle—the Monroe Hall addition and the Special Collections Library—we tried to blend and work with the predominant academic Georgian style of the adjoining buildings, which is, in itself, different from the Lawn.

You really have to examine the situation very closely. It's not simply a matter of looking in a book or repeating something that exists. You must determine the right level of assertive-

# CONVER

MORE on the Commerce Academic Complex



Mary Kay Lanzillotta

**Lanzillotta:** The Commerce School moving to the Lawn and Rouss itself being renovated to house interdisciplinary studies for the College of Arts & Sciences will bring students and faculty together in a way that is very much in keeping with Jefferson's intentions for the University as a cohesive place to study and live, that is, the Academical Village.

**Cox:** Although students are not actually going to live in the new Commerce complex, we are designing the building as an almost "micro-Lawn." We are accommodating a complex of functions so that the students

who spend most of their waking hours there will be in a nearly self-contained university environment.

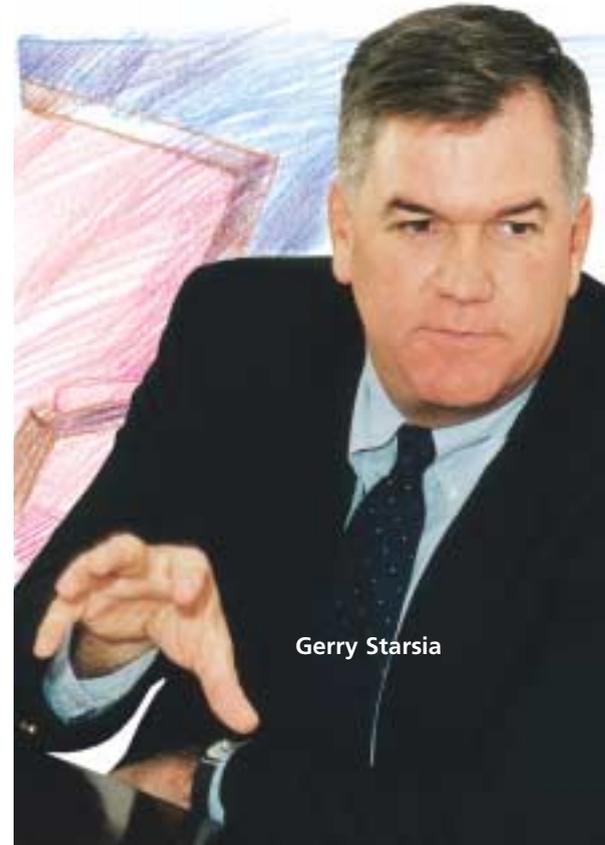
**Becker:** The whole point is providing an appropriate place to gather. You have the technology centers, the student lounge, and other places where students hang out. We want to design a place where students can almost live to a certain degree, where they can gather, interact, and stimulate each other's thinking.

**Cox:** Technology is very important, but many of our clients have been

concerned with setting up a situation in a building so that you promote face-to-face conversations. It is not desirable for people to just be sitting in a dim blue light staring at a screen.

The whole issue of communication and learning to work together in teams and sharing is such an important issue for McIntire. Our design must facilitate the personal interaction between students and faculty for which McIntire and the University are well-known.

**Starsia: How will the positioning of the various technology spaces, where students tend to assemble throughout the day and on the weekends, impact overall space planning?**



Gerry Starsia

ness and scale and the right details for the new complex in relation to the buildings already there and then be prepared to go through many iterations.

**Starsia: As you know, Rouss Hall was the home for the Commerce School from 1955 to 1975. We've been in Monroe Hall since then and are now moving back to the Lawn. Can you talk about how the academic complex at Rouss will fit the idea of Jefferson's Academical Village?**

# SATI ON

**Becker:** Any place where students live outside the classroom but in the building is a good place to design so they can interact informally. Those are also the places where the interchange between faculty and students can happen, where their paths criss-cross.

At a law school, it is the library. Students live in the library. Faculty members are in the library too. The student lounge or other informal spaces act also as magnets for social interaction.

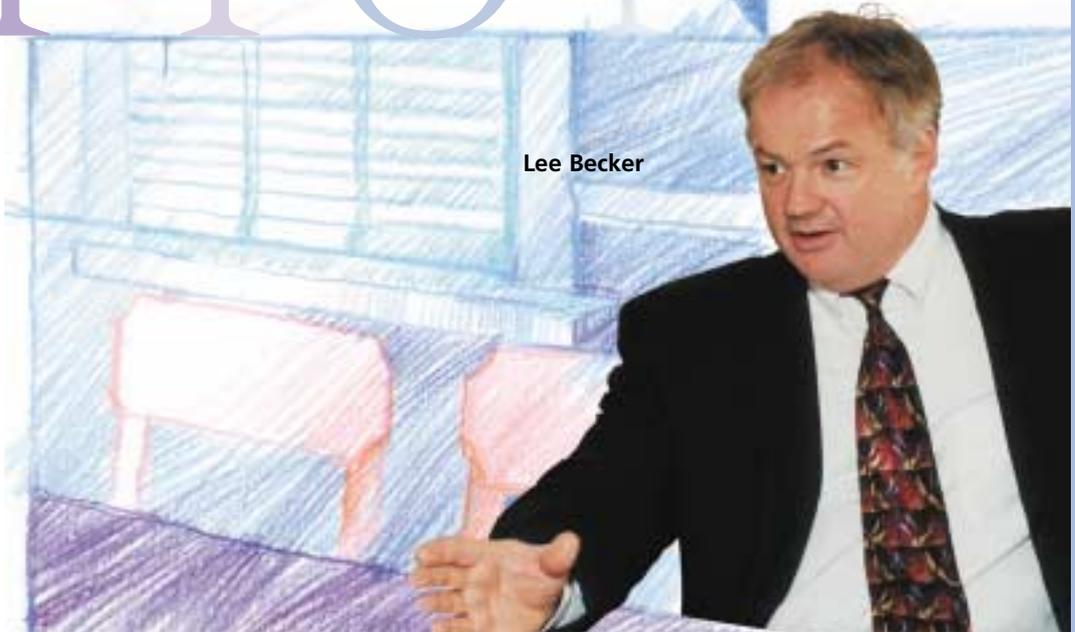
**Lanzillotta:** Food is always the great equalizer.

**Cox:** One thing we are very concerned about is not isolating the faculty, but rather encouraging interaction with students. Of course, we've talked about opening up corridors to have spaces where people can sit and talk informally with their professors. This will be an ongoing consideration and goal as the design develops.

**Becker:** We are evaluating mixing faculty offices on the floor where there are informal student spaces.

**Starsia:** **McIntire is a world-class business school. How do you balance the world-class technology with the historical surroundings?**

**Lanzillotta:** Areas for student-faculty



Lee Becker

interaction, along with technology spaces, have got to be the heart and soul of the School's design at this point.

**Cox:** When I started in this business, one did not have the intense competition between schools, the levels of amenity, the quality of space, and the degree of technological sophistication you have now. The School has to attract the best faculty, the best students. And prospective students shop around now. They look at the whole package.

**Becker:** Students and their parents are looking for first-rate schools, and architectural quality and character are really important. But let me back up to your question about moving back to the Lawn and what that means.

I am not a U.Va. alum, but Mary

Kay is. I know from conversations with Mary Kay and all of her U.Va. alum friends that the ties with one another and to the University itself have a lot to do with the memory of this place—and the character of the Lawn.

What we need to do with this building is provide a place to build those memories, to make people proud of where they came from, and to help them remember the interactions with others that happened at the McIntire School of Commerce.

**Cox:** It will be incredibly challenging. If we do it right—and we are all committed to seeing that happen—the results will be extremely gratifying for students, for faculty, and for anyone associated with the McIntire School of Commerce and the University of Virginia. **M**



## McIntire Student One of 25 in AAF's Most Promising Minority Students Program

Fourth-year McIntire student **Leah Kim** is one of 25 students nationwide selected to the American Advertising Federation's Most

Promising Minority Students program. This premier advertising industry award program encourages promising minority college students to enter the advertising, marketing, and communications industries and promotes hiring opportunities for these students. The program also facilitates the exchange of ideas and information between minority undergraduates and influential

industry leaders and builds national awareness of the importance of cultural diversity to the marketing, advertising, and media community.

The honor included an all-expenses-paid trip to New York City in February 2003 to meet and interview with industry executives from leading agencies, advertisers, and media companies. In addition, Kim's resume was included in an AAF resume book distributed nationally, and she was featured with other finalists and honor roll nominees in *Advertising Age*.

"Leah's selection to this prestigious program is a great honor. McIntire is very proud of Leah, and we're excited about her success in this creative and competitive field," Dean Carl Zeithaml said.

## Save the Date for Reunions 2003!

Reunions 2003 will be held June 6-8, 2003, for the classes of '58, '63, '68, '73, '78, '83, '88, '93, and '98.

All McIntire Reunions classes are invited to the tent on Monroe Hall's north side for lunch June 7 to catch up with old friends and meet new ones. Bring your family and dine with Dean **Carl Zeithaml** and members of the faculty. Zeithaml will be on hand to discuss the School's plans to move back to the Lawn.

After lunch, the School will offer two valuable seminars in Monroe Hall Room 134. In "What You Don't Know Can Hurt Your Pocketbook!" Lecturer **Karin Bonding** will shed light on new and often obscure fees charged by the service industry of money management that are cutting into the returns you make on your money. In "Estate Planning in Changing Times," sponsored by the McIntire Cornerstone Board, McIntire's Director of Planned Giving

**Judy Cash** will moderate a panel discussion on estate planning featuring estate attorneys, CPAs, and financial planners. The panel of U.Va. alumni will provide an update on legislation in Washington and answer questions from the audience.

For more information contact Director of Annual Programs and Special Projects **Katie Whittier** at 434-924-3394 or [whittier@virginia.edu](mailto:whittier@virginia.edu). Reunions 2003 information is also available at <http://www.alumni.virginia.edu/reunions/2003/default.asp>.



# NEWS

## Commonwealth Blitz, Uncommon Success

There's no place like home. That's what the McIntire School External Affairs team learned as it rolled out the Commonwealth Blitz campaign in the fall of 2002.

"Because 7,000 of McIntire's 12,000 alumni live in Virginia, we decided to create a broad-based program designed to build stronger bonds with our alumni right here in the Commonwealth," said Director of Annual Programs and Special Projects **Katie Whittier**. "It's also a wonderful opportunity to share our exciting 'Back to the Lawn' news."

The campaign has several key components:

■ McIntire Alumni Networking Events, including an event in Southeast Virginia in September 2003 (previous events

include Northern Virginia, Richmond, and Charlottesville)

- Roundtable lunches in locations around the state
- Collaboration with the College of Arts & Sciences on Blitz activities of mutual interest
- Affinity groups and leadership gift fundraising

"We've been delighted with the results of the Commonwealth Blitz," Whittier says. "It's especially gratifying to build new relationships and enhance longstanding friendships. We look forward to continuing to strengthen our friendships with alumni across the state and around the world."

Contact Katie at [whittier@virginia.edu](mailto:whittier@virginia.edu) or 434-924-3394 if you are interested in participating in Blitz activities.

## McIntire Student Takes Military Leave to Serve at Guantanamo Bay

McIntire salutes third-year Commerce student **Matt Bulloch** and third-year Architecture student **Ryan Chatman**, both privates first class in the Virginia Army National Guard's 29th Infantry Division serving at Guantanamo Bay, Cuba. The unit was called to active duty Nov. 1, 2002, for at least a year.

Bulloch, previously a member of the Army ROTC program at Boston College, enlisted in the Virginia infantry unit when he transferred to McIntire. He recently told *The Cavalier Daily* that, although taking leave from school is inconvenient and the possibility exists that his unit can be relocated to anywhere else in the world under Operation Enduring Freedom, he is "proud that [he] can directly serve the United States in times of war" (<http://www.cavalierdaily.com/CVArticle.asp?ID=13739&pid=922>).

"One of the reasons I joined the National Guard unit in Virginia, in addition to the substantial educational benefits, was that I had always wanted to serve our country in some capacity and liked the thought of being a true citizen-soldier," Bulloch said. "In the course of my liberal arts education, I bought into the idea of the good of the whole being more important than the good of the individual. Joining the National Guard and making myself available were a definite way to 'put my money where my mouth was.'"

"The University community is extremely grateful to these students for the sacrifices they are making to defend and protect our country," said Dean Carl Zeithaml. "We look forward to the safe return of both students to the University and Matt's return to McIntire."

Messages of support for Matt will be forwarded to him via **Rebecca Leonard**, McIntire's Assistant Dean for Undergraduate Student Services, at [rl19e@virginia.edu](mailto:rl19e@virginia.edu).

Sarah Cramer/The Cavalier Daily



## DICK FISHER ONE STEP AHEAD OF THE GAME

McIntire  
PEOPLE

**D**ick Fisher (McIntire '76, M.S. in Accounting '77) was one of only five students enrolled in McIntire's M.S. in Accounting Class of 1977. "The McIntire faculty clearly gave me a personal level of attention and commitment when I was there in a very small graduate program," Fisher says. "When [Professor] Whit Broome gave me the opportunity as a teaching assistant to teach two full-time classes instead of just grading papers, I worked very closely with him and with other faculty members. There was never a time faculty members were unavailable to me.

"The primary benefit from my McIntire education was an ability to take superb technical training and, over time, build it into a skill set of independent thinking and a big-picture view of how organizations must address risk and reward."

Fisher wanted to return the personal attention and training he received at McIntire. He first gave back to the School by writing a case study based on Dunavant Enterprises Inc., one of the largest cotton merchandisers in the world based in Memphis, Tenn. Fisher is now President and CEO of Dunavant Capital Management, a division formed to consolidate Dunavant's worldwide investment portfolio. This division now maintains or advises on portfolios approximating \$100



million in hedge fund investments.

Fisher presented his case, "Merchants' Cotton Company," to several of McIntire's third-year classes. "I wrote the case with a view toward assessing an international currency arbitrage problem," Fisher says. "But I also hoped it would be applicable in an academic arena." The case was published in two textbooks and used not only at McIntire, but also at Wharton, Stanford, and Tuck and in several other M.B.A. programs.

Dot Fisher shares her husband's enthusiasm for McIntire and his continuing determination to give back to the School. Dick is a member of McIntire's Advisory Board and the Cornerstone Society, and most recently, both Fishers joined the "Back to the Lawn" initiative that supports the building of a new Commerce academic complex.

"We wanted to be there first when we learned about expansion plans for the physical plant and the curriculum," Fisher says. "We were so impressed with [Dean] Carl Zeitham's vision that we wanted to be on the front end of this effort. It tied in naturally with extending our previous commitments to the School."

"Although I did not attend the University, I have had the privilege of seeing how positively McIntire graduates have impacted many business and philanthropic communities," says Dot. "It is exciting for our family to be a small part of furthering the School's mission in the years to come."

"Our thank-you is for the total package," Dick says. "It's not just about a new building. It's not just about continuing a great faculty. It's not just about a great leader like Carl. The School has always delivered what needed to be delivered. McIntire's strength is always being one step ahead of the game." M

**JIM TODD** HERITAGE, INTEGRITY, VISION

Small classes taught by excellent professors, the honor system, Jeffersonian ideals. For double Hoo and McIntire School Advisory Board member Jim Todd (McIntire '60, Darden '64), these are more than honored University traditions. He believes these are the very elements that will ensure McIntire's future. He adds that such U.Va. traditions have played a key role in his highly successful real estate career.

During the past 25 years, Todd has served as President of three companies: Gulf Reston, Mobil Land Development Corp., and The Peterson Companies. Backed by Gulf and Mobil, Todd was responsible for the development of the town of Reston, Va., for which he received an Urban Land Institute Award of Excellence.

He currently is President of The Peterson Companies, the largest private development company in the Washington, D.C., area. His team manages 60 investment properties and development projects in the city's Virginia and Maryland suburbs.

Todd attributes much of his success to the University of Virginia. "It's clear to me that I would not have the career I had without my two degrees from the University of Virginia, no question in my mind," he says.

"First, I was a sponge for the honor system. I love the honor system. I had previous academic experience where people around me were very focused on getting grades at all costs. When I came to Charlottesville and found the honor system focused on not lying, not cheating, and not stealing, I loved it and fell right into it. In my last year at Darden, as class president, I was on the honor committee, which was a great experience.

"Now, when people ask how we are going to approach any deal, my answer is al-

ways the same: We're going to approach it honestly; we're going to put the facts on the table. The best business story we have is an honest one. The second factor that influenced me is the Jeffersonian tradition of excellence and integrity. It never leaves you. Walking the Lawn when you come back for visits, you can feel it. Third, both the McIntire School and the Darden School really prepared me to go into any business situation, study it, analyze it, make decisions, and take charge of it."

As one who gives much thought to land use, Todd is enthusiastic about McIntire's "Back to the Lawn" campaign. "I think the move by McIntire back to Rouss Hall is a great idea," he says. "Returning to Rouss Hall gives McIntire the opportunity to develop a state-of-the-art facility that will match its state-of-the-art business education.

"I don't think there's a more important time in our history to base business education on the Jeffersonian tradition of truth and honesty—as we've seen from the past two or three years. What's more, the Dean and his supporting staff are providing great leadership. We have a top-ranked business school, and it's time for us to have a top facility in which to educate McIntire's outstanding student body." **M**



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# *Back to the Lawn*

The Capital Campaign for the McIntire School of Commerce



*"Our goals are to offer the best undergraduate program in the world, unsurpassed excellence in graduate education, and important contributions to business knowledge and practice. We've made remarkable progress on many dimensions. The new building complex, however, is essential to achieve preeminence in business education."*

*Carl Zeithaml  
Dean, McIntire School of Commerce* ▶



## *East Elevation*

► Throughout its history, a hallmark of the McIntire School of Commerce has been its tradition of innovation. With the development of the Integrated Core Experience (ICE) in the undergraduate curriculum and the complete redesign of its graduate degrees, McIntire continues as a global leader in the creation of cutting-edge programs. McIntire’s new technology centers are recognized as the finest on Grounds and world-class models for the use of technology in business education. In recent years, McIntire enhanced its outstanding faculty by recruiting some of business education’s finest teachers and researchers.

Now, McIntire is on the move again, with plans to build an inspiring physical presence worthy of those who worked so hard to make McIntire great. With the realization of this vision, the Commerce School will be positioned to significantly enhance its educational programs for students and its support of knowledge creation and dissemination by faculty.

“Back to the Lawn” involves the development of a 125,000-square-foot academic complex at the southeast

end of the Lawn, integrating the complete renovation of Rouss Hall, McIntire’s former home, with the construction of a new building behind Rouss. The new 100,000-square-foot structure will front on Hospital Drive to the east and border Randall and Wilson halls to the north and south, respectively. Two classrooms in Rouss Hall will be shared with the College of Arts & Sciences as a primary location for a variety of world-class collaborative programs. The College will expand into 67,000-square-foot Monroe Hall, McIntire’s home for the past 27 years.

Hartman-Cox Architects, of Washington, D.C., will design the entire Commerce academic complex. The firm is no stranger to the University and to the Commerce School. Fifteen years ago, Hartman-Cox used a “radical-conservative” approach to design the Balfour Addition to Monroe Hall. Hartman-Cox also provided the design for the University’s new Special Collections Library, which is under construction. The Hartman-Cox portfolio of projects also includes the restoration of the Lincoln and Jefferson memorials and the restoration and remodeling of the National Archives, the Museum of American Art, and the

**“Back to the Lawn” involves the development of a 125,000-square-foot academic complex at the**



## *North Elevation*

National Portrait Gallery. (Hartman-Cox principals Warren Cox, Lee Becker, and Mary Kay Lanzillotta [Architecture '85] share their views on the “Back to the Lawn” project in “Conversation,” pages 2–5 of this issue.)

### **“A Building for the 21st Century”**

“On the outside, the Rouss Hall of the past 100 years will look virtually the same, but the inside will be a building for the 21st century,” says Dean Carl Zeithaml.

The upper two floors of a renovated Rouss Hall will include:

- A large, central entrance foyer off the Lawn.
- Two major classrooms that will house the delivery of innovative interdisciplinary business courses and programs offered to all U.Va. students, particularly those in the Commerce School and in the College.
- The two most popular destinations for students, the Undergraduate Program Suite and the Commerce Career Services Suite.
- A state-of-the-art faculty seminar room for faculty and professional presentations.

The new building behind Rouss will feature:

- A large student commons that will blend the lower level of Rouss Hall with the new construction. The commons will include several technology centers, a student lounge, group study and meeting rooms, and a dining area.
- A dramatic internal courtyard on the upper level that is almost twice the size of the Monroe Hall courtyard and surrounded by the student commons and faculty offices.
- An elegant entrance to the Academical Village and the Lawn from the southern and eastern parts of Central Grounds through the front of the new building on Hospital Drive.
- At least 10 high-tech classrooms seating approximately 30 to 60 students.
- Three large classrooms seating approximately 80, 110, and 150 students.
- The Graduate Programs Office.
- The External Affairs Suite.
- All faculty offices. ▶

southeast end of the Lawn, integrating the complete renovation of Rouss Hall, McIntire’s former home.



► **Meeting Critical Needs**

The complex will serve many functions and meet very pressing needs. “From a capacity standpoint, we are exhausting both classroom space and office space in Monroe Hall,” says Zeithaml. “Our classrooms are operating at full capacity, and our faculty and administrative offices are operating at more than full capacity. We are squeezing too many students into classrooms that are too small, and we have no seats in these rooms for other faculty team members or visitors. Furthermore, we are constrained in the number of electives that we can offer. We have only one room in which we can teach our graduate programs effectively, particularly our information technology programs.

“Soon, we will be forced to house multiple full-time

now demands that they work in groups and spend considerable time using the technology as a group outside of the classroom. A top business school must provide a significant number of rooms where students work together as a team using the appropriate technology to accomplish a particular task.”

**Building Community**

Zeithaml believes that Monroe Hall offered McIntire the second-best location on Grounds. The only better location? “The Lawn,” he answers without hesitation. “The move will give McIntire a home on the most important piece of real estate in American higher education and places the School in proximity to the College.”

**“The increased integration of the McIntire School into the University community is a win-win proposition.” —John Griffin (McIntire ’85)**

faculty members in a single office, and that’s unacceptable. We simply cannot continue to recruit excellent faculty members under such circumstances. With respect to administrative offices, we have some staff working at home and others doubled up in cubicles. Very simply, they need more space to deliver quality services to our students and faculty. Storage and workspace are almost nonexistent.”

In addition, the new building will incorporate classrooms and tech centers that will exploit the next generation of state-of-the-art technologies. “With the help of our alumni and friends, we’ve done a good job of investing in and updating our technology,” says Zeithaml. “The Moneyline Telerate Center [formerly the Bridge Center], the Digital Media Center, and our computer labs are good examples. These facilities, however, are operating at full capacity, and they should be expanded and upgraded.

“Also, the Balfour Addition was completed 15 years ago, and classroom designs, teaching methods, and technologies are changing substantially. We need greater classroom flexibility, and we must integrate technology more fully into our students’ learning experience.

“Finally, we have virtually no space that student groups can use for meetings. So much of the curriculum

That’s especially important because, as the Commerce School is integrated into the Academical Village, the new complex will facilitate McIntire’s exciting collaboration with the University’s College of Arts & Sciences.

This collaboration includes a number of existing and planned ventures, including the creation of interdisciplinary courses and programs. A \$500,000 gift from John Griffin (McIntire ’85), Founder and President of Blue Ridge Capital, is funding faculty efforts to develop several interdisciplinary initiatives. “The increased integration of the McIntire School into the University community is a win-win proposition,” Griffin says. “Only good things can come from College and Commerce students and faculty learning from each other.”

University President John Casteen actively supports both the plans for the new building and the collaboration. “The plan will allow the College and the Commerce School to strengthen the academic and programmatic links between them and to better serve their undergraduate and graduate students,” he says. “I applaud the vision of Deans Carl Zeithaml and Ed Ayers to create this exciting new model of education. Their work, and their spirit of cooperation, may well become a leading example for



*Rouss Hall, c.a. 1900*

the rest of the University to follow.”

### **Building Preeminence**

“Our goals are to offer the best undergraduate program in the world, unsurpassed excellence in graduate education, and important contributions to business knowledge and practice,” says Zeithaml. “We’ve made remarkable progress on many dimensions. The new building complex, however, is essential to achieve preeminence in business education.”

He points out that the quality of the physical plant is a true competitive factor among business schools. “To recruit the best faculty and students for business schools, you must have a first-rate facility. They’re not comparing your facility to those in a liberal arts environment. Instead, they’re comparing your facility to those of other major business and professional schools. Certainly, faculty members are comparing their offices and teaching environments to other business schools. Consider our close competitors: Wharton, Michigan, UNC, and Berkeley all have new buildings. Our potential students and faculty mem-

bers are aware of that. We are constantly compared to them, and we must maintain competitive equity and ideally achieve competitive advantage.”

### **Total Team Effort**

Zeithaml emphasizes that the “Back to the Lawn” campaign is a total team effort that calls for the full support of the entire McIntire community. “The McIntire School has a great history and tradition,” he says. “It has involved alumni and supportive corporate relationships. It has an outstanding faculty. If we are going to achieve our vision of creating the best business school in the world, our alumni and friends must step forward. Neither the Commonwealth of Virginia nor the University of Virginia can provide the funds for the new complex.

“The building is the cornerstone of an ambitious capital campaign that will provide us with the permanent physical space designed to offer the best undergraduate curriculum and graduate programs, to consistently recruit and retain the best faculty and students, and to incorporate the technologies vital to our future.” **M**



M

## PREDICTING EXTRAORDINARY BEHAVIOR

Tom Bateman finds extraordinary behavior among individuals building great organizations as well as scientists searching for life in outer space.

McIntire Professor Tom Bateman wants McIntire students to be both thinkers and doers and to set goals that will create positive change in the organizations in which they work or lead. Not coincidentally, Bateman's research also focuses on predicting extraordinary individual behavior.

"My research is driven by examining how individuals can rise above environmental restraints and determinants of their behavior," says Bateman, Bank of America Eminent Scholar and Management Area Coordinator.

"I'm interested, for example, in the entrepreneur who creates a successful business despite many obstacles, the accountant who takes the right ethical stand despite pressure to do otherwise, the middle manager who innovates despite a corporate culture that inhibits creativity."

Bateman uses the word "proactive" to describe individuals who seize or create opportunities rather than simply meeting the demands of their environment. Although Stephen Covey's pop psychology book *The 7 Habits of Highly Effective People* popularized the term—habit number one was to be proactive—Bateman became interested in studying real proactive people and transforming the buzzword into a useful research concept and tool.

### Great Managers, Great Presidents

Bateman and his research colleagues designed the Proactive Behavior Scale, a self-assessment tool that asks individuals to rate themselves on a seven-point scale for each of 17 items. For example, one item is the statement, "I'm always on the lookout for new opportunities." An individual would choose from a scale of 1 to 7: 1 indicating "this doesn't describe me at all" to 7, "this describes me very well."

"The scale measures a person's proactive behavior," says Bateman. "People who exhibit proactive behavior spot opportunities, take initiative, persevere despite setbacks, and achieve their goal in the end, and the goal they achieve creates beneficial change."

Bateman used the Proactive Behavior Scale in his research to successfully predict which students in an M.B.A. program had the greatest personal achievements and were perceived as transformational leaders by their peers.

Other studies of real estate agents and middle managers also demonstrated the predictive qualities of Bateman's instrument: sales performance, in the case of realtors, and supervisors' perceptions of charismatic leadership, in the case of middle managers.

The proactivity scale is used outside the field of organizational behavior, Bateman adds. "A political scientist asked people to look at biographies of U.S. presidents and rate them using our scale," he says. "Those who were rated highest on proactive behaviors were independently listed as our greatest presidents."

## Great Goals, Transcendent Behavior

Bateman's research includes investigating the crucial relationship between goals and behavior. "Goals are probably the most powerful drivers of what we do," Bateman says. "I'm interested in how people choose their goals and their strategies to achieve them."

Bateman predicts that people who choose ambitious goals that they care about—those motivated from within, rather than motivated by rewards offered or withheld by the outside environment—are likely to show not only proactive behavior but also what he calls "transcendent behavior."

According to Bateman, transcendent behavior creates extraordinary change. For example, scientists such as J. Craig Venter and Francis Collins, who decoded human DNA, or leaders who transform industries or organizations engage in transcendent behavior.

He and a colleague at Vanderbilt University conducted interviews with scientists and businesspeople to learn more about how and why people pursue extremely challenging long-term goals despite the distraction of short-term demands and pressures. Many of the goals were so ambitious that they may not even be realized in the interviewees' lifetimes.

Bateman is analyzing the interviews and has some preliminary observations. "These people set unusual goals that were important and intrinsically interesting to them. Even though they may not make demonstrable progress in the near term, they keep after it because they know that achieving the goal will have a real and lasting impact. Their desire and ability to learn continually along the way are additional keys to their motivation and perseverance. They also think 'if not me, then who?' which gives them a sense of responsibility and pride in making things happen."

Among those interviewed were biologists interested in preserving diversity, nanotechnology experts trying to achieve breakthroughs, and a group that Bateman found particularly interesting, astrophysicists involved in Search for Extraterrestrial Intelligence (SETI).

"You can argue that whoever gets the first signal from intelligent beings in outer space will get a Nobel Prize," says Bateman, "But fundamentally, the SETI scientists are inherently fascinated with their goal. They believe in the importance of what they are doing, however it turns out,

## How Proactive Are You?

Try these sample questions from the Proactive Behavior Scale. Rate yourself from 1 (this does not describe me at all) to 7 (this describes me very well).

- ▷ I am constantly on the lookout for new ways to improve my life. **1 2 3 4 5 6 7**
- ▷ I feel driven to make a difference in my community, and maybe the world. **1 2 3 4 5 6 7**
- ▷ Wherever I have been, I have been a powerful force for constructive change. **1 2 3 4 5 6 7**
- ▷ I enjoy facing and overcoming obstacles to my ideas. **1 2 3 4 5 6 7**
- ▷ If I see something I don't like, I fix it. **1 2 3 4 5 6 7**
- ▷ No matter what the odds, if I believe in something I will make it happen. **1 2 3 4 5 6 7**
- ▷ I am always looking for better ways to do things. **1 2 3 4 5 6 7**
- ▷ I love to challenge the status quo. **1 2 3 4 5 6 7**
- ▷ I am great at turning problems into opportunities. **1 2 3 4 5 6 7**

**Scoring:** Add the total number of answers and divide by 9. Average score for proactivity is **5.1 to 5.2**. A score of **6 or more** is highly proactive; **4.5 or under** is below average.

however long it takes."

Bateman's next study of proactive and extraordinary transcendent behavior is in the planning stages. He and Professor Rob Cross (profiled in the fall 2002 issue of *McIntireNow*, "Knowledge Management") are collaborating on a study of the life aspirations of McIntire alumni.

"McIntire alumni are proactive when they come back to the School and teach and change the way students think and the way they will conduct business. Those who contribute to the building of the new academic complex with ideas, initiatives, gifts—that's proactive. McIntire graduates are creating new organizations from scratch or transforming mediocre organizations into great ones. That's definitely proactive, and at some level of magnitude, when it becomes really extraordinary, that's transcendent." M

# faculty UP da



## David Croll Retires

Professor **David Croll** retired from the McIntire School in January 2003 after 29 years of service to the University.

Croll joined McIntire in 1974 as an Assistant Professor and taught accounting. He served as the School's Accounting Area Coordinator on three occasions as well as

on the Third-Year Committee, the Committee to Define the Curriculum Evaluation Process, the Concentration Configuration Committee, and the McIntire School of Commerce Building Committee.

Instrumental in restructuring both the undergraduate and graduate accounting curricula at McIntire in response to changes in the business community and the world, Croll, with colleagues **Robert L. Grinaker** and **Anthony H. Catanach**, developed a case study-based method of teaching intermediate accounting using a business activity model.

"Intermediate accounting traditionally is taught by lecturing from a textbook and having students memorize rules and principles to solve accounting problems," said Dean **Carl Zeithaml**. "Dave and his colleagues developed an approach to teaching this complex subject matter in which classes are structured around a case, and as a result, students confront realistic practice problems that require them to research and develop expert-like thinking abilities. McIntire is grateful to Dave for his service and teaching innovations."

The American Accounting Association subsequently honored Croll and his colleagues with the association's Innovation in Accounting Education Award for 1997.

Croll received a B.B.A. and an M.B.A. from the University of Michigan. After graduation, he served in the Navy and worked for the Ford Motor Company. Croll then earned a master's degree in accounting and a Ph.D. from Pennsylvania State University.

## Even during the Lunch Hour, McIntire Faculty Immersed in Research

McIntire faculty members often share their cutting-edge research in prominent journals and in the classroom, and now, along with other scholars from the University and beyond, they are participating in regular research workshops during their lunch hour.

For a second year, Professor **David Mick** is organizing "brownbag lunch" workshops that include presentations by McIntire faculty as well as by scholars outside of the business disciplines and by visiting scholars. Featured during the spring 2003 semester are McIntire Professors **Trey Maxham**, **Michael Morris**, and **Rick Netemeyer**; Psychology Professor **Jon Haidt**; and Darden Professors **Paul Farris** and **Phil Pfeifer**.

"Not only do these seminars provide another venue for our faculty to share important research with colleagues," said Mick, "but students benefit from these presentations as well, whether from attending themselves or from professors enriching their own teaching with information gleaned from these events."

The workshops are normally held on Fridays approximately once a month. Attendance is open to all interested guests, and suggestions or volunteer presenters for future sessions are appreciated. Contact Mick at [dmick@virginia.edu](mailto:dmick@virginia.edu) or at 434-924-3442 for more information or to provide suggestions.



# tes

## Patrick Dennis Paper a Finalist for Smith Breeden Award

A paper co-authored by Associate Professor **Patrick Dennis**, "Who Blinks in Volatile Markets, Individuals or Institutions?" was a finalist for *The Journal of Finance's* prestigious Smith Breeden awards for 2002.

The Smith Breeden prizes are awarded annually for the top three papers in *The Journal of Finance*. The nominated papers appeared in journal issues published from December 2001 to October 2002.

"McIntire congratulates Patrick on this achievement," said Dean Carl Zeithaml. "His consideration for this award is testimony to the high-caliber, influential research our faculty produces and from which our students and practitioners benefit."



The paper presents evidence supporting the notion that institutions "react more strongly than individuals when the absolute value of the return on the market is large on any given day" and that institutions exhibit herd behavior. The paper also argues that the type of institutional owner matters. For example, fund managers have more of an incentive to "run with the herd" than do other types

of institutional managers because they are evaluated more frequently and because short-term performance is a priority.

"These findings partially dispel the notion that individual investors, who are considered by many market professionals to be naive, contribute more to market volatility than professional money managers," Dennis said.

The paper was co-authored with Deon Strickland, of the U.S. Securities and Exchange Commission, and appeared in the October 2002 issue of *The Journal of Finance*. Dennis and Strickland previously received media coverage of their research for this paper in *The New York Times* and *Chicago Tribune*.

## Faculty News Briefs

- Assistant Professor **Robert Cross** had the paper "A Social Network View of Organizational Learning: Relational and Structural Dimensions of 'Know Who'" (co-authored with S. Borgatti) accepted for publication in *Management Science* (forthcoming 2003). In addition, his book *Networks in a Knowledge Economy*, which Cross co-edited with A. Parker and L. Sasson, will be published by Oxford University Press in June 2003.
- Professor **Bill Kehoe** was appointed to Virginia's VTrans2025 Policy Committee as the representative from the Virginia Aviation Board. VTrans2025 is Virginia's statewide long-range multimodal transportation plan.
- Assistant Professor **Trey Maxham** was recently appointed to the *Journal of Marketing* Editorial Review Board.
- Professor **Bill Shenkir** and Associate Professor **Paul Walker** were Visiting Fellows in March 2003 at the Centre for Analysis of Risk and Regulation at the London School of Economics and Political Science, where they presented their paper "Enterprise Risk Management: Lessons from the Field."
- Assistant Professor **Barb Wixom** was named Associate Director of Teradata University Network, an online educational resource for global university professors who teach classes on data warehousing, database management, and other related technology courses.

# Alumn

**Charles Brooks Jr. '59**, after more than 40 years in the investment management business, retired in Sarasota, Fla.

**John Christian Siewers II '59** is President of **Siewers Lumber & Millwork**, in Richmond, Va., which received honorable mention distinction in the 2002 Better Business Bureaus' **Torch Award for Marketplace Ethics**.

**Al Groh '67**, Coach for the U.Va. football team, was named **Atlantic Coast Conference Coach of the Year** in November 2002.

**Gardner Courson '70**, former Managing Partner of the Atlanta office of **McGuireWoods** and a member of the McGuireWoods Board of Partners, recently joined **Tyco International Ltd.** as Vice President, Deputy General Counsel, Litigation. Having practiced as a trial lawyer for 28 years, Courson is admitted to six of the U.S. Courts of Appeals and the U.S. Supreme Court. He has successfully handled hundreds of lawsuits across the United States, focusing on complex employment, labor relations, and related business tort issues; has acted as employers' legal adviser in numerous individual and class actions; and is widely viewed as an authority on litigation management, alternative fees, and the use of legal technology. Courson is also a fellow

of **The College of Labor and Employment Lawyers**, recipient of the **General Counsel's Award for Achievement in Diversity** from the DuPont Legal Department, and a member of the **McIntire School Advisory Board**.

**Robert Harman '72**, a member of the **McIntire School Foundation Board of Trustees**, recently joined **Adjoined Consulting** as the firm's Managing Officer, North Region. Adjoined Consulting is a full-service management consulting firm delivering innovation and business value to a Global 2000 client base. Adjoined deploys industry-specific process optimization skills in conjunction with leading-edge technology integration and outsourcing expertise to drive uniquely complete client solutions.

**Michael A. Wellman '75 (Darden '79)** was appointed Managing Partner for the New York Region at **Christian & Timbers**, a top global retained executive search firm, and oversees the firm's New York and Stamford, Conn. offices. After serving as President of Global Specialty Practices for **Korn/Ferry International**, he served as Chief Talent Officer for **Comstellar Technologies**, a next-generation communications technology venture capital investor and incubator.

**Jim Beczkiewicz '77** and his wife, Lynne, brought home their daughter,

Izabel, from Guatemala City in March 2002. Izabel was born Oct. 7, 2001.

The Beczkiewicz family currently resides in the Chicago suburbs.



**Ellen F. Burns '79 (Law '02)**, after more than a decade with **The Walt Disney Company** in Los Angeles and Melbourne, Australia, made a career change and returned to Charlottesville, Va., to attend law school. She received her J.D. from the **U.Va. School of Law** in May 2002 and passed the California bar exam in August 2002. Ellen joined the Los Angeles office of the law firm of **Sidley Austin Brown & Wood LLP** as a Litigation Associate in September 2002. She has now completed three cross-country driving treks using different routes each time and highly recommends the experience!

**Andrew Rudin '79** started **Outside Technologies Inc.**, a sales and services organization specializing in automated data collection technologies, including bar coding, mobile computing, and radio frequency identification. Outside Technologies is a software consulting partner of Intermec Technologies and focuses on providing solutions for manufacturers, distributors, and field service organizations.

# NEWS

**Gayle Shoemaker Fetick '80** was promoted to Director of Financial Accounting for **SBC Services**, an affiliate of **SBC Communications**. SBC is the parent company of Southwestern Bell, Pacific Bell, and Ameritech. Gayle resides in San Antonio, Texas, with her husband, Kevin, and two children.

**Donald D. Olinger '81** has been named CFO of Washington, D.C.-based **MeriStar Hospitality Corporation**, which owns 109 principally upscale, full-service hotels in major markets and resort locations with 28,099 rooms in 27 states, the District of Columbia, and Canada. He previously was Senior Vice President and Corporate Controller for **Host Marriott**. Olinger is a CPA, is a member of the board of directors of the District of Columbia chapter of **Financial Executives International**, and chairs the Financial Accounting Standards Committee of the **National Association of Real Estate Companies**. He has served on the Best Financial Practices Council for the **National Association of Real Estate Investment Trusts** (<http://www.meristar.com/news/Detail.cfm?NewsID=293>).

**Amy Gillen Hagemeyer '86** was recently named Senior Vice President and Area Manager of Commercial Banking for **Union Planters Bank**, in

Knoxville, Tenn. Amy lives in Oak Ridge, Tenn., with her husband, **Derek Hagemeyer (Engineering '87)**, a Project Manager with **Science Applications International Corp.**, and their children Peter, 9, and Mary Grace, 2.

**Richard S. Coughlan '89**, an Assistant Professor of Management at the **University of Richmond** (Richmond, Va.) who teaches ethics, was featured Oct. 29, 2002, on the front page of the business section of the *Richmond Times-Dispatch* in a story headlined "A Guide through Ethics; UR Professor Challenges His Students."

**Mark A. Roberts '89** was promoted to Managing Director of the international corporate restructuring firm of **Alvarez & Marsal Inc.** Roberts, along with two other partners, opened the Phoenix office in September 2001 and now has nine professionals working in the Southwest market.

**Jeff Davis '90** and his wife, Natalie, celebrated the birth of their baby boy, Fletcher Jackson, born Aug. 5, 2002.

**Hugh Kerr IV '90** joined **Virginia Urology**, a Richmond, Va.-based medical practice, as CFO in December 2001.

**Joe Lazewski '90** moved to Chicago

in September 1999 to join **Inforte Corporation** as an Account Manager. He was promoted to Client Service Director in July 2001. On June 8, 2002, Joe married Kristin Leigh Haar in Chicago, and the couple lives in downtown Chicago with their vizsla, Dan Ryan. They enjoy biking and running along Lake Michigan in the summer and playing tennis year-round.

**Curt Shelmire '90** and his wife, Keena, are pleased to announce the birth of their first child, Luke Warren, born in Austin, Texas, Dec. 5, 2002.

**Bob Vessey '90** and his wife, Kara, had their second child and son, Zachary James, Feb. 1, 2002. Mr. Vessey is the Managing Director of the London office of **Pace Global Energy Services**.

**Mary-Benham (Black) Nygren '91** and **Jan M. Nygren '92** were blessed with their second child, Ashley Elizabeth, born July 28, 2002. She weighed 8 pounds, 5 ounces and measured 20 inches.

**Andrea (Scherer) Peterson '91** recently earned the right to use the **Chartered Financial Analyst** designation.



# Alumni

# INE

**Tammy DeRosier '92**, was profiled July 29, 2002, in a *Dow Jones Commodities Service* article headlined "ODJ Trader Profile: Tammy DeRosier Began Career in High School."

**Sean Eagle '93** and his wife, **Susan (Yearsley) Eagle '93**, are pleased to announce the birth of their daughter, Anna Marie, and son, Andrew Yearsley, born Sept. 30, 2002. Says Sean, "All are doing well, and we are quickly learning to adjust to the sleepless nights, the anxieties, and most important, the joy of being new parents!" Visit the twins' Web sites at [http://www.mizweb.com/eaglebabies/eagle\\_babygirl.asp](http://www.mizweb.com/eaglebabies/eagle_babygirl.asp) and [http://www.mizweb.com/eaglebabies/eagle\\_babyboy.asp](http://www.mizweb.com/eaglebabies/eagle_babyboy.asp).

**Drew Moser '93** and his wife, **Sheree Strawbridge Moser '95**, celebrated the birth of their first child, Katherine Marion, born Oct. 17, 2002. She weighed 8 pounds, 14 ounces. The family lives in Covington, Va., where Drew works at **MeadWestvaco Corp.** as an Analyst at the company's paper mill, and Sheree is a full-time mom after seven years as a CPA.



**Cassandra Cannova Pettit '94** recently celebrated the birth of her second child, Madison Faith, born Sept. 2, 2002. Madison joins her big sister Morgan Chase, 3. Pettit is working in New Business Development for **Davis Advertising** while pursuing a master's in education and lives in Gainesville, Va.

**John D. Pullen '95** left his position as a Principal with **IONA Technologies** and accepted the position of President/COO of **Deverra Inc.** Deverra brings innovative, unique, and emerging European technologies to the North American market, particularly those focused on wireless, data mining, and code conversion. Pullen resides outside of Atlanta.

**Tanya Smith '95** is still with **A.T. Kearney** in Chicago. She spent 2001 to May 2002 working in Belgium. Upon her return, in July 2002, Smith was promoted to Manager.

**Eric E. Meier (M.S. in MIS '96)** recently celebrated the birth of his daughter, Erin, born Aug. 14, 2002. Meier is Director of Technology at the **McIntire School**.

**Ronde Barber '97**, Cornerback for the **Tampa Bay Buccaneers**, enjoyed his first Super Bowl victory Jan. 26, 2003, when the Buccaneers defeated the Oakland Raiders 48 to 21. The

week before, he clinched the victory over the Philadelphia Eagles during the teams' final playoff game, with a 92-yard interception return with 3:12 left in the game.

**Kevin Greene '97**, after his three-year gig with **Goldman Sachs** on Wall Street and in Hong Kong and after two years at **Harvard Business School**, is "back to the real world." Says Greene, "I've decided to head back into the heart of ACC basketball and the Deep South [Raleigh, N.C.] and have accepted a job with **IBM's** software group." Greene works on the product marketing strategy for IBM's WebSphere application server. "It's a tough enterprise software market right now," Greene says, "but this move should put me right in the middle of all the entrepreneurial work being done in the Web services and enterprise integration areas, which should be promising and a lot of fun."

**Bryan Van Vranken '97** will intern with **GBS Finanzas**, an investment banking company in Madrid, Spain, from April through August of 2003.

**Marc A. Verdi '97 (M.S. in Accounting '98)** is an Audit Senior in the Richmond, Va., office of **Ernst & Young LLP**. Verdi worked in the E&Y Richmond office as an Audit Staff for almost two years (October 1998 to July 2000) before moving to **Insmad**,

in Glen Allen, Va., and serving as the company's Assistant Controller (July 2000 to August 2002). In August 2002, Verdi returned to the E&Y Richmond office. Verdi also nominated **Bill Crutchfield '65**, of **Crutchfield Corp.**, for the **Ernst & Young Entrepreneur Of The Year** award. Crutchfield was one of six business leaders who received top honors at the 1999 Virginia Ernst & Young Entrepreneur Of The Year program and was a national finalist. Verdi married Joselyn Wilhelm Sept. 1, 2001, and the couple resides in Richmond.



**Chris Heckman '98**

and Christine Heckman announce the birth of their daughter, Alexis Marie, born June 23, 2002. She weighed 6 pounds, 11 ounces and was 20 inches long. The family lives in the Philadelphia area, where Chris works as an Associate for **Wachovia Securities**. Heckman is also a charter member of the **McIntire Young Alumni Council**.

**Moira John-Williams '99**, after working as a Consultant for three years at **PricewaterhouseCoopers** in Northern Virginia, began her graduate studies at **Clemson University** in the fall of 2002 to earn a master of fine arts degree in digital production

arts. She is also a charter member of the **McIntire Young Alumni Council**.

**Kailyn Tan '99** has been working as a consultant in New York for the past three years. She now attends the **University of Michigan's** M.B.A. program (Class of 2004), focusing in corporate strategy and entrepreneurship.

**Brian Vahaly '01**, professional tennis player, was recently the 10th best American in the world in tennis and the only college graduate in the top 100 in the world. Check out his Web site at <http://www.brianvahaly.com/>.

**Phil Bennett (M.S. in MIT '02)** has accepted a rotational assignment in **KPMG's** Department of Professional Practice in New York, providing risk management and professional practice assistance to all of KPMG's Advisory Services practitioners.

**Joseph Taves '02** is working as a **Peace Corps** volunteer in the Dominican Republic helping a non-governmental organization develop small community-owned businesses through educating and advising rural Dominicans with little or no business experience.

## In Memoriam

**Charles E. Chamberlain '41 (Law '49)**, 85, a Michigan Republican who served in the **U.S. House of Representatives** for approximately 20 years and then went into law practice in Washington, died of renal and congestive heart failure Nov. 25, 2002, at his home in Leesburg, Va. He is survived by his wife of 59 years, Charlotte Craney Chamberlain; three children, Charles "Chip" Chamberlain, Charlotte Ellen Chamberlain, and Christine Clark; a sister; and six grandchildren (<http://www.washingtonpost.com/ac2/wp-dyn?pagename=article&node=&contentid=A52207-2002Nov28&notFound=true>).

**Kenneth C. Clarry '75** died Aug. 18, 2002, when the Cessna 172 he was piloting crashed in a mountainous area near Shenandoah National Park in Greene County, Va. Clarry lived in Charlottesville, Va., and is survived by his wife, Linda; three children, Anne, Lisa, and Brian; and a brother, Scott. Clarry worked for **A&P Food Stores** after graduating from McIntire before opening his first business. He created **The Pet Shoppe** at Barracks Road Shopping Center, the **New Deli** and **Regency Catering**, and **Neighborhoodfind.com**. He was also a Realtor with **Real Estate III** for five years.

# reflections



*As a young man, George Overstreet first learned the value of team play in a rough environment—under Friday night lights on the way to two state high school football finals.*

*He characterized the experience as*

*“painful but exhilarating, not something I would recommend for small people, nor for sane people.”*

*Overstreet came to McIntire as a visiting professor in 1980 and was impressed with the faculty’s team spirit and its dedication to producing outstanding professionals with a strong liberal arts background. Now, 23 years later, we asked him about the School’s mission and what McIntire can expect in the future.*

If McIntire’s mission is to make the world better one graduate at a time, its fulfillment requires extraordinary faculty, students, alumni, and friends working together with a tremendous sense of purpose. We have such commitment and effort from all of our stakeholders—talented and caring faculty members, enthusiastic students of intellect and character, and honorable alumni and friends.

Our daily challenge is to create a two-year program that will prepare students to make a difference. McIntire’s faculty, always a strength, is getting better each year. Students gain something from this faculty member’s goodness and that one’s intellectual insights and another’s philosophy of life. McIntire is blessed with great students one

## **George A. Overstreet Jr.**

*Walker Professor in Growth Enterprises; Associate Dean for Research and Center Development; and Director of the Center for Growth Enterprises*

would love to have as sons or daughters. They are still impressionable, have heroic ideals, and choose to live in a rigorous and honor-oriented environment. Finally, the program benefits immensely from the involvement and support of successful alumni and companies who bridge the boundary between the academic and business communities. It is a testimony to the quality of our program that we place graduates who can carry the ball from the moment they enter the arena.

When I visited McIntire for a semester in 1980, I realized that the School had a unique student-oriented culture forged by a great faculty. I really loved being here. It was the best teaching experience of my career. I returned as a full-time professor convinced that McIntire’s team approach to teaching and learning gave us competitive advantage. You quickly learn that you cannot make a difference in a student’s life by yourself. Turning out great women and men is a team sport.

As McIntire embarks on this campaign to build a new academic complex on the Lawn, our network of alumni and corporate friends has the opportunity to play an even larger role in the creation of a preeminent learning environment and stronger relationships within the University community. To realize the School’s potential requires the most ambitious team effort in our history. As a united force, we can position the School to fulfill Jefferson’s multidisciplinary vision, redefining the concept of what it really means to be liberally educated. The potential benefit to society warrants nothing short of our collective best. **M**



# Thank You

WE GRATEFULLY ACKNOWLEDGE OUR GENEROUS DONORS WHO ARE INITIAL CONTRIBUTORS TO

## BACK TO THE LAWN: THE CAPITAL CAMPAIGN FOR THE MCINTIRE SCHOOL OF COMMERCE

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*Robert B. Harman (McIntire '72)*

*James G. Harris (McIntire '80)*

*Sonja L. Hoel (McIntire '88)*

*Michael T. Jackson (McIntire '64)*

*Gregory S. Leaford (McIntire '79)*

*Edward D. McCrady (McIntire '85)*

*Nicholas A. Merrick (McIntire '85) and Leslie M. Merrick (McIntire '85)*

*Paul K. Meyer (McIntire '79) and Amy Sullivan Meyer and Tucker Alan Inc.*

*John T. O'Connell (McIntire '79) and Anita D. O'Connell*

*Dara Jane Brunelli O'Hara (McIntire '97) and*

*Timothy P. O'Hara (A&S '86)*

*Charles Wesley Peebles Jr. (McIntire '48)*

*Brendan R. Richardson (McIntire '88)*

*Curtis W. Schade (McIntire '80)*

*Richard D. Tadler (McIntire '78)*

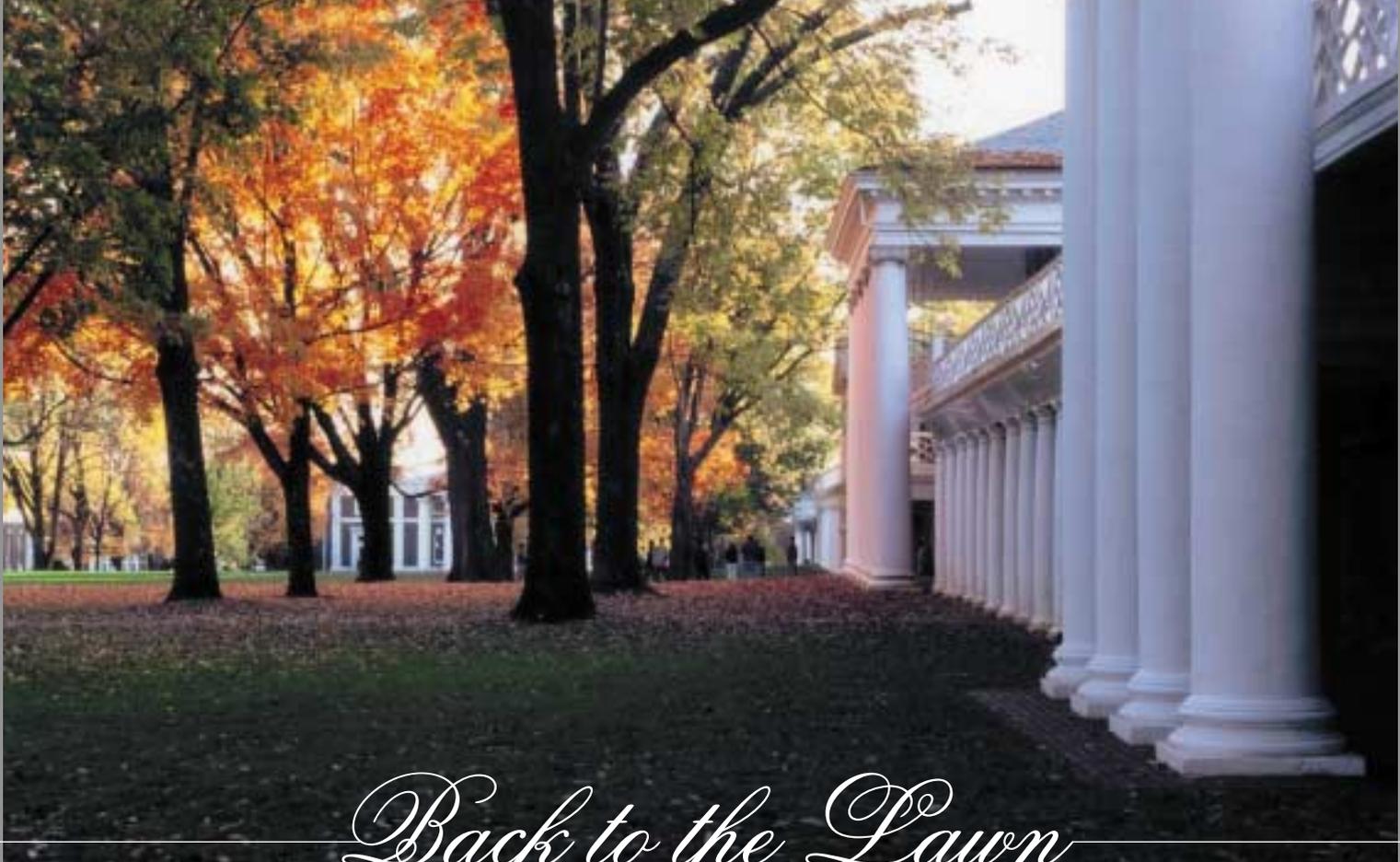
*Steven M. Tadler (McIntire '81) and Joyce E. Tadler*

*Charles H. Turner IV (McIntire '79) and*

*Laurie Kasselmann Turner (McIntire '79)*

*Michael A. Wildish (McIntire '82)*





# *Back to the Lawn*

*The Capital Campaign for the McIntire School of Commerce*

*Join McIntire's exciting campaign to move back to the Lawn. To learn more about giving levels, naming opportunities, and how your contribution can help McIntire achieve preeminence in business education, contact Wayne Smith.*

*Telephone: **434-982-2820** Email: **wsmith@virginia.edu***

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