

UConn

SCHOOL OF BUSINESS



A Call To Action For Business Schools:

Equity Now

DEAN'S REPORT 2020

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FROM the DEAN

I recently spent 15 months as interim Provost. It engaged me in the rich, vibrant intellectual community that is UConn. As a land-grant institution we have a sacred mission to serve the citizens of our state—all of the citizens of our state. We must prioritize access to educational opportunity, and we must create a diverse community in which all of our students feel welcome.

I am glad to be back in the School of Business and to be working with our faculty, staff, and alumni on behalf of our talented and committed student body. The times are challenging. COVID-19 is one challenge. Supporting first-generation college students as part of a diverse and inclusive community is another.

In this Dean's Report, we address some of those challenges. As educators, we provide life-transforming opportunities to our students. For our young undergraduates it is not only about their growth as aspiring professionals but also becoming accomplished community members, leaders, and citizens. For our graduate students, it is not only about their enhanced knowledge base and skill in their pro-

fessions, but also about becoming principled leaders who embrace the importance of corporate social responsibility. Ultimately our students will become leaders for their communities and their companies.

Simply put, this is our mission: aiding our students to become the best versions of themselves. We seek to help them become strong voices for global prosperity while realizing that global prosperity begins locally. Global prosperity is about health, education, freedom from hunger, physical safety, and human rights broadly conceived. As we each do our part to use our knowledge and skill to produce efficiently and to share the fruits of our labor fairly, we are building that global prosperity one community at a time.

I am very glad to be part of this exciting, inspiring, collective journey. Sincerely,



John A. Elliott, Ph.D.

*Dean & Auran J. Fox
Chair in Business*



Meet Seanice Austin

Director of the School of Business' Office of Diversity and Inclusion and a 2002 UConn alumna

How did you get into your career field?

I joined the School of Business in 1999 as an administrative assistant in the Undergraduate Programs Office. I always tried to give extra attention to minority students because there were very few of them, and as a first-generation college student myself, I knew the struggles of navigating student life and the college experience. I had the opportunity to lead the School's Diversity and Inclusion Office in 2008-09 when UConn became a recipient of the grant that funded the office following a three-year vacancy.

What are the priorities of the Office of Diversity and Inclusion?

Our priorities are in recruitment, retention, support, graduation, and employment. In working with our corporate partners, we have a three-pronged approach: the first is scholarship/financial assistance, the second is mentoring, and the third is helping our students obtain strong internship opportunities that will lead to employment.

One of our successful programs is Travelers EDGE, which addresses all these areas but also includes a five-week summer bridge program in partnership with UConn Student Support Services that allows our students to take classes and develop key skills, like study skills and time management. I would love to see that program expanded to serve a larger number of incoming business students.

What could Connecticut do to offer more opportunities to students of color?

We don't have a shortage of minority students applying nor a shortage of students with ability. We have a K-12

educational system that rewards those who are from privileged communities and disadvantages those from less affluent communities. While our diversity enrollment at UConn has increased, it is not to the level where it could be. If we want to make significant change in our diversity enrollment, we cannot continue to use a system that we know is biased and is built on a racially and economically segregated school system.

Colleges and universities that want systemic change have to champion for change in society. They can't just change their own institutions, but have to reach outside the university gates. Addressing the racial wealth gap, economic development, and equality has to be part of the conversation. Without those efforts, anything you do will be a Band-Aid, not a solution for the problem. Every college has to use its resources to impact change in the country. We need to lend our power to those who have a blueprint and a plan. Land-grant universities, like UConn, have an obligation to do so because they are supported by all the people of the state.

What advice do you offer students?

My advice to all UConn students, and young people in general, is to continue to challenge the system of racial inequality and injustice, even if it means breaking or undoing what has become accepted norms in our country. The current movement for racial justice is being led by Gen Z, which understands that change rarely occurs without disruption. In the words of the late U.S. Representative and civil rights leader John Lewis, they should continue to "get in good trouble, necessary trouble." ■

School Remains Committed to Programs that Open Doors, Enhance Diversity

The leadership at the School of Business has long been focused on increasing the number of Black students and faculty members and ensuring that UConn is a welcoming place for all. Here are some of the programs we embrace:

The Ph.D. Project: UConn is a partner school with this nonprofit organization, which serves as a catalyst for Black, Hispanic, and Native Americans to pursue their doctorates and become business professors. phdproject.org

The School recently launched a **Financial Literacy Innovation Program (FLIP)** for high school students in East Hartford. The brainchild of alumnus **Joe LaBrosse '85**, CFO and founder of Grove Property Fund LLC, the program is taught by UConn faculty and staff, and UConn undergrads serve as mentors.

The School offers a **Diversity in Business Lecture Series**, open to undergraduate and graduate students. The well-attended program culminates in a certificate in diversity leadership. diversity.business.uconn.edu/lecture-series

Travelers EDGE (Empowering Dreams for Graduation and Employment), established by Travelers in 2007, provides a unique approach to education for underrepresented students, including financial help, career advice, and internships. The School accepts five students from the highly selective program each year. s.uconn.edu/edge

The Hartford Promise is a large-scale college scholarship fund and college success program for Hartford public school students, offering high achievers a college scholarship of up to \$20,000. UConn offers an additional scholarship to make their college dreams more affordable.

hartfordpromise.org

AMPLIFYING BLACK VOICES

In the wake of the outcry for racial justice in our nation, the School of Business and the University have begun some difficult conversations about where we excel and times when we have fallen short. We recognize our role and responsibility in this changing world. There are no easy answers or quick solutions to the problem of racial inequality, but we are committed to doing more. Much more. We asked some of our remarkable alumni, outstanding student leaders, and our expert professional staff the following question:

how can business schools serve as an instrument for the economic changes necessary to eradicate racism and increase equal opportunity?

address a racist system that normalizes, perpetuates racial inequities



By **Nicole Jones Young, '16 Ph.D.**, Assistant Professor of Organizational Behavior, Franklin & Marshall College

It is more than simply diversifying faculty, students, and staff or including a diversity-related course in the curriculum. Business schools need to utilize their platform and partner with organizations to explicitly acknowledge that the system we—individuals, organizations, and institutions—operate within is racist, as it has normalized and perpetuated racial inequities.

To effectively move forward we must acknowledge and teach the compounded effects of slavery, Jim Crow, and mass incarceration. The racial wealth gap, differentials in compensation and inheritance, employment discrimination, and funding for entrepreneurial invest-

ments all relate back to the various policies and legislation created to continue the disenfranchisement of Black Americans.

Thus, recommendations to improve equity in areas such as college admissions, employment, and compensation are flawed, as they operate within the constraints of our current racist system. Corrective action must include education about race, contributions for reparations, and elimination of “race neutral” policies, which effectively maintain the status quo.

Nicole C. Jones Young earned her Ph.D. in management from UConn in 2016 and was the first member of her family to obtain a doctorate. Her research is focused on organizational inclusion and the employment process for individuals with a criminal history. She teaches courses in organizational behavior, human resources, and organizational inclusion.

create a culture where speaking up is taught, encouraged, supported



By **W. Corey Moore, '18; '20 MS**, former RA in UConn's SchOLA2RS House

Representation matters.

In order to begin the conversations necessary to eradicate racism and increase equal opportunity, diverse voices and perspectives must be engaged. It is imperative to continue working to increase the percentage of both African American and Latinx faculty through minority recruitment and retention programs.

Education matters. Being unaware can no longer be an excuse when it is possible to learn what you do not know. Business schools are positioned to implement their own learning and development plans for students and faculty by collaborating with campus diversity partners to foster dialogue aimed at understanding the history of systematic racism and lack of equality.

Finally, **inclusion matters.** Creating spaces that actively support and empower marginalized groups must be a priority. For example, the establishment of an annual town hall on diversity to offer a means of assessment and accountability. This is not a short-term fix but instead a long-term commitment if the goal is truly sustainable change and the creation of a culture where speaking up is taught, encouraged, and supported.

W. Corey Moore is currently a Financial Leadership Program (FLP) Associate at Raytheon Technologies. He has a degree in business with a major in finance. Within both his scholarly and professional work, He is known for his unwavering commitment to making sustainable change in the area of diversity and inclusion, particularly providing underrepresented groups with access to higher education and early career development.

one idea: demand action from companies that want to recruit on campus



By **Simone Hill '10**, Diversity, Equity and Inclusion Strategist at Omidyar Network, a philanthropic investment firm

Business schools are responsible for developing the future leaders of the world, and not just in business. Business school grads are using their acquired skills to make a difference in government, nonprofits, the arts, and more. The reach and potential impact is vast. So how do business schools step into that responsibility?

- **Intentionally attract and admit underrepresented minority (URM) students.** Rethink admissions criteria to be more holistic and contextual. Reach out to Black communities to create a stronger pipeline of talent into business schools.
- **Develop anti-racist leaders.** Incorporate anti-racism training into the curriculum. Ensure faculty members are trained to lead equitable classrooms.

Offer alums support and resources to develop their knowledge and skillset in leading anti-racist organizations.

- **Model anti-racism and equity.** Business schools continue to be predominantly white spaces both within the student body and faculty/staff. Hire more URM staff and professors. Give URM professors tenure. Bring in more URM lecturers. This can drastically change the culture of a business school in and out of the classroom.
- **Stand with URM students, alums, staff, and faculty in this fight.** Scrutinize how and where the school's money is being spent. Demand more action from the companies that want to recruit students on campus.

Simone Hill is a diversity, equity, and inclusion (DEI) strategist with experience spanning across private, nonprofit, and academic sectors. She currently leads the execution of DEI initiatives at Omidyar Network and manages the organization's new portfolio of grants focused on pluralism and racial justice. Hill earned her bachelors degree in finance from UConn and then an MBA and MA in education from Stanford University.

with only four Black CEOs at Fortune 500 companies, universities and businesses must fight for inclusion



By **Armond Hodge '16 MBA**, Finance Manager at ADP

Academic institutions, not just business schools, must come together and show an appreciation and acceptance for the inclusion of Black people; not just for student athletes, but the entire student body, as well as faculty and staff leadership. When we look at the Fortune 500, there are only four Black CEOs. Institutions and partnering organizations must do a better job at bridging the gap and creating opportunities, resources, and networks for Black students to attain these leadership positions.

It is no longer, and should never have been, enough to just say you don't stand for racism. We must not only speak out against it, but we need to implement sustainable policies and procedures that both

fight systemic racism and promote equal opportunity and inclusion. We must commit ourselves to leveling the playing field in both education and our respective workplaces while holding ourselves accountable in doing so.

Armond Hodge '16 MBA is currently at ADP in its Product and Technology Finance team. Prior to joining ADP, Hodge worked for Gartner and held various roles in its finance organization. While enrolled in UConn's MBA Program, he was inducted into the School of Business Hall of Fame. He is an active and current member on the School of Business Dean's Advisory Cabinet.

lessons from The Consortium can establish a foundation for moving forward



By **Patrick "Pat" Harris '70**, former Vice President and CFO, Los Angeles Lakers; financial consultant

A lot can be learned from the history and the success of The Consortium (The Consortium for Graduate Study in Management: cgsbm.org). Founded in 1966, over 50 years ago, the program was formed to increase the number of African American men who enrolled in MBA programs and give them the business skills they needed to secure positions in American corporations.

Starting with 21 students and three universities, the program has now over 20 member universities and has assisted over 10,000 African Americans, Hispanic Americans, and Native Americans, both men and women, achieve their educational and career goals.

I recommend that business schools follow The Consortium's model and start their recruitment and outreach process at the grade-school level. They should also align themselves with organizations serving underserved communities and have business school faculty and students regularly speak to young students about career opportunities afforded by the business schools.

In 2001, Patrick Harris was inducted into the UConn School of Business Hall of Fame in recognition of his accomplishments since earning his bachelor's degree in accounting in 1970. He also earned an MBA from Indiana University. During his tenure with the Lakers in the 1980s, he became the highest ranking African American financial officer in professional sports. In addition to working as an entrepreneur and consultant, Harris has taught at the college level in California. He has served on the board of many community organizations, including as a board member and Chief Operating Officer of the LA Urban League.

develop future business leaders who are empathetic, committed to eradicating racism



By **Medina Jett '08 MBA**, Founder and CEO of Integrated Compliance Solutions Group

The opportunities for business schools to impact economic and racial inequalities are vast. Several steps that I would recommend for consideration are: **1)** Hire more Black professors; **2)** Educate your faculty to foster more open discussions around race and equality in business; **3)** Establish more equitable admissions requirements that enable more Black students to attend; **4)** Incorporate case studies that are centered on Black protagonists; **5)** Establish a mandatory course focused on the history of African Americans in this country and the economic disparities that resulted.

Business schools are in a position to serve

as stewards for change by producing future business leaders who are more empathetic and committed to eliminating economic disparities and eradicating racism.

Medina Jett is a graduate of UConn's Executive MBA program, an attorney, an entrepreneur, and the President of Jett Speaks, an empowerment firm that helps organizations sharpen their focus on eradicating racial inequality.

what's your answer?

These essays and ideas are just the beginning of a larger discussion—at the School of Business and across the university—about how we can enhance the experiences that we offer our Black students and support them on their career journeys as alumni. We look forward to hearing your thoughts on this very important topic. To see five additional outstanding responses and contribute your own ideas, recommendations, and perspective, please visit **diversity.business.uconn.edu/equalvoices**.



Recent graduate **Julia Wilson '20** describes her four years at UConn as the best of her life.

Although she and 724 other business undergraduates didn't get to accept their degrees to the roar of applause in Gampel Pavilion this year, the Class of 2020's "virtual" commencement buoyed her spirits.

"I spent graduation day at my apartment in Storrs with my 'quarantine crew,'" she said. "I greatly enjoyed the virtual ceremony, as earning my degree and celebrating the special day alongside my best friends is something I will never forget!"

Her family arrived the next day for more festivities and to celebrate Wilson's accomplishments, which included serving as president of the Finance Society and as a member of the Student Managed Fund.

"The School of Business was instrumental in my personal and professional growth over the past four years," said Wilson, who now works at Moody's. "As closure, I needed pictures in front of the building that gave me so much!"

'Find Out Just How Great You Can Be'

The significance of this year's commencement wasn't lost on UConn President **Thomas Katsouleas**, who marked his first ceremony as president in a near-empty Jorgensen auditorium and addressed his audience via YouTube.

"The eternal problem for a president preparing for a commencement ceremony is finding ways to make it unique and memorable. This year, I don't have that problem," he joked before recognizing the Class of 2020 for its commitment to social and political issues, leadership, diversity, and academic achievement.

Geno Auriemma, head coach of the UConn Women's Basketball program, congratulated the Class of 2020 and said that the pandemic presents an opportunity for new grads to shine.

"This is your defining moment," Auriemma said. "Each generation has a defining moment. That generation had the war. My generation had Vietnam. The next generation had 9/11... Now this is your time. This will define your generation. This is you now. Everybody's

"this is your defining moment"

– Geno Auriemma, Head Coach, UConn Women's Basketball

looking for answers. Maybe you get to find the answers."

Class of 2020 Will Be Known for Resilience

Graduating during a pandemic is a "deeply disorienting experience," said **Isabella "Bella" Baldoni**,

a marketing major and member of the Class of 2020. "It's incredibly frustrating, and humbling to work single-mindedly towards a goal for years, only to have that course completely upended by a force you can't control," she said. But the flip side, for her, is that dozens of mentors and industry veterans have offered their advice and counsel.

After tackling heavy course loads, multiple part-time jobs, and five internships while earning her UConn degree, she has learned to believe in her abilities. "Resiliency is embedded into every School of Business degree!" she said.

Embrace the Confidence You Built On This Campus

Dan Toscano '87, a School of Business alumnus, chairman of the UConn Board of Trustees, and managing director of leveraged finance at Morgan Stanley & Co., assured graduates that they would thrive.

"What you learned in your academic pursuits was rivaled by the exposure to how unpredictable life can be and to how valuable versatility and

resilience can be. It might not feel like it in the moment, but surviving this will make you stronger and prepare you for the unpredictable world that we live in," he said.

Like the current graduates, Tos-

cano was eager to forge his path following his 1987 graduation. But the stock market crashed, and his dream job vanished.

"My prospects seemed bleak. But what kept me going was the belief

that if I wanted success badly enough and was willing to work as hard as it took, I would find my way," he said. "The confidence I built during my time on this campus carried me through. You can do it too. You *will* do it too."

'I Leave UConn ... With An Incredible Education'

Although **Anne Trager '20** missed her discussions with professors and brisk walks to class, usually balancing a cup of coffee, the marketing major said she was able to complete her senior capstone and teaching assistant role online.

"I leave UConn stronger, more flexible, and with an incredible education that will serve me as I step into an uncertain world," said Trager, who is beginning a rotational management program at Gap Inc. headquarters in San Francisco.

Earning a College Diploma: An Unrivaled Sense of Accomplishment

"I am proud to be a UConn alum!" said **Ben Fanucci**, a management major in the Class of 2020, who will work for the UConn Football team in recruiting before attending law school.



Photos clockwise from top: New graduates Isabella "Bella" Baldoni, Anne Trager, Julia Wilson, and Ben Fanucci celebrated commencement with family and friends.



WHAT A YEAR *it's been!*

2020 was a year we won't soon forget. Despite the challenges and hardships, the School of Business still had much to celebrate. Here are some of the accomplishments that made us proud!

Clockwise from top left: Hockey captain Ben Freeman; alumna Michelle Wax '12, founder of American Happiness; finance major and world traveler Brandon Milich '21; undergrad Ahmed Diakhate, '23 a finance major, business owner, and face-mask maker; and Kona Brand founder Zachary "Zac" Will.



COOL UNDER PRESSURE

During his time at UConn, alumnus **Ben Freeman '20**, co-captain of the men's hockey team, said one of his fondest memories as a Husky was scoring for his team.

"I can tell you that scoring a goal is one of the best feelings in the world, and seeing the puck push the net back is something special," Freeman said. "Next thing you know, you're surrounded by your teammates, and everyone is screaming."

Hockey head coach Mike Cavanaugh described Freeman as both humble and grateful. "Ben is a very calm, cool, and collected guy," he said.

Freeman, who recently signed with the Maine Mariners, an affiliate of the NHL's New York Rangers, ultimately plans to use his healthcare management major as a hospital administrator. His resolve has been strengthened by COVID-19.

"All the members of our healthcare system are our soldiers right now, and the novel coronavirus has highlighted the importance of their work," he said. "It would be a career I'd derive pride from, and I'd be excited to help doctors and nurses feel safer at work."

ALUMNA FINDS TRUE HAPPINESS—ACROSS THE USA

Alumna **Michelle Wax '12** is in the happiness business.

"Happiness is everyone's ultimate goal, but how do we get there?" Wax said. "We think that we'll be happy when we reach that accomplishment, or buy the house, or start the company, or meet the perfect person. It's always in the future."

Wax is a three-time entrepreneur who had founded two companies in the food industry by her mid-20s but was still chasing a greater sense of fulfillment. Her "American Happiness" business consists of workshops and programs to make participants the masters of their happiness. She presents

at universities and corporations throughout the country.

Wax developed her expertise through consultation with experts on neuroscience and then spent months visiting all 50 states and creating a documentary from the conversations she had with happy people of all ages, occupations, and economic circumstances. She spoke with people who were happy despite hardships, such as battling late-stage cancer or rebuilding homes that had been destroyed in natural disasters, and she collected their wisdom.

"Happiness today is easier to reach than you might think. It's a matter of taking control of your happiness and your life, regardless of outside people or circumstances," she said. "You don't need to accomplish a grand thing to feel fulfilled. It starts with small steps."

'I WANTED TO GET OUT OF MY COMFORT ZONE'

Finance major **Brendon Milich '21** wanted his study abroad experience to be an adventure, so he chose to spend the spring semester at the National University of Singapore. In addition to participating in rigorous classes, Milich traveled to Malaysia, Thailand, Cambodia, Vietnam, and Bali.

He received three scholarships from UConn, including the GE Capital Global Scholarship, which covered almost \$3,000 of his expenses. Although COVID-19 forced Milich to return to the United States sooner than he'd hoped, he has no regrets.

"It was incredible to take a step back from the world I was accustomed to in the U.S. and be exposed to different things, meet people with vastly different interests, travel, and make strong friendships," he said.

FRESHMAN MAKES 250 CLOTH FACE MASKS FOR HEALTHCARE WORKERS

Freshman **Ahmed Diakhate**, a finance major studying on the Stamford campus, created and donated 250 cloth face masks to frontline healthcare workers while

simultaneously preparing for finals during the spring.

"It feels great to be able to help the people around me that are putting their lives on the line to dismiss the horrid situation we are all in," said Diakhate, of Hamden, Conn. Diakhate donated them to Yale New Haven Hospital and Masonicare, a senior living center in Wallingford, where family friends work.

Diakhate started his clothing brand, LOST! Clothing, about two years ago. The company creates streetwear, catering to teens and young adults. He handles all aspects of the business himself—from design to marketing. In his free time, Diakhate trades stock, leading to his interest in finance. In Stamford, he co-chairs the finance management committee for the Business Connections Learning Community.

"I think in a time of need, like this, everybody should learn something new and, if they can, they should do something to better the world," Diakhate said.

FUN FLANNEL SHIRTS

Why should a flannel shirt display a predictable plaid when it could have a fun, Hawaiian print instead?

That's a question that launched sophomore entrepreneur **Zachary Will's** Kona Brand clothing startup.

"The flannel industry has been producing the same drab colors and patterns for over 100 years. It's ripe for change," said Will, a native of Marshfield, Mass. "I want to bring a new look to the industry with flannels that make you smile, especially in New England, where the winters are harsh."

Will was chosen to participate in the prestigious Summer Fellowship offered by the business school's Connecticut Center for Entrepreneurship and Innovation (CCEI), allowing him an opportunity to expand his knowledge and receive additional mentoring.

"UConn has definitely boosted my confidence," said Will, who is majoring in management with a concentration in entrepreneurship. His men's line is expected to be released any day now with women's shirts to follow. ■



Another COVID-19 Record: Most Popular Course in UConn History

UConn broke an enrollment record this spring with more than 4,000 undergraduates registering for a course addressing the business, health, and societal implications of the COVID-19 pandemic.

Professors from the School of Business played a pivotal role in the creation and presentation of **“The COVID-19 Pandemic: Impacts on Health, Business and Society,”** a free one-credit course offered online.

The business portion of the course addressed the economic, financial, corporate, employment, and leadership aspects of the crisis. The popular course was subsequently offered to faculty, staff, and alumni.

Lucy Gilson, associate dean, led the development of the business module.

“One of the advantages of being part of a leading research university is the ability to pull together experts from different disciplines and give students access to a

broad range of expertise, knowledge, and analysis,” she said. “In order to have an impact and be available to our students, it had to unfold quickly.”

Despite the pressure to move their traditional courses from in-person to online, the faculty were eager to participate, she said. They created the interdisciplinary course in less than a month.

“It was clear from the start that the faculty wanted to make sure that all students, whether business majors or pursuing other courses of study, fully grasped the enormity of the crisis on business and industry, and its powerful and multifaceted impact on the economy,” she said.

Professor **Greg Reilly**, head of the Management Department and one of six School of Business presenters, said he wanted students to better understand the new world they were living in.

“I hope they came away with a greater appreciation for the magnitude of the challenge leaders face in responding to the crisis,” he said. Many companies fought to ensure the short-term well-being of employees while simultaneously battling to keep their businesses viable.

“While there are no easy answers, I believe that better-educated citizens will more effectively hold leaders to account for their decisions while, at the same time, better appreciate that sacrifices will be needed for everyone involved to weather this economic storm,” Reilly said. ■

“In order to have an impact and be available to our students, it had to unfold quickly.”

– Lucy Gilson, Associate Dean,
UConn School of Business

COURSE TAKE-AWAYS



“The legal environment of business is a complex and ever-present force in business today. When necessary, the law can change quite rapidly and respond to crises in society. The more students and employees understand the better equipped they will be to navigate the legal environment.”

– Professor Robert Bird,
Marketing/Business Law



“We have to be flexible enough to adapt to changes around us, resilient enough to balance hard realities with optimism, and focused enough to avoid straying from our long-term goals. While this is difficult to achieve, it is certainly possible. Envisioning, articulating, and planning for multiple future scenarios will help get the job done while limiting surprises along the way.”

– Dhvani Badwaik,
Management Ph.D. Student



“During the 2007-09 depression, the relief and stimulus was directed squarely to corporate America. I thought any student at UConn would be interested in knowing what is happening this time around. Did corporate America invest? Did these firms pay back shareholders? Did we learn our lessons from that time? The data is there for all to see. We just need the motivation to look.”

“For my class I interviewed two prominent alumni, **Dan Toscano '87**, managing director at Morgan Stanley, and **Tom Marshella '79**, managing director, Co-Head Corporate Finance Americas at Moody's, to understand how their organizations were reacting to the crisis and so the students could hear their views.”

– Professor Paul Gilson, **Finance**

HALL of FAME *Celebration*

Our annual School of Business Hall of Fame
induction ceremony honors alumni who have achieved tremendous
success in their business careers and who have served their communities with distinction.

The induction of the Class of 2020 honorees will take place in May 2021.

JOANNE CREVOISERAT '85

Joanne is the CEO of Tapestry, Inc., a New York-based fashion house that includes Coach, Kate Spade, and Stuart Weitzman. She also is a member of the executive committee and partner on the Tapestry board of directors. She earned her bachelor's degree at UConn summa cum laude, with a major in finance. She began her career in a leadership program at G. Fox in Hartford. Her passion for finance and retail continued with senior positions at Filene's, Walmart, Kohl's, and Abercrombie & Fitch, where she served as Executive Vice President and Chief Operating Officer.

"I have been fortunate to have had several opportunities in my career that shaped the leader I am today," Crevoiserat said. "Those opportunities were not obvious choices or career moves, at the time, but served to broaden my understanding of the business in ways that a straight, vertical path would not."



HALL of FAME STUDENT INDUCTEES



Alexandra "Allie" Brady '20 MBA maintained an A average while working full-time, served as an MBA student ambassador, and was involved in new curriculum development and recruitment. Her peers describe her as having an unrelenting focus on quality, continuous improvement, and helping others. She has accepted a new role as Assistant Analyst at ISO New England.



Abigail Gosselin '20 (MEM Major) earned bachelor of science degrees in Engineering and Business, magna cum laude; she was recognized for initiatives during two internships at Pratt & Whitney; served as a teaching assistant; UConn Women's Rugby Club president; treasurer and juggler for UConn Street Performers Club.

NICHOLAS MORIZIO '74

Nicholas is a commercial real estate broker with Colliers International, serving as President for the Hartford and New Haven offices. With more than 45 years in the industry, he has marketed properties exceeding \$800 million in value. He serves as a counselor for the UConn Real Estate program and as a member of the Advisory Cabinet for the School of Business. In 2018, he was awarded the Lifetime Achievement Award by the UConn Real Estate Center.

"My philosophy for becoming successful involves hard work, honesty and putting your clients' needs first, and that's a practice that has worked for me for the past 40-plus years. If you do a good job, others will seek you out and recommend you. The greatest achievement is that your clients believe in you. I always liked the following quote, which is attributed to former U.S. Secretary of State Colin Powell, whom I had the opportunity to meet. He said: 'There are no secrets to success. It is the result of preparation, hard work, and learning from failure.'"



RICHARD TAVOLIERI '89

Richard is an Audit Partner with Deloitte & Touche LLP with 30 years of public accounting experience. He is currently serving as the Managing Partner and Audit Leader of the Hartford office of Deloitte, where he has been a partner since 2003. He serves on the School of Business' Accounting Department Advisory Council.

"My UConn experience helped build a foundation that has remained with me throughout my career. Be passionate about everything you do, be excited and driven, and if you love what you do it will never feel like work. Learn something new every day; that thirst for knowledge will help you grow and develop. This includes taking some risks and not being afraid to step outside your comfort zone. And especially in today's world, you need to be open minded and be resilient. Being resilient and embracing the ability to change are probably the most important keys to success."



Elizabeth "Lizzie" Perry '20 (Management Major), an academic standout, is passionate about entrepreneurship and social responsibility. At UConn, she created two case competitions; was the President of the BCLC; a mentor, teaching assistant, management ambassador; planner for Werth Institute, and VP of the Business Management Society. She works with startups at City Hive in NYC.



Giovanna Nogueira Sa '20 MSBAPM started her business career working at IBM in her native Brazil. At UConn, she studied while also working for a healthcare startup, a baseball training program, and as a teaching assistant. She is deeply invested in the success of the MSBAPM program and holds the philosophy that growth and comfort do not coexist!



Zizheng (Barry) Zhao '20 MSFRM has an excellent academic record and worked as a teaching assistant and champion for the financial risk management program. He participated in an international trading competition in which the team won three awards. Next goal: to earn a Ph.D. in Finance.

POWERFUL IDEAS

As a top research university, UConn attracts gifted scholars. But their work also honors the School of Business' tradition of pursuing knowledge that has real world impact for our students, colleagues, and practitioners.



WORKPLACE INTERRUPTIONS MAY BE SABOTAGING OUR PRODUCTIVITY

Nora Madjar, associate professor of management, teaches organizational behavior, managing creativity and innovation, and managerial negotiations. Her recent research addresses interruptions in the workplace.

“A typical employee in an office is interrupted every three to 11 minutes,” Madjar said. “My new research focuses on understanding the nature of different interruptions and investigating how corporations and employees can manage their impact on productivity, creativity, time constraints, and employee well-being.”

STUDYING HOW CONSUMER DECISIONS DIFFER WHILE USING SMARTPHONES

Assistant professor of marketing **Stefan Hock** specializes in consumer behavior, and his latest projects involve how mobile devices influence decision-making.

“The average smartphone user spends almost four hours on their device every day. Do consumers make different decisions when using a smartphone as opposed to a computer?” he said. “Despite having access to identical information, we have found that consumers do behave differently when using smartphones—and it has significant financial implications for businesses.”



KEEPING AN EYE ON THE GATEKEEPERS OF YOUR RETIREMENT FUNDS

Assistant professor of finance **Jose Vicente Martinez** researches the investment behavior of institutional asset owners and individuals, with a particular interest in safeguarding retirement funds.

“One question that intrigues me is how we can identify financial adviser quality, separating the skilled from the lucky, the trustworthy from the lemons,” he said. “I grew up with the expectation that if you work hard for many years, and you save a bit of your salary, when you get to be 70 and want to slow down, you won’t have to worry about earning a living anymore. Who can you trust to safeguard your money? While nothing is failure proof, the system should deliver!”

INVESTIGATING CORPORATE TAX LOOPHOLES

Assistant professor of accounting **Frank Murphy**, an alumnus who earned his bachelor’s degree from UConn in 2007, specializes in corporate taxation, primarily focusing on international tax planning and financial reporting issues.

“When nations write tax policies, there are always going to be ambiguities in the law and unintended consequences. At this point, the general sentiment among policy-makers, and the public, is that large multinational firms are not paying their fair share. What is ‘fair’ is subjective, but as an academy, we are still trying to determine how much and what types of firms are most likely to move profits offshore for tax purposes,” he said. “This policy frontier is exciting for researchers like myself, and one of the focuses of my work.”



EXPLORING THE BUSINESS OF E-COMMERCE

Shu He and **Jing Peng**, assistant professors of Operations and Information Management (OPIM), share an interest in e-commerce. They recently collaborated on research investigating how the launch of platform-owned stores influences the sales of non-platform-owned stores in online marketplaces.

“We were surprised that little research had explored the impact of this business practice employed by marketplace owners like Amazon,” He said. “We found third-party stores fought back by diverting their customers away from the platform,” Peng said. Their research is forthcoming in the prestigious *Information Systems Research* journal.

Amphenol Endows \$1 MILLION Accounting Scholarship

Fund Honors Late CFO Diana Reardon, Who Balanced Compassion, Fierce Work Ethic



After the loss of beloved CFO **Diana (Gentile) Reardon '81** last year, employees at Amphenol Corp. wanted to honor her in a generous and meaningful way.

This spring, Amphenol, a Fortune 500 company, endowed a \$1 million accounting scholarship fund at UConn in Reardon's honor. The gift is the largest single donation in the history of the UConn accounting department. It will provide a \$10,000 scholarship for five women accounting students each year.

Reardon was instrumental in creating Amphenol's high-performance culture and in leading the company's expansion. After her retirement as CFO, Reardon remained on the board of directors at the Wallingford manufacturer. She passed away at age 60 after a four-year cancer battle.

"Diana was one of the most uniquely capable people I have ever met in my whole life," said Amphenol President and CEO **R. Adam Norwitt**. "She was just so clear-minded and had such a sense of compassion, but she also had a hard business edge to her. She just had this perfect way of balancing the feeling that she was taking care of you and, at the same time, challenging you!"

Her daughter, **Christina Reardon**, said her mother would be pleased with the scholarships that bear her name and would eagerly encourage the next generation of exceptional women.

"Providing opportunity for education was important to her," she said. "She believed that everyone should work hard, but a good education could take that hard work so much further."

Accounting professor **Mo Hussein** remembers Reardon, his former student, fondly.

"I've been at UConn more than 40 years and advised thousands of students, but few left the lasting impression that Diana did," Hussein said. "She was very organized and serious about her work but had a great sense of humor. She was a very good storyteller, an honors student, and she loved to sing."

"I see how Diana inspired and touched the lives of so many people," said **George Plesko**, head of the accounting department. "Diana's legacy will live on here forever."

Diana Reardon's mother, **Cynthia Gentile**, recalled how her daughter struggled with stuttering, eventually overcoming it and becoming an excellent speaker.

"All of us have crosses to bear," she told the five young women who will receive the inaugural scholarships. "But nevertheless, you move forward, adjust, and move on. Those are qualities you will use your whole life. Keep trying."

Sarah Lawton, a UConn senior and a triplet, was shocked to learn she is among the scholarship recipients. "This is just huge for me," she said. "It helps me stress less about taking out loans, and [I can] focus more on being involved on campus instead of worrying about working." ■



Photo courtesy of the Reardon family. Diana (Gentile) Reardon, far right, posed for a photo during a family trip to watch the Red Sox play in Fenway Park in 2018. Pictured with her, from left, is her son, Thomas, daughter Christina, and husband Thomas.

“Diana was one of the most uniquely capable people I have ever met in my whole life.”

— R. Adam Norwitt, President & CEO, Amphenol

Alumni Bibliomaniacs Devouring Business Book Club

Looking for a new way to connect with Husky Nation?

The School of Business has created a book club to allow alumni to broaden their business perspectives while making new acquaintances.

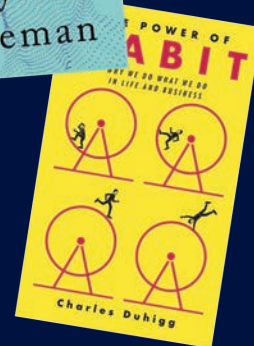
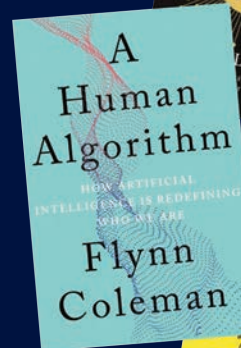
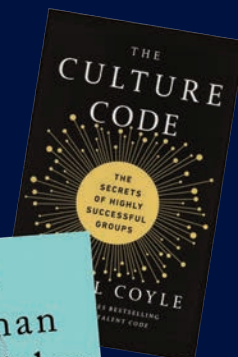
Avid reader **Darrin Tulley '10**, of Canton, Conn., is one of the 250 members of the club.

“I gain so much from others’ perspective and how they apply what they’ve read to their careers and lives,” said Tulley, who is head of organizational health and business intelligence at Mass Mutual, and founder of a company called Ignite Happy.

“I think we can bring some positivity to work, home, and our surroundings. There is so much we can do to help each other thrive,” said Tulley, who graduated in 2010 with a finance major.

The club has already read “The Culture Code: The Secrets of Highly Successful Groups” by Daniel Coyle; “The Power of Habit: Why We Do What We Do in Life and Business,” by Charles Duhigg; and “A Human Algorithm” by Flynn Coleman.

The book club is open to all UConn alumni and is led by a professional moderator, who initiates online discussions and shares relevant articles to augment the book, said **Michael J. Deotte '98 MBA**, director of alumni relations. There is no fee to join but participants must pay for their own book or audiobook or obtain it for free from their library.



For more information and to join, please visit uconn.pbc.guru

Student Managed Fund Celebrates 20th Anniversary; Attracts Best and Brightest

4.5M

UConn was a pioneer in financial education when it established the Student Managed Fund (SMF) in 2000, allowing students to invest real money in the stock market.

Twenty years later, the program is still one of the hallmarks of the School and, for many, one of the highlights of their student experience.

SMF alumni are recruited by some of Wall Street's top firms because of their extensive financial knowledge and the valuable experience they've obtained while still in school.

"The SMF program attracts some of the brightest students at UConn," said **Chinmoy Ghosh**, head of the finance department and director of the program. "Our overarching objective is to provide hands-on experience of the highest quality for them."

"Moody's usually hires five or six before the end of the semester, because they're afraid someone else will get them," said **Patrick Terrior**, Principal at Founders Capital Management and an SMF adviser.

In addition to joining Wall Street firms, many SMF alumni have gone on to financial leadership careers in major corporations or have attended graduate programs at Harvard, Stanford, Columbia, MIT, and UConn.

SMF Teams Typically Outperform S&P 500

The SMF was originally created with an investment of \$750,000 from the UConn Foundation. Today, that fund has reached more than \$4.5 million. In most years, the four SMF teams outperform the S&P 500.

Each year, 40 undergraduate and graduate students participate. Teams are based in Storrs, Hartford, and Stamford.

The principal emphasis of the program is imparting perspective on how companies create and sustain value.

Not only do students evaluate businesses using investment and econometric financial models, they also explore decision capability, leadership, and ethics.

In addition to their formal courses, SMF students are guided and mentored by an Investment Advisory Board comprising expert alumni, industry practitioners, and school of business faculty.

"Students develop knowledge of research analysis and valuation of financial assets, asset allocation, and portfolio management, as well as rudimentary risk management through diversification," Ghosh said. "In the process they also develop professionalism, expectations of ethical behavior, team spirit, and financial prudence." ■

750k



Pictured above: One of the recent SMF teams prepares for a presentation. Below, student teams prepare for the first trade in 2000. Shortly thereafter, CNN sent a news crew to cover the innovative program.

A celebration of the 20th anniversary of the Student Managed Fund has been postponed until 2021 due to COVID-19. For additional information, please contact Laurel Grisamer, SMF & Finance Programs Coordinator, laurel.grisamer@uconn.edu

For more information on the Student Managed Fund, please visit smf.business.uconn.edu

CHAMPIONING WOMEN:

New Initiatives Propel Women's Careers Higher, Faster

As part of its growing commitment to further the careers of women in business, the School has created a "Women in Business Fund" to support scholarships, along with professional-development endeavors such as case competitions, guest speakers, and more.

"Support for women in business has been a focus for years, but now we are firing on all cylinders," said Associate Dean **Lucy Gilson**. "We're excited to be able to enhance opportunities for women at all levels of their education."

"We wanted to extend the umbrella to anything that supports and empowers women," said **Melinda Brown, '77, '85 MBA**, formerly a top executive at Tapestry and PepsiCo and recently appointed Chairman of the UConn Foundation Board. "Our responsibility is to see every student sector be successful, but this is the one that touches my heart."

Amanda Wallace, '07 MBA, head of insurance operations at MassMutual, helped create the local chapter of the National Association of Women MBAs at UConn 13 years ago, and it is still thriving. It offers speakers, networking, career, and personal advice for women forging new careers.

"The business world is predominantly built and driven by white men," Wallace said. "Like their male counterparts, women need some advice and coaching if they are going to make it through the ranks to the CEO office. Too many are stopping at the VP level."

Jennifer Spadaro and **Caitlin Schramm** currently head up the 120-member undergraduate Women in Business organization. Recently, the organization began a mentorship program connecting undergrads with alumni in business.

To learn how you can become a mentor, see the back cover.

"Our upperclassmen are looking for insight into full-time offers, strong companies to consider, and great advice," Spadaro said. "Our group gives women the opportunity to meet recruiters on campus and a place where they are not afraid to ask questions. We've created a community of women to help them grow their careers."

"I think that confidence piece is essential," said Spadaro, who recently attended a meeting where there were only five women in a group of 80, but felt assured. "Our organization gives women a platform to not be afraid, to build their confidence, to become comfortable speaking in front of others." ■

"Our responsibility is to see every student sector be successful."

— Melinda Brown, *Chairman, UConn Foundation*



The UConn chapter of the Women's MBA Association began 13 years ago and is still shaping the careers of women completing their graduate degrees. The founders, from left: Amanda Wallace '07 MBA; Rosalina Mendoza '07 MBA; Krista Moore '07 MBA and Associate Dean Lucy Gilson are all still committed to its success.

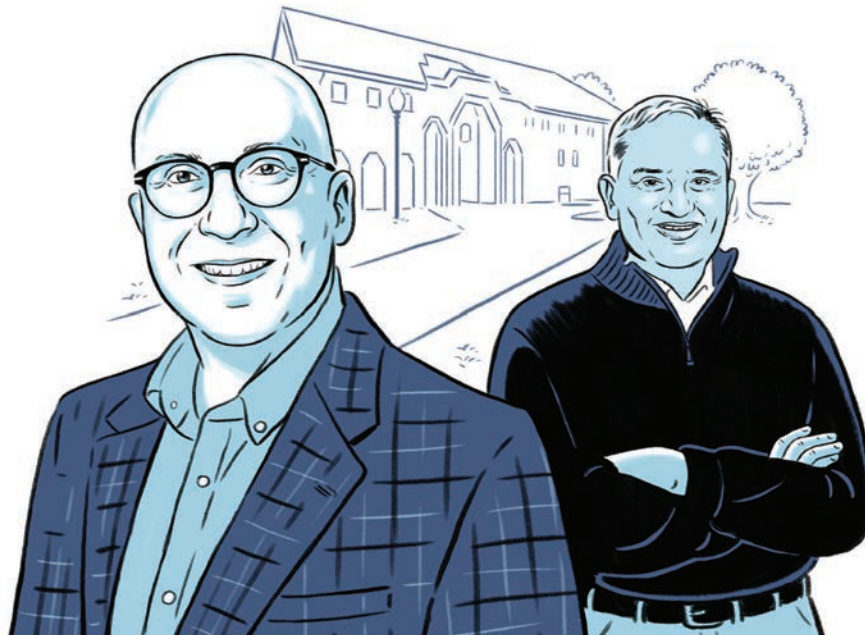


Illustration provided by Kyle Hilton

Professor Rich Dino Retires: Entrepreneurship Advocate, School of Business Crusader, Trusted Confidant

During his 25-year tenure at the School of Business, management professor **Rich Dino** has guided thousands of students in their quest to become entrepreneurs. Some have become millionaires due, in part, to the advice and encouragement that he's given.

"It's hard to talk about Rich as a professor and mentor because I'd rather speak on his behalf as a friend," said **Mark Smith**, CEO of Macroscopic Solutions of Tolland. "Rich has earned a special place on my list of trustworthy role models, from whom I regularly seek advice, not only because his business advice is insightful, but because he considers happiness and quality of life in all of his answers."

Beyond his classroom and business-coaching achievements, Dino served as an associate dean at the School for more than eight years. He was instrumental in the creation of the Graduate Business Learning Center in downtown Hartford, the Connecticut Center for Entrepreneurship & Innovation (CCEI), the Family Business Program, and more. And he has served as director of UConn's Innovation Quest (iQ) Program in all but the first year of its existence.

"If it weren't for Rich, the entrepreneurship initiatives at UConn wouldn't exist," said alumnus **Keith Fox '80**, an entrepreneur who started and funds the iQ competition, which has helped nearly 1,900 students develop business ideas. "He is the heart and soul of that initiative."

Dino modestly says he has learned more from his students than they have from him. "There is nothing more rewarding than working with unselfish, hard-working and motivated individuals who realize the life benefits of thinking and acting entrepreneurially," Dino said. "I have been privileged to be part of their individual life and business journeys."

Professor Suresh Nair, 'Forever a Husky,' Retires After 32 Years

After 32 years of research and teaching, and numerous leadership roles at UConn and in the School of Business, OPIM professor **Suresh Nair** retired in May.

Nair had served as associate vice provost at UConn, associate dean for graduate programs at the School of Business twice, and as interim department head of OPIM. He was also the Robert Cizik Chair in Manufacturing and Technology Management.

"Suresh has contributed to UConn in every way possible — he is known for great scholarship in operations

"I would not have it any other way."

research, along with being a popular classroom teacher, a longtime administrative leader, and a generous donor to the School," said professor **David Souder**, who, as interim dean, worked closely with Nair.

"In addition to everything he contributed on campus, Suresh also kept his research and teaching fresh by spending sabbatical time embedded in the corporate world and engaged in entrepreneurship," Souder said. "We will miss our daily interactions with him but share in his celebration of an outstanding career and his enthusiasm for the next stage of his life."

Nair and his wife, Vidya, have moved to Virginia to be closer to family. His first plan in retirement is to spend a great deal of time with his grandson.

Reflecting on his career, Nair said it was a combination of happenstance and good luck, coupled with some elbow grease. "Looking back, I would not have it any other way; I would do it all over again," he said. "I will remain, forever, a Husky."

FACTS&NUMB3RS

UNDERGRADUATE
ENROLLMENT
(Storrs & Regional—Fall 2020)

2,676

MASTER'S & Ph.D.
STUDENTS ENROLLMENT
(Fall 2020)

2,096

UNDERGRADUATE DEGREES
AWARDED IN 2019

704

GRADUATE DEGREES
AWARDED IN 2019

783

Ph.D. DEGREES
AWARDED IN 2019

8

CURRENT ALUMNI
(April 2020)

44,646

FULL-TIME FACULTY
(as of 09/2020)

131

TOP EMPLOYERS OF
THE CLASS OF 2019

PricewaterhouseCoopers
Deloitte
The Travelers Companies
Aetna
KPMG
Ernst & Young
Cigna
Grant Thornton
Moody's
The Hartford
United Technologies/
Pratt & Whitney
RSM
IBM
J.P. Morgan Chase
Aon Hewitt
Bank of America
Indeed
BlumShapiro
Nielsen
Liberty Mutual
World Fuel Services
Kantar
Amazon
Mercer
FactSet
Goldman Sachs

STUDENT OUTCOMES
(Class of 2019—three
months post graduation)

88%

Undergrad degree recipients
who found employment or
were pursuing continuing
education or military career

89%

Selecting employment
in the Northeast

\$60,000

AVERAGE STARTING SALARY
(undergrad)

#1

PUBLIC MBA PROGRAM
IN NEW ENGLAND
(TFE—2020)

#1

PUBLIC EXECUTIVE MBA
PROGRAM IN NEW ENGLAND
(Ivy Exec—2020)

#1

MSFRM/PUBLIC MASTER OF
FINANCE IN NEW ENGLAND
(TFE—2020)

#9

MSA PROGRAM
IN THE NATION
(U.S. News—2020)

#16

MBA PROGRAM IN THE U.S.
AMONG PUBLIC UNIVERSITIES
(Financial Times—2020)

#19

MSBAPM IN THE U.S.
(Financial Engineering Times—2020)

UNIVERSITY OF CONNECTICUT

32,333

TOTAL ENROLLMENT

94%

FRESHMAN RETENTION
AFTER FIRST YEAR

UConn ranks among the **Top 25 public universities** in the nation.

(U.S. News & World Report—America's
Best Colleges 2020)

Entering freshmen in Storrs: **98** valedictorians,
67 salutatorians, **55 percent** are in **Top 10%**
of their high school classes.

UConn

SCHOOL OF BUSINESS

2100 Hillside Road Unit 1041
Storrs, Connecticut USA 06269

alumni: HELP WANTED!

**In Search of Alumni to Mentor, Guide,
and Encourage Undergrads as They
Prepare for Post-College Employment**

Joseph Guay '91, a partner in the New York City law office of Holland & Knight, has benefited from some great professional advice over the years.

"As a lawyer, I worked for some incredible partners who really mentored me and helped my career," he said. "I see the benefit of that, of having a safe space to ask a question."

Guay, who graduated summa cum laude with a major in finance, is among more than 100 alumni volunteers who mentor School of Business students.

The School is currently recruiting mentors to meet the rising demand among our students, particularly among young women entering business fields. This year all mentoring will be done virtually.

Fran Graham, manager of the Office of Alumni Relations, organizes one of the events, a mentoring session that pairs 120 students—all of them enrolled in a one-credit career-advancement course—with alumni.

"The students are so incredibly grateful for this opportunity," Graham said. "It helps them define what they want to do and how best to approach interviews, jobs, and internships."

Mentors typically offer advice about career paths, help improve résumés, and offer recommendations for making a good first impression.

"The mentors want to help, and they want more UConn students in their workplaces," she said. "They feel a tremendous affinity for UConn and are willing to give a priceless advantage to our students. For busy alumni, this is a small time commitment but something of tremendous value to our students."

Andrew Warshavsky, a junior majoring in management information systems, said he made a valuable, long-lasting connection with his mentor.

"It strengthened my confidence in my ability to maintain meaningful conversations when presented the opportunity to meet new business professionals," he said. ■

Would you be interested in mentoring a UConn business student? If so, we would love to hear from you. Please contact Fran Graham at alumnionline@business.uconn.edu.