



UConn

SCHOOL OF BUSINESS

Maximizing Your Business Creativity: It's Easier than You Think

Marketing professor **Kelly Herd** has unlocked a simple solution for generating more creative and innovative ideas. Without revealing too much, let's just say that the outcome included pickles-and-ice cream potato chips. *More on page 6.*



New UConn President: *Business Education Is Paramount*

The role of a business school in higher education has never been more vital than it is today, said **Thomas Katsouleas**, who was inaugurated as UConn's 16th President in October.

"Increasingly, having a great business school has become more and more central to being a great university," Katsouleas said. "That is no wonder, when you think about the grand challenges facing society and the need for creative leaders with financially viable and ethical approaches to solve them. When you also consider the transformative effect of data science on everything from fintech to medicine, you begin to see even more synergy across higher education and business."

"In addition, great opportunities exist to leverage our strong business school, along with the Werth Institute for Entrepreneurship and Innovation, to serve student demand, and Connecticut's needs for entrepreneurship across the disciplines. Our School of Business attracts great faculty from across the globe with the talent and passion to meet these challenges."





Our Mission: Remain Strong, Innovative, and Aim Even Higher

It is a period of both exciting change and deliberate, thoughtful continuity at the UConn School of Business. President Katsouleas has shared a bold vision that reflects what UConn already is, and aims even higher. We are known for delivering a high return on investment to students, being a leading public research university, and educating generations of business leaders. Now we are given the ambitious agenda of improving in all three areas—and we are ready.

Our readiness stems from the leadership of **John Elliott**, who was our Dean from 2012 until becoming interim provost in March. John's tenure fostered a spirit of innovation among our faculty and students. Some initiatives are widely publicized, such as the launch of the Werth Institute for Entrepreneurship and Innovation, or the hands-on support for faculty and student businesses through the Connecticut Center for Entrepreneurship and Innovation (CCEI), and the Innovation Quest (iQ) program. Less visible, is that our faculty routinely publish cutting-edge business research and continually innovate in the classroom.

The results are clear. Our graduate programs in Business Analytics and Project Management, Financial Risk Management, and Human Resource

Management have transformed from fledgling startups to nationally ranked leaders. Our longtime programs for undergraduates, MBAs, and the Master of Science in Accounting program have all been reviewed and redesigned to stay current. By innovating against complacency, our foundation has never been stronger.

Knowing the strength of that foundation made it easy to say yes when John asked me to become interim dean. My own UConn story began when I joined the faculty in 2007, and students from my courses on strategic management or entrepreneurship will remember how much we talked about the importance of anticipating potential changes.

We will continue to build on our foundation and evolve with the needs of our students, alumni, and corporate partners. The University-wide initiatives outlined by the President are consistent with the existing priorities of our school. As John F. Kennedy once said, "Change is the law of life. And those who look only to the past or present are certain to miss the future."

The success of our past makes us excited to keep changing in the future, and we hope you enjoy reading about some of the people leading the way.

Sincerely,

David Souder | *Interim Dean*



FACTS & NUMBERS

The School of Business is a champion and partner in the State of Connecticut's economic growth. We prepare the next generation of business leaders to thrive in a brighter Connecticut—and across the globe.

CONNECTICUT MAKES HEADLINES—WITH GOOD BUSINESS NEWS

Hartford was named the nation's **4th best city for tech jobs**, according to The Brookings Institution (2018). Hartford's high ranking placed it in the company of Seattle, Boston, and San Francisco, among others. Industries like insurance, finance, and health care are at the forefront of digitization, which makes Connecticut a great place for those with tech skills to get high-paying jobs.

In 2019, Bloomberg named Connecticut the nation's **fourth most innovative state**, behind California, Massachusetts, and Washington. The findings were based on R&D intensity, productivity, clusters of companies in technology, STEM jobs, populace with degrees in science and engineering, and patent activity.

Greater Hartford has more women entrepreneurs than almost any other metropolitan area. Hartford and its suburbs rank #4 in the nation according to U.S. Census data, **with more than 30 percent of start-ups owned by women**.



OUR TOP 15 EMPLOYERS
OF 2018 BACHELOR'S DEGREE RECIPIENTS

United Health Group
Ernst & Young
IBM The Hartford
PwC Aetna
RSM Moody's Investor Services
Synchrony Financial
Travelers KPMG
Cigna
Grant Thornton **Deloitte**
United Technologies Corp.

\$60,000

AVERAGE STARTING SALARY
FOR RECENT UCONN BUSINESS
(UNDERGRADUATE)
DEGREE RECIPIENTS

#3 in the world for
SALARY UPLIFT

– QS MBA Rankings (2017)



iQ Program

In 2019, more than 300
UConn students signed
up to participate in
Innovation Quest (iQ),

an entrepreneurship program that
provides business knowledge, advice,
and more to aspiring entrepreneurs from
all schools and majors.

**GLOBAL MBA
PROGRAM > #44**

– Financial Times (2018)

UCONN MBA

#2

IN THE WORLD

**FOR VALUE
FOR THE MONEY**

– Financial Times (2017)

**ENROLLMENT UPSWING
IN LAST 6 YEARS**

GRADUATE

2,321 ↑

FALL 2013: **1,219**

UNDERGRADUATE

2,893 ↑

FALL 2013: **1,967**

42,293 > **CURRENT ALUMNI**

125 > **FULL-TIME FACULTY**

#6

MS in Business Analytics and Project Management, which is
offered in both Hartford and Stamford, **is ranked 6th in the U.S.**

– Predictive Analytics Today (2018)



Retired Professor

LARRY GRAMLING

'I Can't Tell You How Much Teaching Those Students Meant to Me'

After 38 years at the UConn School of Business, educating an estimated tens of thousands of aspiring accountants, and serving the rest of the University in many capacities, Professor **Larry Gramling** retired in late 2018.

"One of the really rewarding things to me is to watch some of the students become so successful, to become partners in CPA firms, presidents of insurance companies, and hold really top jobs," he said. "I can't tell you how much teaching those students meant to me."

Gramling's UConn resume includes serving as the associate dean of business undergraduate studies for six years, as a member of the University Senate for more than 15 years, and as interim director of the University Honors Program. He also traveled with the Business Connections Learning Community students during their international immersion trips most summers.

Regardless of how they know him, most remember Gramling as a kind, friendly, wise, and well-liked educator and leader.

Ed Kindelan, a CPA and managing partner in the Boston office of CohnReznick, recalled meeting Gramling when Kindelan was a student.

"Larry was a breath of fresh air as an instructor. He was relatable, entertaining, passionate about what he taught, and about his students, and he had a great sense of humor," he said. "Larry cared about his students, and his peers, and the profession, and gave back to each in many ways."

UConn accounting professor **Leanne Adams** had Gramling as an instructor twice and later became his colleague.

"Larry is one of those rare people who effortlessly uplifts everyone around them," Adams said. "As a professor, you simply knew he was on your side...To know him is to become a better person."

Gramling, 73, has been traveling with his wife, Cathy, to visit family, including their five children, and working on a curriculum initiative for the accounting department. Every two weeks he volunteers at an adult day care center in Norwich, talking about baseball greats to stimulate the memory of dementia patients. The work is a tribute to a best friend who is battling the disease. And when he can, Gramling plays golf in a Hebron league, although he confesses with a chuckle, "I'm not getting any better." ■



FULL THROTTLE

*Grad Students Help
Connecticut Aerospace Company
Save Time and Money*

*Pictured above are **Donald Pendagast**, a UConn MBA student, and **Chitra Reddy**, a MSBAPM student, at work helping PCX Aerostructures improve their data collection systems.*

With a customer list that includes Boeing, Sikorsky, and the U.S. Government, PCX Aerostructures is in the aerospace big leagues.

The company, founded in 1900 and based in Newington, Conn., produces flight-critical components to the industry's highest standards. PCX doubled its business in the last two years and then significantly boosted its labor force.

When PCX executives reached out to UConn for advice about improving their data-collection systems, the School of Business faculty was eager to help. They enlisted students to work with the company and devise solutions that would yield information faster and more efficiently.

Six UConn business graduate students spent the spring semester helping the manufacturer strategize improvements in supply-chain management, inventory assessment, and labor-management efficiency. Two students remained over the summer implementing changes.

The result? PCX execs now spend considerably less time compiling information—and more time on strategy.

"In this highly competitive manufacturing sector, we're always striving for continuous improvement in every facet of our business," said **Aris Fotos**, the company's general manager and chief operating officer. "It's critical that we seek new opportunities to help position ourselves as an industry leader. This certainly gives us an edge."

Donald Pendagast, a UConn MBA student, said the experience will be useful in his career as a management consultant.

"Coming into an organization that I was not at all familiar with, I had to quickly learn about the company and its challenges, and come up with solutions," he said. The experience has been career enhancing.

PCX is equally pleased with the partnership with the School and its Center for the Advancement of Business Analytics (CABA).

"It's vital to engage our next generation of manufacturing talent," said Fotos, who earned his UConn MBA in 2000. "Reaching out to partners like UConn helps us to leverage the knowledge and ingenuity of students who may be interested in aerospace as a career path." ■

A LESSON IN EMPATHY

& PICKLES-AND-ICE CREAM POTATO CHIPS



What can product developers do to generate better and more creative ideas?

Taking a few minutes to imagine how someone would feel using a particular product, before starting work on developing it, can have a significant impact on creativity, according to research conducted by UConn marketing professor **Kelly Herd**.

In one of many experiments, Herd and her colleague, **Ravi Mehta** of the University of Illinois, asked novice inventors what kind of potato chip they would create if they wanted to sell it to pregnant women.

Half the group was told to take a few minutes to envision how the customer would feel while eating the snack. That group came up with Pickles-and-Ice Cream chips, 'Margarita for Mom' chips, and others. The other team went right to work, without focusing on the customer first. They had less creative ideas, as determined by a team of impartial judges.

The researchers conducted five separate experiments, asking participants to design a child's toy, select ingredients for a new kids' cereal, and redesign a grocery cart for the elderly. The results were consistent—the team that took time to empathize with the customer *always* had better ideas.

For companies of all specialties, innovation and new products are essential to keeping pace in a rapidly changing marketplace, said Herd, whose findings appeared in the June issue of the *Journal of Consumer Research*.

The researchers believe the initial focus on others' feelings creates 'cognitive flexibility,' which is the ability to simultaneously consider issues from diverse perspectives.

"I think it is fascinating to see that eliciting empathy has inherent value in maximizing creativity," Herd said. "This is one of those areas of psychology that hasn't been clearly disentangled yet for marketers: How does explicitly thinking of others' feelings affect those who are creating new work?"

"We've shown that empathy can change the way in which you think," she said. "We've looked at it in a somewhat narrow context of product design, but it appears that subtle things, such as imagining how someone else would feel, can have a huge impact on creativity in general." ■

EXPERT OBSERVATIONS



This work richly reinforces two core constructs of today's marketing best practices: Customer-Centricity and User Experience. Herd and Mehta's research demonstrates the transformative power of considering your target market's feelings in target market definition, to develop creative, customer-centric solutions.

VALERIE OBEN

Strategic Marketer
Foxboro Consulting



Fascinating analysis! For a marketing strategy to be successful, whether for emerging or established brands, it is imperative to "know your customer," and to understand their needs and wants, so empathy is key to reaching and retaining your customers.

PRASANTHI LINGAMALLU '19 MSBAPM

Vice President,
Marketing & Analytics



From left, **Kwame “Ato” Eyiah**, **Ben Morneau**, and **Chris Mueller**, alumni from the Class of 2019, who are launching their new “Roast Me” game in November.

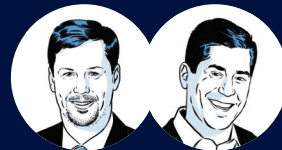
SPRING 2016

Professor **Rich Dino** hires Ben as an Innovation Quest (iQ) program ambassador where he delves into entrepreneurship. He meets many mentors including attorney and startup expert **Dave Menard**, who later helps the “Roast Me” team file their trademark.



SEPTEMBER 2017

Ben & Chris work with two biomedical engineering grad students on **Encapsulate**, a cancer diagnostic tool that secures a home in UConn’s Technology Incubator Program.



JANUARY/FEBRUARY 2018

Ato registers for MGMT 4895 (the next iteration of MGMT 3500) and Ben & Chris do too. Ato works with **QR Fertile**, a home-based male fertility test created by a UConn grad student, and Ben & Chris work with Encapsulate. Both companies excel and are invited to the iQ Summer InQbator.



APRIL 2017

Ben & Chris enroll in a new **entrepreneurship course** (MGMT 3500, Technology, Innovation & Entrepreneurship) co-taught with Engineering.



Encapsulate
Cancer Solutions

DECEMBER 2017

David Noble, director of the Werth Institute for Entrepreneurship & Innovation, speaks with alumnus **Rich Vogel ’87**, founding partner of Loeb. Vogel wants to interview some top UConn students for summer internships.

QRfertile

It Takes a (UConn) Village to Nurture Our Young Entrepreneurs



*Eyiah and Morneault introduce retired basketball player **Shaquille O'Neal** to "Roast Me."*

UConn alumni and good friends **Ben Morneault**, **Chris Mueller**, and **Kwame "Ato" Eyiah** were destined to become entrepreneurs.

Bright, hard-working, determined, and endlessly creative, the three men, all from the Class of 2019, were eager to take advantage of UConn's entrepreneurship courses, assist other UConn start-ups, and learn the nuances of business innovation.

Their UConn mentors helped them land internships at Loeb.nyc, an early-stage venture collective in New York City. Only a few days in, one of their Loeb advisers half-jokingly challenged the men to create a new game.

They did!

"Roast Me" is a social card game and community using comedy to promote self-awareness. It is slated to launch on Amazon during the 2019 holiday season. "We want this game to bring people together and remind everyone that it's alright to laugh at each other, and it's good to laugh at ourselves as often as possible," Mueller said.

"UConn's support was crucial. Without it, there would be no 'Roast Me,'" Morneault said. "None of us knew we wanted to be entrepreneurs when we came to UConn, but through classes and entrepreneurial programs on campus, we were empowered to take action on our ideas."

"These three students have taken the process of engagement and education to the max. They are the prototype versions of what we want to accomplish at UConn," said professor and 'Roast Me' mentor **David Noble**, director of UConn's Werth Institute for Entrepreneurship & Innovation. "This is only their first product, and we expect to see a lot more of the 'Roast Me' team over the years." ■

loeb  nyc

OCTOBER 2018

Kathy Rocha, operations director for the Werth Institute, gives the "Roast Me" team a table at UConn's "Experience Innovation" Expo to gauge student interest.



MAY 2019

All three graduate from UConn and start working full time at Loeb. Over the summer, they introduce **Shaquille O'Neal** to "Roast Me".



SUMMER 2018

Ben, Ato, and Chris are all offered summer internships at Loeb. During their free time, they start **creating content and testing cards** for what would become "Roast Me".



NOVEMBER 2018

"Roast Me" wins \$500 in UConn's first **"Get Seeded"** entrepreneurial pitch competition founded by **Jennifer Murphy**, program director of the School of Business' Center for Entrepreneurship & Innovation (CCEI).



DECEMBER 2019

Plans are in place to **sell "Roast Me" on Amazon** for the holiday season. The three men plan to use the game as a launch point for an online community and content platform.

Sweet Success

Chocolatier Karen Munson '86
says ferocious work ethic is the key
ingredient in leading any business



As the president of Munson's Chocolates, and a third-generation chocolatier, UConn alumna **Karen Munson '86** oversees the production and sale of 350,000 pounds of sweet treats each year from the company's Bolton, Conn. headquarters.

The family-owned business, the largest retail chocolate manufacturer in Connecticut, began in 1946 when her paternal grandparents founded the Dandy Candy Co. in Manchester, Conn., using sugar rations from the end of WWII to create ribbon candy and other treats. Today, Munson's has eight retail locations across the state.

What prepared you to become president of such a well-known Connecticut business?

I started working here as a young child, helping out after school. My first jobs involved breaking up jellies to be added to the candy and removing mint wafers from the packaging. My education was a key component. Studying psychology and business gave me the skills I needed to run an organization.

I also must credit my father, who instilled in me my entrepreneurial skills. My father was the toughest boss you'd ever know. But it came from his unbridled passion for this business. His work ethic was ferocious and something I hope to pass on to my daughter, Alex, who is a senior at UConn and a third-generation Husky.

Do you have any advice for young people interested in being corporate executives?

To be an entrepreneur you have to be driven, focused, curious, determined, and fearless. You have to be self-motivated and self-aware. You must have a fiercely strong work ethic. If you have those traits and that mindset it will prepare you for success. Any employer would be fighting for you.

What is your favorite part of the job—and what keeps you up at night?

I heard someone once describe himself as the CWO, Chief Worry Officer. I think that's an inherent part of the job. My favorite part is the creative side. When we try something new—like our Connecticut craft-beer chocolates or our wine-infused candy derived from the Connecticut wine trail—and it's a hit, you feel such a sense of pride. One of the things we try to do is cross-promote other Connecticut companies.

Do you ever get tired of chocolate? And if you weren't in the candy business, what would you be doing?

No, I don't ever get tired of chocolate. I love it and I eat it every day! Honestly, I can't think of another thing I would do. I have chocolate in my veins! ■

What Are You Missing Without a Woman on Your Team?

The answer is that a woman's input often leads to more expedient solutions to complex tasks and her presence tends to generate collective creative thinking among the group.

Those are the findings of UConn management assistant professor **Kyoungjo (Jo) Oh** and his colleagues, who studied U.S. Marine tactical teams and discovered the positive impact of women participants.

The researchers observed Marines carrying out a variety of challenges, such as transporting a 90-pound dummy through a hole in a wall and across a booby-trapped room. Another test involved delivering medicine across a room—using ropes, hooks, and planks—without touching the floor.

In teams with leaders who espoused positive attitudes toward women in combat, the lone woman spoke up as much as, or more than, a random member of a different, all-male team. And her ideas were acted upon more frequently.

"In the teams that didn't have a woman among their numbers, they tended to just keep trying the same solutions over and over, ending in frustration," Oh said. "Our findings were fascinating in that they clearly depicted the advantages that women bring to the decision-making process."

"One of the key takeaways from our research is that it is vital that organizations, and team leaders, support and amplify diverse voices and the fresh perspectives they bring to the workplace," he said.

Far beyond the military, these findings can influence traditionally male-dominated fields, such as construction, engineering, finance, and tech startups, Oh said. The findings are on press in the premier *Academy of Management Journal*. ■



Assistant professor of management Jo K. Oh joined the faculty in 2018. Before becoming a professor, he worked at Hyundai Motor Group in South Korea. When not in the classroom, Oh enjoys taking in the latest movies.

ADVICE FROM A TOP CEO:

Push Yourself Outside Your Comfort Zone



Mary Laschinger '92 EMBA, CEO of Veritiv Corp., an Atlanta-based business-to-business company, is one of only 24 women who are CEOs of a Fortune 500 company. Laschinger earned her Executive MBA at UConn in 1992. Photo credit: Leland Holder.

Want Your Business to Thrive? Hire More Women.

Employing more women brings a noticeable boost to business, according to recent Morgan Stanley research on how diversity is linked to share prices. Annual returns for businesses that employ the highest proportion of women were 2.8 percentage points above those for the least diverse, measured over the last eight years. The performance was a global phenomenon, said Morgan Stanley in the report released in September 2019.

Alumna **Mary Laschinger '92 EMBA** is one of only 24 women CEOs of a Fortune 500 company. She serves as Chairman of the Board and CEO of Veritiv Corp, an Atlanta-based business-to-business corporation that offers business solutions including packaging, facility solutions, logistics, paper products, and more.

She earned her Executive MBA at UConn in 1992 and was inducted into the School of Business Hall of Fame last year.

Below, she explains some of the challenges she encountered, and the mindset that helped her overcome them, on her journey to becoming one of the most accomplished women in business today.

Were there any factors in your early life that equipped you for the challenges of being a CEO?

Certainly, my work ethic came from growing up in a large family on a dairy farm in rural Wisconsin. Every family member—both boys and girls—worked hard to contribute, and we were each expected to work on the farm. I believe that environment helped build my character and self-confidence, which led to my courage to take risks.

Early on, I was never satisfied with the status quo and was constantly striving for change and improvement. I knew I wanted to do something other than farming, and realized that I would have to create those opportunities for myself. That drive and motivation still serves me well today.

What advice do you offer women or men who are striving for an executive level position?

First, it is important to find your passion. Regardless of what you choose to do for a living, find what it is that excites you about work every day. If you identify this, you will be great at it. Continue to learn and push yourself outside of your comfort zone. Take risks with your career choices; take roles that challenge you and broaden your perspective. For women especially, don't make it about what you are, but about what you can do. That self-confidence is what makes for a strong leader.

What was your biggest career challenge and how did you overcome it?

My greatest career challenge came when I was the president of a multi-billion dollar manufacturing business with operations in eight countries in Europe, Russia, the Middle East, and North Africa. I moved to Europe with very little notice to take on an underperforming, complex operation with very challenging business conditions. I had no support system and experienced significant culture shock. I was working in environments where females were not treated with respect, in the workplace, and certainly female leaders were almost unheard of.

The only thing I could do was draw on my inner strength and self-confidence. I relied on my business and people instincts and built a strong team around me. I also stood my ground and did not accept the status quo when dealing with very difficult people in environments that were sometimes very hostile.

While this opportunity was my biggest career challenge, it was also my most beneficial learning experience. It certainly helped shape the leader I am today, and reinforces my strong belief in the importance of taking career risks to continue growing and learning. ■

like a CEO

Jamelle Elliott '96 (BUS), '97 MA spent all four of her undergraduate years on the UConn Women's Basketball team. As a junior, Elliott helped the undefeated Huskies win the 1995 NCAA National Championship.

Elliott later served as a UConn women's basketball assistant coach (1997-2009) and then as the head coach at the University of Cincinnati (2009-2018). She returned "home" to UConn in July 2018 as associate athletic director for the UConn National "C" Club.

Coach Auriemma once said, "I've coached a lot of bright players, but Jamelle is the smartest and the toughest." Why the toughest?

I think that came from my upbringing in the inner city of Washington, D.C. I grew up in an environment surrounded by drug dealers and women who ended up pregnant, or killed at a young age. My parents instilled in me that I had options. Luckily for me, basketball was the outlet. As a player, I was undersized. I made up for it with strength, and the determination to stay one step ahead. I knew I had to earn my time on the floor. My competitive spirit gave me a niche in the program.

What was the best lesson you learned from your UConn basketball coaches?

From Coach Dailey I learned how to present myself. She taught us that how you spoke, how you dressed, whether you made eye contact, your body language...all of that was important. At 18, I started to understand the importance of making a good first impression.

From Coach Auriemma, I learned that what you think is your best is not good enough. There's always something you can do better, whether in a drill, in a game, or in life. You can practice harder, do it better, and accomplish more than you originally thought you could.

Tell me about your current role and what you enjoy about it.

My job is associate athletic director of the National "C" Club for alumni student-athletes. We're like a LinkedIn for athletes, serving our alumni and our student athletes with resources. Our student athletes are looking for advice, mentoring, internships, and jobs, and our goal is to make them as prepared as they can be for their life after sports.

It's very rewarding. It makes me happy to impact students in the way that others impacted me.

You have earned two degrees from UConn: a bachelor's degree in business administration in 1996 and a master's degree in sports management in 1997. What did you take from your business training into your coaching career?

As a graduate of the business school, I think I've always approached work as if I were a CEO. If I was coaching the post players, I was the CEO of post players. I had to get results. Then when I went to Cincinnati, I had seven or eight staff members and 13 or 14 players, and, again, I had the mindset I took from the business school. How did I want to run the operation? I'd find people I could trust and who wanted to be the best they could, and I'd surround myself with them. ■



New Finance Chair

YIMING QIAN

Among Nation's Top Researchers



Those unfamiliar with the finance discipline sometimes underestimate the tremendous good that analysts and investors bring to the world, said professor **Yiming Qian**.

Qian joined the faculty this fall as a full professor and holds the new position of Toscano Family Chair in Finance.

“Finance is a very important and fascinating field,” she said. “The capital market plays a key role in channeling funds to worthy human endeavors in the most efficient way.”

“We all know that the United States is the best place for innovations. An important reason for that is because we have the most developed capital market and financial system,” she said. “In this system, many motivated people, including investors, traders, bankers, and others, work very hard to search for the next high-potential thing, and they take the risk by providing the necessary funds and, therefore, make it possible for that potential to become reality.”

Qian holds the first endowed chair in the finance department, a high honor bestowed on a faculty member who has

produced excellent research and can help attract and retain talented faculty.

“The greatest business schools are blessed with the best educators, the best researchers, and those who ask and answer the most vexing questions, in addition to the best students,” said

*“UConn is a great
institution of
business higher
education.”*

– **Alumnus Dan Toscano '87**

alumnus **Dan Toscano '87**, who, with wife Tresa, endowed the Toscano Family Chair. Dan Toscano is the managing director of global capital markets at Morgan Stanley and chairman of the UConn Board of Trustees.

“UConn is a great institution of business higher education,” he said. “We are proud to support the continued quest for

excellence at UConn, and our entire family extends a warm welcome to Dr. Qian.”

Qian earned her Ph.D. in finance from the Stern School of Business at NYU. Before joining UConn, she was promoted to full professor and also extended a chair professor offer at the University of Iowa, which, like UConn, is a top research university. She has also been a visiting scholar in Asia, Australia, and Europe. Her research focuses on varying topics in corporate finance, including IPOs, mergers and acquisitions, behavioral finance, and emerging markets.

Chinmoy Ghosh, finance department head, echoed Toscano's enthusiasm.

“The Department of Finance has witnessed unprecedented strategic growth in creating new programs as well as research productivity at the highest level, thanks to the success of several new, junior faculty members,” he said.

“With her focus on research in new frontiers and emerging markets, Professor Qian will be able to provide leadership and guidance, as well as collaboration, to this nucleus of junior colleagues and Ph.D. students.” ■

COLLABORATION ACROSS THE GLOBE

MBA Student Ran Marathon for Children of Vietnam

Two-time alumnus **Junau Boucard '11, '19 MBA** ran the 2018 New York City Marathon in 4 hours, 29 minutes and 54 seconds. Boucard dedicated his run and all proceeds to an organization that fights poverty, human trafficking, and other social issues in Vietnam, a country he visited during the MBA program.

"I've always wanted to leave an impact on the world, to make it better than it was when I came in," said Boucard, who trained while working full-time, completing his MBA classes in Stamford, and enjoying his role as a brand new dad. "The UConn MBA program taught me a lot about time management, setting ambitious goals, and that great things happen when you step out of your comfort zone."

Former Nordstrom Exec Sponsors International Immersion Trips

Alumnus **Michael Koppel '78**, the former executive vice president and chief financial officer of retail giant Nordstrom Inc., and his family, have given a generous gift in support of undergraduate business students participating in an international, business-immersion program each summer. This summer, 47 undergraduate business students in the Business Connections Learning Community (BCLC) jumped at the chance to study in Portugal.

"One of the greatest learning activities is to experience the world we live in," said Koppel, who is also a member of the board of directors of the UConn Foundation. "What I like about this program is that it isn't only a sightseeing trip. They do a terrific job connecting students with companies, touring businesses, and learning about how international business is conducted. I believe the individual who is going to be successful in the future is the one who understands that, who is able to work with teams, and collaborate with others across the globe."

UConn Alumna Earns Presidential Award

Minal Patel Davis, '01 MBA/JD, received the Presidential Award for Extraordinary Efforts to Combat



Junau Boucard '11, '19 MBA



Grace Guertin '19



Mike Koppel '78

Trafficking in Persons from U.S. Secretary of State Mike Pompeo.

"I was always the kid at the playground who walked right up to the child nobody else wanted to talk to. Even then, I hated seeing people lonely or left out," said Davis, who is a special adviser on trafficking to the mayor of Houston. "I feel like I was born to do this."

Semester in London Fostered International Perspective

Management major **Grace Guertin '19** confirmed her career path through a summer internship in London.

"Working for the Prestige Marketing Team at Elizabeth Arden led me to choose

a career path working with consumer goods and for a company with a collaborative culture and good work-life balance," said Guertin, a fourth-generation Husky whose great-grandfather Robert Lougee Sr. was the Dean of CLAS from 1971-74. "All of the business school faculty have been instrumental in shaping my passion for business and desire for self-achievement."

"I was recently hired as an allocation analyst at the TJX Companies where I am shipping decorative accessories to HomeGoods stores. I love the work-life balance of the company as well as the career path I am on to become an international buyer!" ■



*Deloitte has been a steadfast supporter of students and faculty at UConn with internships, scholarships, and endowed professorship. Pictured above from left, alumna **Susan Heffernan Gaieski '02**, managing director of Deloitte in Hartford, and alumnus **Rich Tavorlieri '89**, managing partner, with UConn senior **Enxhi Taluri**. Taluri who interned at Deloitte last summer and has accepted a full-time job in the Hartford office following graduation.*

Deloitte Recognizes Value of Supporting Higher Education

An interview with Rich Tavorlieri '89, managing partner and Susan Heffernan Gaieski '02, managing director, of Deloitte's Hartford office.

Deloitte has been steadfast about supporting college students and faculty at UConn, and elsewhere, with internships, scholarships, endowed professorships, and more. Why is Deloitte so dedicated to this mission?

Rich – As a professional services organization, our most important asset is our people, and therefore, recruiting and developing top talent is a priority for us. Professional services organizations help clients with a variety of needs and are seen as a trusted professional services provider and source for new and innovative solutions to meet continuously changing business needs.

Our professionals need to be prepared with the skills to tackle today's challenges in the business world. By working with the universities that educate these professionals, Deloitte provides insights into the knowledge and skills these students need in today's business environment. Attracting and retaining

top professors, enthusiastic to build curriculum designed to prepare students for their future careers, is key to the success of the university, its students, and our profession.

Accordingly, our Deloitte UConn alumni and the Deloitte Foundation raised funds to establish an accounting faculty fellowship and professorship. Our people also serve on advisory boards and provide opportunities for deans and professors to network with their peers and practitioners at firm-sponsored events. Our Deloitte Foundation, the not-for-profit arm of Deloitte that supports education, also sponsors several faculty-development programs and experiential learning opportunities that benefit UConn faculty and students each year.

What are some ways you see professionals at Deloitte staying engaged with UConn after graduation?

Susan – Many of our practitioners who

are based in our Connecticut offices are UConn alumni. In addition to seeking opportunities to return to campus to recruit new talent, professionals stay engaged with UConn by mentoring current students, speaking in various classes about the firm and profession, and, of course, by attending sporting events to cheer on the UConn Huskies!

We recently formed a committee to engage with the UConn Foundation to explore ways to enhance our relationship with the university. This committee has helped plan corporate outings to campus and organized gatherings at

“Internships are the key lifeline to our recruiting efforts, as most interns turn into full-time hires.”

— Rich Tavolieri '89, *Managing Partner*, Deloitte

sporting events. In addition, Deloitte just announced a new faculty fellowship and professorship (the Deloitte Foundation Professorship), which will enable the accounting department to attract and retain top professors, with whom we will be able to collaborate on efforts relevant to the profession.

When you welcome student interns to your office, what are the benefits to them? And are your employees enthusiastic about mentoring them?

Rich — Our internship programs are a very important step in our recruiting process. Interns at Deloitte are treated similarly to our first-year professionals. They are provided with training and are deployed to work with clients. The work that is performed by interns is, in many cases, similar to the work that would be performed by a first-year staff member, making the internship a true “real life” experience in public accounting. Interns work side-by-side with teams of seasoned professionals, who often

serve as mentors, having gone through the internship process themselves, not long ago. Internships are the key lifeline to our recruiting efforts, as many interns advance to full-time hires.

Professionals are excited to mentor interns and welcome them to our organization. And the learning and teaching with interns can go both ways. Interns often bring to us a certain savvy when it comes to technology and communication, the latest tools and skills. A strong intern program not only benefits the organization, but can also help the organization by bringing in new and innovative ideas.

Would you encourage other business leaders to invest in opportunities, whether financial or experiential, for college students?

Susan — Quality is one of the key cornerstones of business, and the best way to deliver quality is with properly educated and trained professionals. Investing in universities and students helps the next generation of business leaders be equipped to face tomorrow's challenges. No one firm, company, or person can do this alone, but together, we can pool our resources to provide the best education to today's students.

We encourage not only the business community, but also government to come together and increase their engagement with higher education. The ongoing forces of digitization, automation, and other trends are reshaping the nature of work and the skills that are needed. One of the best ways to make sure our students are prepared for this dynamic is for there to be closer cooperation among business, government and education. Each party has a role to play in making sure the next generations are ready for the future of work. Again, no one entity or even sector can do this alone. ■

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Help Us Create a Stronger School of Business

MENTOR A STUDENT

Have only a couple hours to spare? Attend one of our mentoring events and share your career experience and business knowledge with a student.

OFFER AN INTERNSHIP

Our students need, and greatly appreciate, real-world learning. If your firm has the time and willingness to share its expertise, we want to know.

PROVIDE A SCHOLARSHIP

Each year some 75 percent of UConn undergrads seek need-based financial support. Of them, only 15 percent have their financial need fully met. A gift of a scholarship can be life-changing for a student.

SUPPORT PROFESSORS THROUGH AN ENDOWED CHAIR

Endowed Chairs allow the School of Business to recruit the top scholars from around the world, providing a unique learning experience for students, and new collaboration for our faculty.

For more information, go to
▶ www.business.uconn.edu/giving

YEAR IN REVIEW

2019 was a year of accomplishment. Here are some of our biggest achievements as we continue to be thought leaders in the business community.

Travelers CEO **Alan Schnitzer** spoke with students from the Graduate Finance Association in April about how the insurance giant keeps ahead in a rapidly changing global industry.

Cristal Glangchai, a scientist, entrepreneur, author, and mentor for young women, said to foster more women entrepreneurs we need to help young girls develop an 'entrepreneurial mindset' and the ability to take risks at a very early age. She spoke to some 250 people in May at the School's annual xCITE Conference for women in business, held in Stamford.

Some 60 top thought leaders in business law education, from across the country, attended our "Summit on the Academic Profession of Business Law," sharing knowledge and discussing the future of the profession. The event was organized by business law professor **Robert Bird**.

Our **UConn Entrepreneurship Bootcamp for Veterans (EBV)** Program celebrated its 10th anniversary. To date, the program has prepared 218 U.S. military veterans, many from Connecticut, with the skills needed to start their own businesses. UConn EBV alumni have started 168 businesses, producing more than \$145 million in gross revenues and creating more than 430 jobs.

As part of an effort to raise its retention rate, Capital Community College in Hartford tapped the expertise of graduate students from our **Center for the Advancement of Business Analytics (CABA)** to analyze data and identify students most at risk of dropping out. Their findings will help CCC apply for grants and review its student retention strategies.

Accounting alumnus **Jesse Eles '17** earned the top CPA score in Connecticut, and one of the highest in the nation, among those who finished the exams in 2018.

Kevin Thompson, assistant professor-in-residence in the management department, was the recipient of the UConn Provost's Award for Excellence in Public Engagement.

For his outstanding work with the MSBAPM program and other initiatives, OPIM associate professor **Jose Cruz** was awarded the Service Excellence Award from the UConn chapter of the American Association of University Professors.

Kevin McEvoy, assistant professor-in-residence in Marketing, was honored with the University's Faculty Excellence in Graduate Teaching Award in October.

Two veteran School of Business professors have been promoted to associate business deans. **Lucy Gilson**, who had previously led the management department, will oversee faculty and outreach. Jose Cruz, who had been director of the graduate program in Business Analytics and Project Management, will guide the graduate programs. "It is exciting to welcome them into the Dean's office to contribute their passion and energy on behalf of all students, faculty and staff," said Interim Dean David Souder. "They are the right kind of leaders for the School because they combine a deep knowledge of the traditions that have established our foundation with creative ideas for how to keep building on that foundation in the future." ■



Clockwise from top left: Scientist and entrepreneur **Cristal Glangchai** spoke about helping girls develop an “entrepreneurial mindset” at the School of Business’ xCITE Conference in May. Professor **Robert Bird** organized a business law education summit attended by 60 top leaders in the field. **Yuly Susaya ‘19 MSBAPM**, was among a team of grad students from UConn’s CABA program that conducted student-retention data analysis for Capital Community College in Hartford. Veteran professors **Jose Cruz** and **Lucy Gilson** have been named associate deans of the School of Business. **Jason Otrin**, a 2017 alumnus of the School’s Entrepreneurship Bootcamp for Veterans (EBV) has created “On Course Drones,” a drone-use training business that is the first of its kind in Connecticut. Professor **Kevin Thompson** received the UConn Provost’s Award for Excellence in Public Engagement.

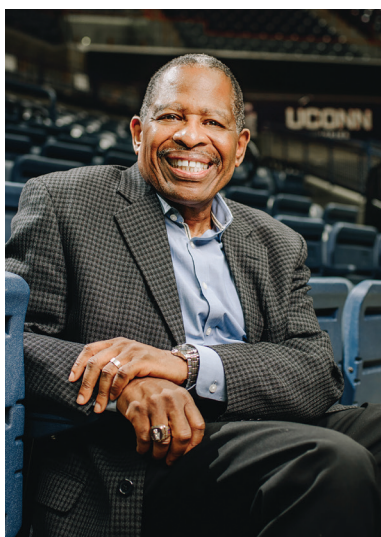


Top Execs Share Strategies for Leading in Complex, Ambiguous Times

Leading in Complex, Uncertain & Ambiguous Times was the theme of this year's Geno Auriemma UConn Leadership Conference. Held in Stamford, Conn., the conference featured insight, conversation, and networking with 15 top C-Suite executives from across industries.

Auriemma, who hosted the event, spoke about the need to constantly innovate and improve and the importance of recruiting the right team. "It's not those who got away that will hurt your success; it's bringing in the wrong people," he said. "When you're recruiting, get the right people and don't compromise."

*Above: UConn Women's Head Basketball Coach **Geno Auriemma** answers a question posed to him by School of Business Associate Dean **Lucy Gilson** at the Geno Auriemma UConn Leadership Conference. Below, left to right, **Joanne Crevoiserat**, CFO at Tapestry, the parent company of Coach, Kate Spade, and Stuart Weitzman, and **Patrick Harris**, former CFO of the LA Lakers, share their business insights with 150 conference participants.*



"Good enough is not good enough. Do the brave thing. What seems ridiculous one minute seems ingenious the next."

—**George Barrios '87 (BUSN), '89 MBA; Co-President, WWE**



"The media has changed more in the last two years than in the last 20. When making decisions I use my boss' motto: Discuss, Debate, Decide, and Align. The more aligned your team is, the more successful you'll be."

—**Tina Thornton, SVP, Production & Office of the President, ESPN**



"It's exciting, scary, and crazy as our company divests of Otis and Carrier and prepares for a merger with Raytheon. But it starts with a vision, and that's being the premier aerospace and defense company. Focus drives performance."

—**Akhil Johri, Executive VP and CFO, United Technologies**

Now That's a Study Break!



The School of Business has a new next-door neighbor in Storrs—a gleaming, 200,000-square-foot Student Recreation Center. The Center, which opened this Fall, offers everything from swimming to rock-climbing, racquetball to basketball, kickboxing to spin class. From the 4th-floor track, the Center offers a great view of campus.

The facility is open to all members of the UConn community and some 6,000 people are expected to use it daily. Beyond keeping the UConn community in great shape, the Center will likely boost recruitment efforts. Research has shown that there are three primary factors that students look for when they're evaluating colleges: majors, cost of attendance, and recreational opportunities.

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