

The

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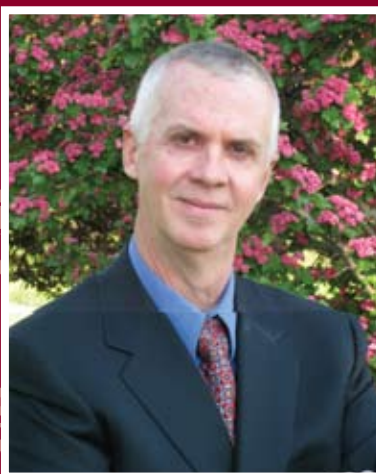
Insights from Forensic Accounting

THE CAMPAIGN FOR ISENBERG LEADERSHIP

Phase I: The Dean Thomas O'Brien Chair

In the spring of 2009, the generosity of Isenberg School alumni and friends was crucial in honoring former dean **Thomas O'Brien** and in recruiting our new dean, **Mark Fuller**.

We achieved our fundraising goal for the new \$2.5 million Dean Thomas O'Brien Chair, which gives permanent recognition to Tom O'Brien's 19 years of leadership as dean. The new chair was also instrumental in recruiting Dr. Fuller, who will be its first occupant when he becomes the School's dean on August 1, 2009.



Phase II: Vision for the Future

Our national search for a dean was a timely opportunity for faculty and staff to identify and articulate aspirations for the Isenberg School. When Dean Fuller takes the School's reins in August, many of those aspirations will come into focus as he begins to shape a new strategy for the Isenberg School.

The first opportunity for alumni to meet **Dean Fuller** will be at Homecoming Weekend on Saturday morning, October 17th.

Look for more details later this summer on our web site at www.isenberg.umass.edu.

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The views expressed by contributing authors are not necessarily those of The CommonWealth, the Isenberg School of Management, or the University of Massachusetts Amherst. The editor welcomes comments about this issue and suggestions for future issues. (ariel@som.umass.edu)

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Comments? Questions?

Email the editor at ariel@som.umass.edu

Dear Alumni and Friends,

I am delighted to write that Mark A. Fuller, chair of the Department of Information Systems at Washington State University's College of Business, will become the Isenberg School's permanent dean on August 1, 2009. After an eight-month national search, Mark emerged as the clear leader among an outstanding field of applicants. Mark's path-breaking research and teaching explore virtual teamwork, technology-supported learning, and the cognitive and emotional interfaces between "users" and their computers and information systems. Those insights give Mark an extraordinary understanding of how students (and others) use information systems in learning, networking, and viewing the world. I believe that our students will view Mark as an inspirational leader.



Mark will be an especially strong advocate for our crucial development initiatives and our Part-Time Online MBA program. At Washington State, he interacted frequently with alumni and industry, particularly through fund raising for faculty positions and academic programs. In leaving Washington State, Mark relinquishes another role—as Director for Professional Business Programs, which recently launched its own online curriculum.

For their key contributions to our successful search, I am grateful to Chancellor Holub and to our campus-wide search committee—especially to its chairman, Dean Michael Malone of the College of Engineering. Thanks are also in order to the Boston-based firm 451 Marketing, which created and donated a web site to attract candidates.

Dean Fuller will join the Isenberg School as the first occupant of a new chair honoring our former dean, Tom O'Brien. The Thomas O'Brien Endowed Chair is part of the broader Campaign for Isenberg Leadership. You will find a description of the campaign on the front inside cover of this magazine.

It's been a tumultuous year in the financial markets, but that hasn't stopped your fellow alumni from supporting the School. As I write this letter, we lead all other colleges on the UMass Amherst campus in private annual support. I expect that support to top \$4 million by our fiscal year's end on June 30. What a world of difference your generosity makes for our students!

Dean Fuller will inherit other assets as well. Preliminary data on next fall's freshmen point to the best class in our history. SAT scores will be in the 1205 to 1209 range. Our online MBA program also continues to thrive: at this writing 950 students are enrolled from every state and 15 countries. The online MBA program brings us an unprecedented student demographic of corporate and nonprofit professionals, including a growing number of physicians and physician-executives.

This fall, as part of the UMass Amherst campus's restructuring plan, we will welcome the Department of Resource Economics into the Isenberg School. The merger should be symbiotic. The new department, which is nationally recognized for its work in applied economics, will add 15 new faculty members, 220 undergraduates, and 20 graduate students (including Ph.D. candidates) to the Isenberg School.

Our own professors continue to excel. In this issue you can read about professors Soren Bisgaard and Mark McDonald, both of whom earned international honors, and about Todd Crosset, who received a campus-wide award for community service. You can also learn about Professor Alan Robinson's Wall Street Journal article, which explored synergies between green and cost-saving practices at Subaru's auto assembly plant in Indiana.

I'd also like to thank Associate Dean Jay Gladden for his invaluable service to the Isenberg School. Jay is leaving to become dean at the IU School of Physical Education and Tourism Management at Indiana University-Purdue University at Indianapolis.

And finally, I am grateful to you and your fellow alumni for your involvement and support during my two years as dean. You have helped make the Isenberg School worthy of its fantastic students. Dean Fuller is exceedingly fortunate to inherit them, our exceptional faculty, and especially you and your fellow alumni.

A handwritten signature in black ink that reads "D. Anthony Butterfield". The signature is written in a cursive, flowing style.

D. Anthony Butterfield
Dean
Isenberg School of Management

Mark Fuller Chosen as New Isenberg School Dean



Mark A. Fuller, professor and chair of the department of information systems at Washington State University, has been named dean of the Isenberg School of Management.

Fuller's appointment, which is effective Aug. 1, was announced June 11 by Chancellor Robert C. Holub. "Mark Fuller is a

proven academic leader who understands the challenges and demands facing today's business schools. His outstanding teaching and research credentials combined with his entrepreneurial spirit will continue the Isenberg School's commitment to innovation and enhance its national stature," said Holub.

"I am truly honored to have been selected as the next dean for the Isenberg School of Management," said Fuller. "With its excellent faculty and outstanding national reputation, I believe the Isenberg School is poised to reach new heights, and I'm excited to be a part of those efforts."

Along with his appointment as dean and professor in finance and operations management, Fuller will be the first recipient of the Dean Thomas O'Brien Endowed Chair, which was funded by alumni as part of an effort to help recruit a dynamic new leader for the School. A joint effort of the School's Business Advisory Council and development office, the Campaign for Isenberg Leadership has raised \$2.5 million in gifts and pledges for the chair. Resources from the endowment will provide Fuller with the opportunity to fund new initiatives and to make strategic investments to strengthen the School, as well as fund a portion of the dean's salary.

The dean's position at the Isenberg School has been filled on an interim basis since Thomas O'Brien stepped down after 19 years in 2006. Søren Bisgaard was interim dean from 2006-07. Since then, D. Anthony Butterfield has served in that position.

Fuller's professional history. Fuller joined the College of Business at Washington State University (WSU) in 2000 as an associate professor. He was appointed chair of the department of information systems in 2003 and was promoted to professor in 2006, when he was also named the Philip L. Kays Distinguished Professor of Management Information Systems. Last year, Fuller was appointed director for professional business programs, a post responsible for launching new revenue-generating programs for the college.

Fuller's department at WSU was recently ranked ninth in the nation for research productivity in a select group of information systems journals, according to a report published in Communications of the Association for Information Systems. He has also represented his college in discussions with Seattle area business leaders on research and development opportunities. Current development activities include assisting in fundraising for a new, interdisciplinary, state-of-the-art Center for Behavior Business Research associated with the College of Business; establishing scholarships for undergraduates and Ph.D. students; and creating revenue-generating continuing education programs.

An expert in distance education, he managed WSU's online program in management information systems, a program that generated revenue for his department and college and served as a model for other online efforts.

Fuller also taught at Baylor University from 1992 to 2000 and held an appointment in 1998 at the Helsinki School of Economics and Business Administration in Finland.

Fuller's widely published research focuses on virtual teamwork, technology-supported learning, and trust and efficacy in technology-mediated environments. He is also the co-author of the textbook "Information Systems Project Management," published last year by Prentice Hall.

He is the recipient of several teaching and faculty research awards at WSU and Baylor.

Fuller is a graduate of the University of Arizona, where he received his B.S. in biology in 1985, an M.S. in management and policy in 1987 and his Ph.D. in management information systems in 1993.

Tales

from the

Forensic Accounting Trade

“We’re looking for business school graduates who know their way around financial records and information systems,” then New York City FBI director **Jim Kallstrom ’66** told *The Commonwealth* eleven years ago. At the time of the Kallstrom interview, forensic accounting had become a well-established if low-profile accounting subdiscipline. Several years later, Enron and Sarbanes-Oxley would raise that profile, perhaps forever. And the current financial crisis, with its public scrutiny of financial players and institutions, further elevated the forensic accounting trade. For a look inside the profession, *The Commonwealth* caught up with four of its leading practitioners, all graduates of the Isenberg School’s accounting program and all—as some of them might say—eager to cooperate.



"I loved doing puzzles as a kid. Now I do them at work," observes Isenberg School 2009 Accounting Alumnus of the Year **Anthony C. Jordan '96**. "In my work, every engagement is different from the previous one. There are common methodologies and approaches, but they ultimately go hand-in-hand with creative problem solving," notes Jordan, who is a partner in the Boston office of StoneTurn Group, an independent dispute consulting firm. StoneTurn specializes in business and employment litigation, forensic accounting, forensic technology, and intellectual property issues. Jordan focuses on forensic accounting investigations, issues involving Generally Accepted Accounting Principles (GAAP), and business-related disputes.

Jordan's investigations encompass two broad areas: manipulation of a company's books/financial statements and outright fraud and embezzlement. How does the Isenberg School alumnus approach a case? First he determines the issue at hand by consulting with the client firm's audit committee, special committee or general counsel. Then he identifies any lapses in the area in question (for example, revenue recognition) and the types of transactions that have accompanied them. "It's critical," he says, "to establish who at the company has control over relevant transactions. Early on, I create an informant list. I also assess the company's order entry systems."



Anthony Jordan '96



For a revenue recognition case at a manufacturing company, Jordan might seek to determine relevant dates of manufacture and shipping, including who shipped goods in question and who created their shipping invoices. He would reconstruct the manual controls and review accompanying records. “The idea is to identify a chain of responsibility and activity,” explains Jordan. “Then I pare it down.”

Leveraging Information Technology.

The use of technology brings significant efficiencies in determining what to investigate. For example, Jordan frequently employs forensic technology teams to pull e-mail boxes and electronic documents off a company’s server and image individual hard drives for relevant people. “We then do keyword searches, which allow us to narrow down our target population,” notes Jordan. When different search terms cluster around the same people or transactions, Jordan knows he is narrowing the field. Beginning with, say, 10,000 emails, he may ultimately isolate five transactions for up-close and personal investigation.

“By then, we’ve usually established a likely suspect, who we work around,” he continues. “We start by interviewing people in the suspect’s sphere of influence who are below him on the organization chart. Then,

we interview others who work around him. At the end of the day, everything usually falls into place, revealing those who committed the fraud and highlighting their relationships with one another. Interviewing skills, by the way, are critical for forensic accountants. I’ve honed those skills over the years through on-the-job learning and training. There are several outfits in the industry that provide this kind of training, including a group of former CIA and FBI agents.”

Data analytics applied to information from a company’s underlying system of transactions may also come into play. “I might look, for instance, for a pattern of round-dollar transactions by a manufacturer at the end of several quarters and trace those transactions to a specific site—for example, a recent case involved the shipment of goods to a warehouse in New York,” observes Jordan. “Then I would determine the chain of transactions and zero in on who was involved.

“We aim to be as efficient as possible because our work is costly and disruptive for our clients. Our presence at a workplace can also strain a company’s morale,” notes Jordan, who lives in Fitchburg with his wife Kristine and their two children. The average revenue recognition case, he adds, typically runs from two to five months. Smaller frauds can take a couple of

weeks to uncover. At the other end of the spectrum lie complex corporate cases like the recently concluded two-year bribery investigation at the German conglomerate Siemens, where executives made illegal payments to telecoms and organized labor.

Work before StoneTurn. Before joining StoneTurn in 2006, Jordan worked for the Securities and Exchange Commission (SEC) from 2003 to 2006, first as a staff accountant focusing on enforcement and then as accounting branch chief in the SEC’s Boston district office. As branch chief, he coordinated and conducted investigations into violations of the securities laws involving accounting and financial fraud. “The SEC’s staff



Lynda Harbold Schwartz '86

was much smaller than staff at large accounting firms,” Jordan recalls. “We rarely went on site at companies; instead, we requested documents and took testimony of relevant witnesses. We leveraged the private sector as much as possible and didn’t ask companies under investigation for direct access to volumes of email. Because of our limited resources, we’d be extraordinarily circumspect in gauging a company’s responses to our inquiries. Unlike accounting firms, however, we did have subpoena power, which was very helpful in obtaining documents and getting people to come in for testimony that they might not have otherwise been inclined to give. People, of course, can and do plead the Fifth.”

Jordan’s first employer after graduating from the Isenberg School was Ernst & Young, where he gained auditing experience in a variety of industries. In 1997, he joined Arthur Andersen, where he shifted his focus to dispute and forensic work. (At Andersen, Isenberg School alumnus Joseph Floyd ’82 was a significant influence.) When Andersen dissolved in the wake of Enron, Jordan landed at Deloitte & Touche, working there until he joined the SEC.

Isenberg Recollections. As an Isenberg School student, Jordan’s principal faculty inspirations were Richard Simpson, Jim Smith, and especially Dennis Hanno, who became the School’s undergraduate dean several years after Jordan’s graduation. While at Andersen, Jordan twice joined Hanno and twenty Isenberg School students on an annual two-week trip to Sekondi, Ghana. (Jordan still participates in the program by being a board member on the project and sends a StoneTurn employee on the trip annually.) For Jordan, Hanno, and the students, the trips combined life-changing cultural immersion with public service: The Isenberg group taught members of a local community basic business and computing skills and installed personal computers, some of which Jordan had secured from his employer.

“The Isenberg School gave me a great foundation in accounting and ties to the accounting community that helped me to discover my specialty,” remarks Jordan. “In that specialty, cases can be methodical, but almost every time out it’s energizing to see patterns emerge and solutions fall into place.”

* * *

“I trust people, but I’ve learned to be skeptical of human nature,” quips Ernst & Young partner **Lynda Harbold Schwartz ’86**. A forensic accounting practitioner since the early 1990s, the Isenberg School accounting graduate’s views are influenced by her many experiences investigating allegations of financial impropriety, working with companies in the litigation setting, and working to strengthen anti-fraud controls.

“Forensic accountants often say that fraudulent behavior is more common when three conditions are present: opportunity, pressure or motivation, and rationalization. This fraud triangle seems almost simplistic in the classroom, but I use it all the time as I work with clients.”

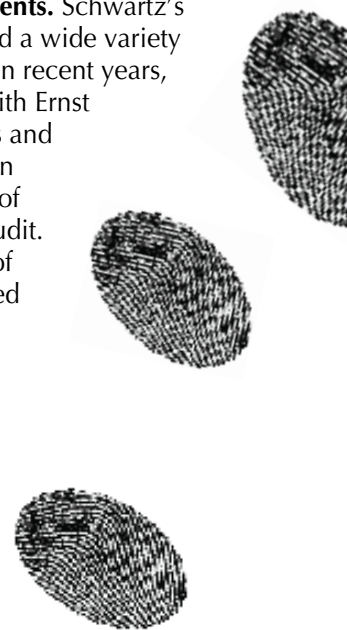
“For example,” says Schwartz, “when analyzing the risks of fraud, it can sometimes be difficult to even consider the likelihood that a beloved or trusted team member could do something wrong. But the fraud triangle helps practitioners remember that managers and trusted employees with repeated opportunities for wrongdoing might have motivations or pressures that we don’t know about, and may be able to rationalize their actions. Think of a bowl of M&Ms® constantly within reach. Even if they were off-limits for your diet, how many of us could leave them there all the time without feeling the urge to reach in? Trusted employees may have opportunities to embezzle as a continuing temptation. In investigations or in considering fraud risks, I try to think dispassionately about people, recognizing that even nice people have been known to take inappropriate advantage of

opportunities and gaps in control systems.

“Accountants are accustomed to thinking in terms of internal controls and business processes, which focus directly on the opportunity for fraud. Often, we are less comfortable thinking about the other two sides of the triangle, which focus on the more behavioral and human elements of fraud,” says Schwartz. “My years of experience in investigating allegations of wrongdoing have taught me not to underestimate people’s ability to rationalize their actions or to overestimate how much I know about the pressures they are under.”

One of Schwartz’s roles as a forensic accountant, and as an educator at the firm, is to help companies, investigators, and auditors address all aspects of fraud risk—either proactively to reduce the incidence and impact of fraud or reactively when there is reason to suspect that something has gone awry. “Although fraud risks are always present, there are many ways to address and mitigate those risks. In these turbulent times, pressures, motivations, and opportunities are also changing. Along with all the other challenges in business, it is a good time to revisit and strengthen fraud and compliance-related risk assessments.”

Forensic Engagements. Schwartz’s career has spanned a wide variety of engagements. In recent years, she has worked with Ernst & Young’s auditors and teams to strengthen the consideration of fraud risk in the audit. During the wave of stock option-related investigations in 2006 and 2007, she worked with more than a dozen companies to investigate past granting practices and correct prior financial



reports. After the collapse of Enron, she spent months working to untangle aspects of Enron's complex financial transactions and off-balance sheet accounting. Before that, she worked on a series of cases related to healthcare matters. Giving a glimpse into one of her cases, Schwartz recounted a case involving a CEO who had misappropriated assets of the non-profit organization that he had led. Not only had he manipulated cash disbursements to embezzle, but had also created a "one-man pension plan" for himself. The CEO, who landed in jail, had bullied others to override the company's control systems. In that case, his dominance of the organization should have been a red flag.

In addition to her investigation-related work, Schwartz is a seasoned expert witness. She has testified in a variety of cases, including litigation involving lost profits, the solvency of leveraged transactions, manipulation of vendor allowances, and a multi-million dollar employment matter. Her skills in analysis and synthesizing the factual foundation to the disputes sometimes help to resolve them before testimony is needed. In other cases, she focuses on making complex financial analyses or technical accounting subjects clear and understandable to litigants, arbitrators, judges, and juries.

Becoming Forensic. "My involvement with forensic accounting began almost by accident," confesses Schwartz. After graduating from UMass Amherst in 1986, she started at Ernst & Young (then Ernst & Whinney) as an auditor. "Around the time I was promoted to manager, a memo crossed my desk asking for volunteers interested in part-time litigation support work. The forensic practice was just starting and there wasn't even enough work for a full-time person. Although I really loved Ernst & Young and the opportunity to work with such outstanding people, I was looking for a change. For me, forensic work was a perfect fit. The work was sometimes intense. Nothing was cookie-cutter. Every engagement seemed to provide a new opportunity

to take my accounting and financial expertise and apply it to some complex, unique, and challenging issue. Within a couple of years I was doing forensic-related work full-time and building a client base," recalls Schwartz, who made partner in 1998. Now, she speaks with pride that the practice she joined in the early 1990 is thriving and comprises more than a thousand dedicated Fraud Investigation and Dispute Services professionals around the globe.

At the Isenberg School, Schwartz got most of her accounting training from Dick Simpson, Dick Asebrook, and retired professors Don Stone and Tony Krystofik. "They gave me a terrific foundation and encouraged me to see accounting information as a source of deep business insights," recalls Schwartz, who received the accounting department's prestigious John Anderson scholarship in her junior year. In 2003, the department honored her again, with its alumnus of the year award.

Signs of the Times. For forensic accountants, client needs often dovetail with current enforcement priorities and economic trends. In recent years, bankruptcies, mergers and acquisitions, violations of the Foreign Corrupt Practices Act, and the practices surrounding stock option grantings have all been in the headlines and, hence, areas of focus for forensic accountants. Schwartz predicts that the Obama Administration will refocus enforcement and that the economic downturn will also affect client needs. As before, forensic accounting will evolve. Schwartz also notes, "Our clients are more global and interconnected than ever, and we are too." Because Ernst & Young operates in 140 countries, Schwartz can swiftly access a vast network of dedicated Fraud Investigation and Dispute Services professionals when her cases cross borders.

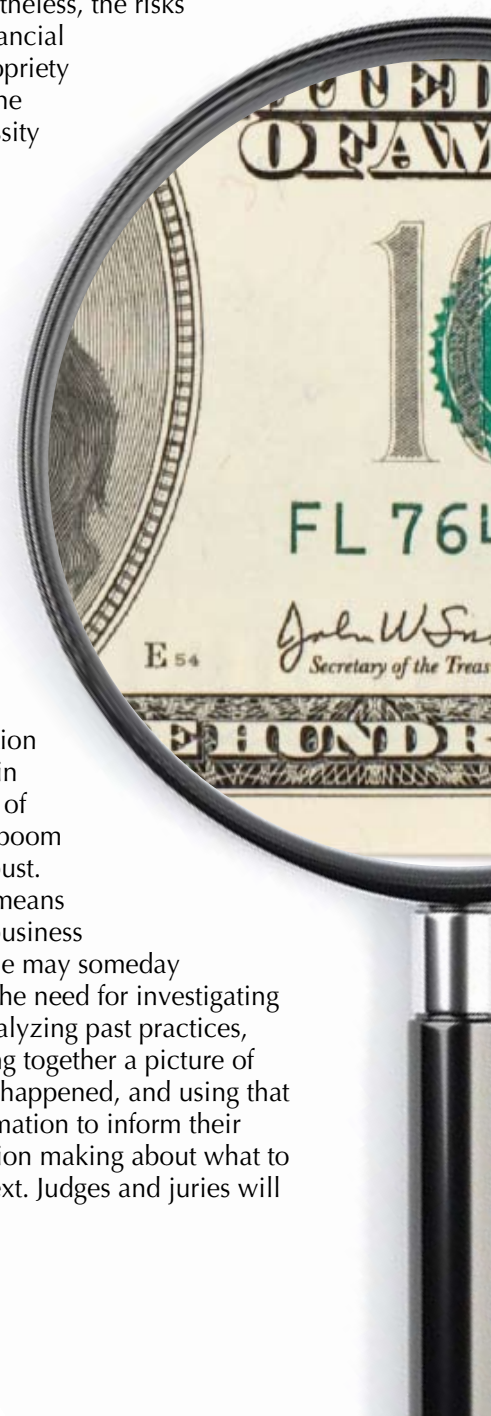
Today's financial crisis, Schwartz continues, has brought a raft of improprieties to light. "The ebbing financial tide has revealed a lot of wrecks. Others are bound to emerge,"



she observes. "Some Ponzi schemes, for example, were revealed when the perpetrators ran out of cash."

Nonetheless, the risks of financial impropriety and the necessity of

litigation exist in times of both boom and bust. This means that business people may someday face the need for investigating or analyzing past practices, putting together a picture of what happened, and using that information to inform their decision making about what to do next. Judges and juries will



continue to find experts' opinions about technical topics and analyses useful in rendering judgments, in both good times and bad. All of this is to say that assessing and addressing fraud and corporate compliance risk never will never go out of fashion.

How will the financial crisis transform forensic accounting as an industry? "We will always have to address claims and allegations of financial impropriety when they arise, but the current crisis has only reinforced my belief that the profession needs to bake awareness of fraud and compliance-related risk into all we do," remarks Schwartz. "Our goal should be to lower demand for fraud investigations and litigation by helping companies identify and address these risks proactively. While there will always be a need for



investigators and expert witnesses to analyze the past, successful business people are always forward-looking. Our profession must never lose sight of our role in providing accurate, useful, and transparent financial information and in helping our clients meet the challenges that lie ahead."

* * *

"Without question, forensic accounting has come of age over the course of my career," observes Isenberg School accounting graduate **Joseph Floyd '83**. The Isenberg alumnus, who also holds a law degree from Suffolk University, got in on the ground floor of the subdiscipline in the late 1980s. You might consider him an elder statesman (albeit a youthful one) of the profession. Today, he is a managing director in the company he helped create, Huron Consulting Group, a consulting firm that helps clients in diverse industries to resolve disputes, recover from distress, investigate frauds, comply with complex regulations, and improve overall performance. Huron's 1,200-plus consultants work with a broad range of clients, including Fortune 500 companies and all 50 of the largest U.S. law firms.

Forensic Accounting's Origins and Growth.

In the late 1980s, Floyd—a practicing CPA—studied law at night at Suffolk University, earning a J.D. degree in 1990. "The combination of accounting and law as a specialty in the accounting profession was just taking off in Boston," recalls Floyd. "In the late 1980s, only a few accounting firms employed forensic specialists, who typically helped law firms with complex cases involving accounting and finance. "If a company's building burned down, for example, a certified public accountant might serve as an expert witness in assessing damages and lost profits." Recognizing a business opportunity, the big CPA firms themselves began building their own full-time litigation/forensic practices. Floyd's own timing was perfect. In 1990, he testified in court for the first time, winning a jury verdict in a case involving a dispute between a restaurateur and his landlord. After heading Grant Thornton's nascent litigation group until 1994, he joined Arthur Andersen's Boston office and became the partner in charge of its own litigation practice. His role later expanded to partner in charge of

Andersen's entire financial consulting practice throughout New England.

Enter Huron. In 2002, when Andersen became a casualty of the Enron debacle, Floyd along with twenty-two other Andersen partners from around the country started Huron Consulting Group with approximately 200 people and offices in five cities. At Huron, Floyd has held several leadership positions including leading the national disputes and investigations practice, the national financial consulting segment, and the Northeast region. Based in New York City, Floyd is nationally recognized for his forensic accounting expertise and has been quoted in *The Wall Street Journal*, the *New York Times* and other media outlets. He has also appeared on CNBC.

A Profession Transformed. Compared with their origins in the late 1980s, accounting-related forensic and legal disputes practices are very different today, observes Floyd. All the major accounting firms have forensic practices and a growing number of specialty firms have emerged that offer forensic services. The client base has also expanded from a focused-only-on-the- attorney market to one that also includes serving boards of directors and top corporate executives. "In the beginning, we identified and marketed ourselves as *litigation services*," recalls Floyd. "Today, we define ourselves in broader terms, reflected in titles like *forensic accounting services* or *dispute analysis and investigations*." Credentialing has also changed. Early on, having a CPA might get you forensic work. Today, you need to be *Certified in Financial Forensics* or a *Certified Fraud Examiner*.

For accounting-related forensic and legal disputes practices, Sarbanes-Oxley (SOX) was a watershed. Forensic accounting needs, observes Floyd, are now embedded in financial reporting. Since SOX and ramped-up AICPA procedures for defining and detecting fraud (SASS 99), forensic accounting has gained momentum through expanded reporting challenges, a role in audit planning, and as expected, a role in

fraud investigations. “Many of the specialty firms, in fact, would never have emerged without SOX,” remarks Floyd. Not only has it introduced that preventive role, but it has also encouraged a more decisive separation of accounting and consulting practices. “So, in many ways my career took an ironic turn for the better,” notes Floyd. “Andersen was a victim of Enron, but Enron led to Sarbanes-Oxley and other regulatory reforms that created a demand for consulting firms like Huron. It was a defining moment for me and certainly for the accounting profession.”

* * *

“I wanted to be an FBI agent from the beginning. My accounting degree was a means to that end,” admits **Jeffrey Sallet ’93**. Now in his twelfth year with the FBI, the Isenberg School accounting graduate is the senior supervisory resident agent at the FBI’s Providence office. In that role he is responsible for managing the FBI’s activities in Rhode Island, including initiatives that target public corruption, organized crime, and terrorism. How did being an accountant help him to land a career with the bureau? “It helped differentiate me,” he observes. “When I joined the FBI in 1997, I was one of approximately 90,000 people who applied for about 1,000 slots. Having a college degree was a given. In addition to my accounting degree, I had worked for three years at Ernst & Young as an auditor in its financial services practice. After that, I spent almost a year at Arthur Andersen in their Business Fraud and Risk Services group as a forensic accountant.”

Sallet joined Ernst & Young immediately after earning his accounting degree from the Isenberg School. One of his favorite professors was Dennis Hanno, who remains a good friend. “In New England, UMass Amherst is as competitive as any school with recruiters from Big 4 accounting firms,” observes Sallet.

Interviewing Skills Are Crucial. “The



most valuable skills in my work are interviewing and communicating with people,” Sallet continues. “The experience of talking to people—eliciting information from them—is an innate skill. But there is much that you can do to improve. Every accounting program, in fact, should emphasize communication skills. They are critical in forensic accounting, auditing, and tax.”

Whom you decide to interview, for example, can prove critical. “When investigating fraud in a company, a forensic accountant will often request a list of employees who have been terminated from the accounting department,” notes Sallet. They’re not necessarily subjects of the investigation, but they’re often motivated to speak to you after their separation from the company. These people can point you in a direction that will help you to isolate the fraudulent activities. This allows the forensic accountant to focus investigative efforts and apply accounting knowledge. Ultimately, a forensic accountant is a fact finder, much like an FBI Special Agent.”

Organized Pursuits. During his first eight years with the FBI, Sallet made his mark by combating organized crime in and around New York City. Sallet and fellow FBI Special Agent Kimberly McCaffrey (also an accountant) were the case agents

in the investigation of Bonanno Crime Family Boss Joseph Massino, a.k.a. The Last Don. The investigation, observes Sallet, combined traditional organized crime investigative techniques with forensic accounting procedures.

Their January 2003 early-morning arrest of Massino at his home in Queens was vividly depicted in *King of the Godfathers* (Citadel Press) by Anthony DeStefano, who sketched Sallet as a “die-hard Red Sox Fan” and “an accountant but no nerd.” Sallet and FBI New York Squad C-10 worked on the Massino case for six years. A critical informant in the don’s downfall was New York City parking lot owner Barry Weinberg, who had paid tribute money to Massino and one of his captains. A one-year covert forensic accounting investigation of Weinberg led to his cooperation. Massino got life in prison for murder conspiracy, racketeering, and extortion.

“Since 9/11, we’ve adopted a threat-based model,” notes Sallet. That includes threats to the nation’s financial security, including mortgage fraud and fraud by financial institutions, he says. Sallet adds that criminals “don’t have borders.” That requires the law enforcement mission to “go global.” “Many of our investigations involve cooperation with overseas law enforcement



Jeffrey Sallet '93



John Spinney Jr. '87 Is Isenberg School Alumnus of the Year

"Without [Professor] Dick Simpson, I wouldn't be here," Isenberg School *Alumnus of the Year* **John Spinney, Jr. '87** told an audience of 300 at the Isenberg School's annual

awards banquet on April 30. John is COO and CFO of Boston-based Bracebridge Capital, LLC, a \$4 billion fixed-income arbitrage manager of several on-shore and off-shore hedge funds. At the 70-person firm, John is responsible for back-office operations, investor relations, human resources, technology management, and company finances.

In December of 2007, John, a graduate of the Isenberg School's accounting program, met with former Isenberg School undergraduate dean **Dennis Hanno '90 Ph.D.** (accounting) with the aim of honoring Professor Simpson. By June of 2008, John's decisive leadership in a grass-roots alumni-led campaign had raised more than \$1 million toward establishing the *Richard H. Simpson Endowed Chair in Accounting*. The chair is the accounting department's first endowed faculty position and the Isenberg School's sixth.

"Everything you taught me, Dick, I use every day in my work," Spinney told his former professor, seated inconspicuously among the banquet audience of students, faculty, and alumni. Although Spinney offered praise to his former professor, he directed most of his remarks toward the students. Continue to improve your skills-toolbox through diplomas, awards, and professional certification and training, he emphasized. "You need to keep current in today's changing business environment," he said. "I was a kid from Marlboro who believed in hard work. Dick Simpson doesn't give away A's. You have to work for them. There are no short cuts." Spinney advised the students to cultivate intellectual curiosity, self-confidence (but not arrogance), team work, and relationships. "Be

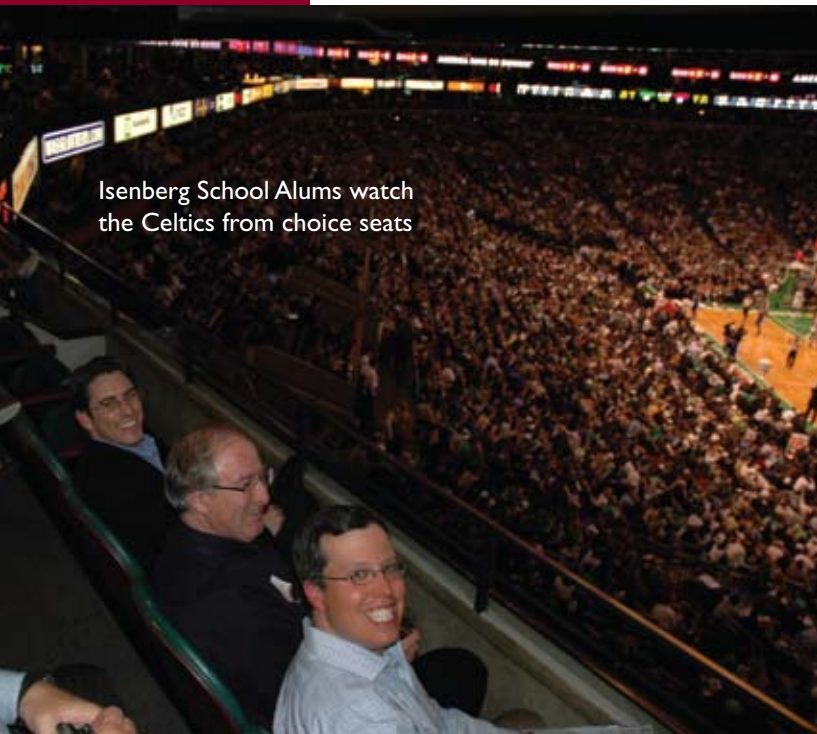
prepared to give credit away; don't worry whose idea proved successful. Everyone will win in the end," he emphasized. "Relationships—in work, sports, and charity—are the mortar that holds everything together. If not for my own relationships, I might never have met with Dennis Hanno. There might not have been a Simpson chair."

Spinney's Earlier Career. Before joining Bracebridge, John was senior vice president and CFO of Investors Financial Services Corp. in Boston. Investors was the bank holding company for Investors Bank & Trust Company, a \$12 billion bank that provided back office accounting, administration, and customer services to some of the world's largest money managers. John's role was crucial in the sale of Investors to State Street in 2007, achieving a 40 percent premium over the company's closing price before the announcement.

John began his career with the financial services practice at KPMG, where he became an audit partner and served many of the world's largest financial services companies.

John is a member of the Isenberg School accounting department's Accounting Advisory Committee. He is treasurer of the University Club of Boston, a member of the Massachusetts Society of CPAs, and the American Institute of CPAs. John, his wife Janet, and their four children live in Foxboro.

Banquet Extras. Undergraduate Dean **Carol Barr** reported that the Isenberg School is awarding \$300,000 in scholarships this year. Memorable quote from undergraduate speaker **Brian Tino '11** to his fellow students: "It is we who will insure that we'll never have another financial crisis."



Isenberg School Alumnus Hosts Students, Alumni at TD Banknorth Garden

On April 3rd, sixty Isenberg School students visited TD Banknorth Garden for behind-the-scenes immersion in the state-of-the-art 755,000 square-foot arena. Home to the Boston Bruins and the Boston Celtics, the arena hosts 200 public events each year, including mega-concerts, and additional sporting events—both amateur and professional. In 2004, the Garden was the site of the Democratic National Convention. The students' host was **John Wentzell '83 M.S.**, president of the Garden and of hospitality and food services giant Delaware North Companies' Boston operations. A graduate of the Isenberg School's master's program in Sport Management, Wentzell and four of his staff/managers gave a formal presentation, fielded questions from the students, and led them on a tour of the ten-story, 19,600-seat facility.

A month earlier, John welcomed Isenberg School alumni, Chancellor Holub, and Dean Butterfield to the Garden, where as his guests they watched a Celtics game from a private suite. The event was part of a fundraiser to create the *Dean Thomas O'Brien Chair*, to be occupied by the School's future deans.

On the April 3rd visit, the students comprised an unusual group: seniors from Professor **Robert Marx's** class, *Interpersonal Skills for Managers*, and freshmen "fellows" from the School's first-year Residential Academic Program (RAP). The fellows live in the same residence hall and take their courses together. Professor Marx is the faculty adviser for a RAP student group





Isenberg students
behind the scenes

that focuses on issues involving business in society. A second group emphasizes diversity and international business.

The current incarnation of the Garden, which opened in 1995 (and received extensive renovations in 2005), cost \$160 million to build. That cost would be double today, Wentzell noted. “We have a small city to run,” he continued. That “city” encompasses infrastructure and accommodations that include 90 executive suites, 1,000 club seats, restaurants, and 47 concession stands. Running the operation requires a small army of 500 to 700 ushers, concessioners, waitstaff, security personnel, and infrastructure specialists like electricians, sound engineers, and medical personnel.

Tickets, Wentzell continued, account for a relatively small share of the Garden’s operating revenues. High-margin

contributors to the Garden’s bottom line include premium and club suites, corporate sponsorships, and large-scale musical events. At the same time, the Garden sells its share of refreshments. “We are Boston’s biggest bar. We have alcohol intervention teams positioned all around the building,” Wentzell observed. Medical personnel and defibrillators are also strategically placed around the arena, he added.

Students contemplating a career in sport facilities management will find challenging barriers to entry, Wentzell and his management team emphasized. Student internships receive academic credit, but are unpaid and scarce—15 to 20 per semester. Still, Wentzell urged Isenberg students with a passion for sports facilities management to apply. “Our business is weighted toward sales and our schedule can be grueling. It’s not a 9 to 5 job.” But, he emphasized, it can be exhilarating.

Notes from the tour: For her concerts at the Garden last summer, Britney Spears arrived with 38 truckloads of concert equipment and accessories. Compared with Spears, Fleetwood Mac traveled light with nine trucks. The services of UGL Unicco—an accomplished private cleaning company—were breathtaking after the circus (complete with elephants) visited the Garden last October. Several hours before the Celtics game, students who witnessed Ray Allen’s semiprivate half-hour shooting session on the Garden floor saw him consistently make 80 percent of his shots from behind the three-point arc.

Edward D. Shirley '77

Top Procter and Gamble Executive Urges
Students to Expand their Horizons

"Procter and Gamble has a strong internal culture that views the consumer as boss. At P&G, we *immerse* ourselves in the consumer," Isenberg School graduate **Edward D. Shirley '77** told students in Marc Weinberger's marketing strategy class last December. Ed is vice chairman of Global Beauty and Grooming with the \$83 billion company, the planet's largest consumer products firm.

Developing strong, complementary brands is crucial to satisfying the consumer, emphasized Shirley. That entails disciplined, objective measurement of consumers' needs and wants, as well as their behavior as buyers and product users. "At mall intercepts, consumers will often tell you one thing and do another," he said. "To get inside their heads and observe actual behavior, we go into their homes.



"You can make the best product in the world but if people don't try it, it will fail," Shirley insisted. The first moment of truth is to secure the consumer's awareness of a new product through effective scale, distribution, and packaging. The second is when the consumer purchases and uses the product. Once the consumer accepts the product, repeat purchases become habitual, virtually automatic.

"Our strategy is to be the leader in global brands," Shirley continued. "If your brand is in the middle of the pack, you're dead." Strategy, then, is as much about what you will not focus on as what you will focus on. One effective Procter and Gamble tactic is to get consumers to "trade up" to higher-margin purchases in a product category. The firm views its product families—like Gillette's range of increasingly sophisticated razors and its growing catalog of Olay skin products—as inhabiting product equity pyramids. "Once you move up to a Gillette Fusion [razor], you can't go back," remarked Shirley.

A key strategic goal at P&G is to accelerate growth in emerging markets, Shirley continued. Everybody washes their laundry, brushes their teeth. But you have to market differently to different tiers of consumers within a country, he observed. Marketing to village India is a different proposition than marketing to India's middle class. "There's much that we can do to lower prices and costs," he observed. "If fragrance in a diaper isn't important, we can put in less costly perfumes."

A graduate of the Isenberg School's accounting program, Ed joined Gillette after graduation, where he spent his first decade in accounting and finance positions. By 1991, at Gillette's Oral B subsidiary, he had moved over to the marketing side of the business. "Back then, it was a fairly risky career change," he told the students. "But it opened up all sorts of doors for me and changed my perspective. It allowed me to see things through the customer's eyes—through the shelf backwards. As a vice president of finance, I really had no idea of what the customer wanted."

By the end of the decade, Shirley had held positions as president of Oral-B North America and Braun Europe. He had also directed Gillette's European operations. In 2002, he returned to Boston, where he held top positions with Gillette's international businesses. Three years later, he moved to Cincinnati as president of Procter and Gamble's international commercial operations following the firm's merger with Gillette. He has been P&G's Vice Chairman of Global Beauty and Grooming since June of 2008.

"Before my move into marketing and sales, I had no idea of what the customer wanted," Shirley told the students. "My advice to you is to be adventurous and let your curiosity be your guide. Take some risks and broaden your horizons—even if it means deferring an immediate promotion. Those experiences will serve you and your career better in the long run."



ISENBERG SCHOOL CLASS NOTES

Your Classmates Want to Hear from You!

Share your accomplishments with the Isenberg School alumni network—34,000-strong—by e-mailing The CommonWealth at ariel@som.umass.edu or by sending your update to The CommonWealth, Isenberg School of Management, University of Massachusetts, Amherst.

Richard Alman '59 (Marketing) died in Minneapolis, MN on January 17, 2009. A rare and compassionate man, Dick believed the best we can give each other is our love, not our advice, and certainly not our judgment. He will be greatly missed by the love of his life, his wife Kristi.

Peter Graham '64 (Sport Management) **'75 EdD** has been awarded the title of Distinguished Professor by the Board of Trustees at the University of South Carolina. He is the cofounder of USC's Sport & Entertainment Management undergraduate and graduate programs and also cofounded the International Conference on Sport & Entertainment Business. He is the founding Editor of the Journal of Venue and Event Management, a research publication for public assembly facility management and has received a Lifetime Academic Achievement Award presented in recognition of his academic accomplishments. He and his wife Barbara '64 live in Columbia, South Carolina.

Stephen Bergmann '70 (Finance) has joined Expense Reduction Analysts in Lexington as Regional Director of Consulting. ERA is a contingency-based international consultancy which helps businesses, universities, and charities lower overhead expenses.

Stephen Cummings '71 (MBA) announced the publication of his book last spring by Algora Publishing NY, *Red States, Blue States and the Coming Sharecropper Society*.

Kevin Day '77 (Accounting) recently accepted a position at Florence Savings Bank in Florence as Senior Vice President/Chief Financial Officer. Kevin recently was employed at UniBank for Savings.

Mark Smoller '77 (GBFN) has been in the insurance business since graduation in 1977. The family insurance agency (Smoller Insurance in Newton, MA) is now in its 56th year. Mark recently welcomed his son **Billy '07** as a third generation agent. At UMass Amherst, Mark was friendly with **Jim Palermo '77** and the D'Angelo brothers, the oldest of whom was his roommate at UMass. "It would be tough to find nicer people on the planet than the D'Angelos," he emphasizes. Mark is President of the Board of Directors of Camp Bauercrest, established in 1931, in Amesbury. It's a non-profit boys overnight camp that awards over \$50,000 a year in scholarships. Says Mark: "In today's economic environment, there's no shortage of families needing our assistance. It's a labor of love that has involved our family for 4 generations. I also serve on the Board of the Metro Credit Union, one of the 5 largest in Massachusetts." Mark and his wife **Jerri '78** live in Needham.

John Alexander Habeeb '79 (Marketing) is president of Alexander Mortgage Corp. & Alliance Realty Advisors Inc. in Hingham. The company website has recently been revamped to bring both companies together under one roof to serve all real estate needs. It is also part of the transition that John is making into the global economy as users are able to translate the website into over 30 languages, view foreign exchange rates, and check national mortgage rates in hopes of drawing foreign investors to U.S. real estate.

David Rubin '79 (GBFN) recently accepted a position at Nutter McClennen & Fish LLP in Boston as partner in the Labor, Employment and Benefits practice. David recently was employed at Foley & Lardner.

Debra (Feldman) Schultz '79 (Accounting) recently accepted a position as Senior Accountant at Paresky Flitt and Company, LLP in Wayland. She is responsible for tax preparation and planning for high net worth individuals and closely held businesses.

Wendy (Stearns) Bornstein '80 (Accounting) writes, "I was recently appointed VP of Marketing for a new publishing company called Read Us For Fun. I am having a lot of fun with the promotion of a just-released book, *"The Heartache Years"* by Michael King. This is a Red Sox-themed book of lure and history. Check it out at

www.readusforfun.com." Visit Wendy's own website at www.WENDYBRE.com.

Sean Dolan '84 (Marketing) has been appointed President of the Asia-Pacific region of Alcatel-Lucent. Alcatel-Lucent is the partner of service providers, enterprises and governments worldwide, providing solutions that deliver voice, data and video communication services to end users.

Jay Kessler '84 (Accounting), a partner with Samet & Company PC of Chestnut Hill, has been appointed to the Employee Benefits Tax Technical Resource Panel by the American Institute of Certified Public Accountants. The panel of experts on employee benefits includes 10 national experts who will identify issues and develop policy recommendations and review a wide range of topics within the benefits area.

Margery (Wells) Piercey '84 (Accounting), a CPA with Wolf & Company, P.C., was named to Women's Business Top 10 Heroes list for her "outstanding business guidance and professional integrity" as nominated by the Tara Bean Foundation.



Kevin Klinkowski '88 (Accounting) has been named Director of Finance at the

Holyoke Medical Center. An employee of the hospital since 1998, Kevin was most recently its accounting manager. Kevin lives in Chicopee with his wife and their two children.

John J. Petrocelli '88 has been named CEO of Incited Media in Los Angeles. He was previously Vice President, Internet Sales & TV Business Development at Widevine Technologies, also in Los Angeles.

Pedro Cortes '89 (HTM), Secretary of the Commonwealth in Harrisburg, Pennsylvania, assumed the role as president of the National Association of Secretaries of State (NASS). Secretary Cortes is the first Pennsylvanian to hold this position in NASS's 104-year history.

Carolanne McAuliffe '90 (Sport Management) was recently promoted to Vice President of Marketing at the NBA in New York. She began her career, while a student, as an intern at the MACC and was then offered a job at Host Communications, where she was promoted to VP. Carolanne went from Host Communications to the WNBA and a little over a year ago transferred to the NBA. She was recently promoted to VP of marketing.

Terrence McDonough '90 (Sport Management) was recently promoted to Director of Player Personnel from National Scout at Jacksonville Jaguars in Jacksonville, FL.

Mark Tanner '94 (HTM) The law firm of Bacon Wilson, P.C. announces that Mark has been distinguished as one of the New England "SuperLawyers." Mark concentrates his practice in plaintiff's personal injury, civil litigation and land use and zoning. Mark effectively represents clients in Massachusetts and New York and has successfully argued

before the Supreme Judicial Court and other appellate Courts in the Commonwealth.

Patrick '95 and Tara Klupa (Finance and Operations Mgt.) of Milford have just had their second daughter. Patrick is Manager of Information Systems at the Whitehead Institute for Biomedical Research in Cambridge.

Jenny (Place) Capizano '97 (Sport Management) and Chris Capizano '95 (Marketing) of East Hanover, NJ, are proud to announce the birth of a baby boy, Cody Stephen. He was born on January 6, 2009 and weighed 8 lb., 4 oz. Cody joins his big brother Justin, who is 3 years old and yellow lab Pudge, who is 7.



Nancy Lattuca, Tom O'Brien, Linda Schwabe, and Frank Lattuca '64 '81 EDD (Linda Schwabe is annual presenter of the Stephen Elmont '54 Scholarship.)

Lynn Pelkey '98 (HTM) has been named General Manager of Dining Services at Hobart and William Smith Colleges in Geneva, NY. An employee of Sodexo for the past ten years, Lynn came to Hobart and Smith after spending 1 _ years as

general manager at Lycoming College in Williamsport, PA. At the Isenberg School, Lynn was TA for former HTM department head Frank Lattuca and worked with him on a grant to train the developmentally disabled for employment in the hospitality industry.

Joe Cherepowich '00 (Finance) is working as an Operations Analyst at Regiment Capital Advisors in Boston. He and Kate (Lass) Cherepowich '99 have a beautiful baby girl, Anna, born on October 19th, 2007. They live in Rehoboth.

Laura (Klesh) Schell '04 (HTM) and Matthew Schell '03 are happy to announce their marriage on August 2, 2008, at Our Lady of Lourdes in Jamaica Plain, with a reception that followed at the Boston Park Plaza Hotel. The wedding party included Tim Koerner '03, Erik Poje '03, Chris Fielding '03, Jay Fielding '03, Katelyn McLaughlin '04, Sarah Freedman '04, and Erin Hendrickson '04. The couple honeymooned in South Africa. They live in

A Marriage of Accounting and Marketing

The stars will be auspiciously aligned next October 11 when Isenberg School accounting graduate and lecturer Cathy West '96 '01 MBA weds marketing graduate and local Mexican restaurateur- entrepreneur Bob Lowry '93. In 2007, the business periodical BusinessWest named West and Lowery to its first class of 40 under Forty businesspeople to watch in Western Massachusetts. Now they will have mutual anniversaries as well as reunions to celebrate.



Boston's North End.

Xiaolei Hua '06 (Finance) was promoted to Project Management Officer. Mr. Hua previously served as Bank-wide Project Manager for PeoplesBank. He lives in Chicopee and is a member of the Northampton Area Young Professionals and the Young Professional Society of Greater Springfield. He also serves as a volunteer for the Florence Chapter of Habitat for Humanity.

Karen Buell '09 MBA was promoted to Internet Branch Officer at PeoplesBank. She previously served as the bank's Internet Branch Manager and has over 5 years of banking experience. She holds a Bachelor of Science in Business Administration from Houghton College in Houghton, NY and lives in Belchertown. She also serves as the Marketing Director for the Northampton Area Young Professionals.

You can also send alumni notes to MaroonCentral—the UMass Amherst Alumni Association's student and alumni online community. It's a free social networking site that includes personal profiles, an online directory, class notes, job postings, and a mentor network. A one-time registration is required. Contact the Alumni Association at alumni@admin.umass.edu for your alumni ID and login to MaroonCentral at www.UMassAlumni.com www.umassalumni.com today!

Sheila Bair Speaks at The Isenberg School with Passion and Humor

“I don’t view the banks as our constituency,” emphasized FDIC Chairman **Sheila Bair** during her March 27th visit to the Isenberg School. “We serve the people—the public—not financial institutions,” she told an enthusiastic, standing-room-only audience of 300 in the Isenberg School’s Flavin Family Auditorium. By all accounts, Bair, a life-long Republican on leave as Professor of Financial Regulation at the Isenberg School since becoming head of the FDIC in June of 2006, has served the public exceedingly well.

Bair’s role in the current financial crisis has been far-reaching. Last year, she oversaw the FDIC’s takeover of IndyMac Bank and of J. P. Morgan Chase’s acquisition of Washington Mutual, the largest failed bank in U.S. history. In October, she successfully lobbied Congress to raise the cap on FDIC-insured deposits from \$100,000 to \$250,000.

The Obama Administration is using the FDIC’s pioneering mortgage restructuring program at IndyMac as a model for restructuring other distressed mortgages. That includes acting on Bair’s long-time advocacy of restructuring subprime mortgages for at-risk homeowners. Several years ago, Bair had been an early (almost singular) critic of subprime mortgage lending practices and has been a staunch advocate of debt relief for victimized homeowners.

In her remarks, Bair noted that she and the FDIC currently have a significant voice at the policy-making table. “President Obama has reached out to me personally,” she observed.

(She’s also gotten her due from *Forbes* magazine, which last summer ranked



her as the second most powerful woman in the world behind German Chancellor Angela Merkel.

In November, Bair topped *The Wall Street Journal’s* roster of the year’s 50 *Women to Watch*.)

Restructuring Mortgages; Thawing Credit. “It makes economic sense to restructure those subprime mortgage loans,” observed Bair. It’s also the right thing to do, she added. Some homeowners in foreclosure did act irresponsibly but a great many mortgagees were victims of misinformation and marketing ploys. “These are people with jobs and families and without PhDs in finance,” Bair told her audience. “At the end of the day you have to have compassion. What good does it do to

put another family out on the street?”

Bair and the FDIC are also key players in the federal government’s initiatives to thaw freezing credit markets. The FDIC’s temporary liquidity program, which ends in October, has generated \$6 billion in premiums through corporate bonds guaranteed by Bair’s agency. Many times more ambitious will be the FDIC’s participation in U.S. Treasury secretary Geithner’s Public-Private Investment Program. That initiative aspires to increase credit and liquidity by creating market funds for legacy loans that currently burden the financial system. Beginning with capital from the U.S. Treasury, the FDIC and the Federal Reserve will offer financing that will mobilize private investment. “The private sector will make the pricing decisions. We will be fully transparent and inclusive,” Bair affirmed.

These challenges, Bair continued, underscore the need for decisive regulatory reform. “The problem is too big to fail and we don’t want to go down this path again,” she emphasized. True reform, she noted, must bring transparency and accountability to so-called shadow financial institutions. Bair and her fellow policy makers aim to keep regulatory arbitrage in check. The overall challenge is comprehensive with “everything collapsing into the banking system,” she observed. But there are grounds for cautious optimism. “The banks seem to be



Online MBA Student Is Key FDIC Player

When Sheila Bair visited the Isenberg School in March, she was accompanied by a senior adviser, **Tariq Mirza**. Since the fall of 2006, Mirza has been a student in the Isenberg School's Part-Time online MBA program. "I'm one of ten FDIC employees who will earn a Part-Time online MBA from UMass Amherst through an FDIC pilot program," notes Mirza. "I think I'm the first among them to visit the campus in Amherst and meet some of my professors."

Mirza is currently taking his eighth online course, *Business in Its Environment*, which focuses on hot business-and-society issues, including the costs and benefits of globalization and the assessment of compensation for executive performance. "The course couldn't be timelier considering today's business climate," he observes. "And the professor, Jennifer Taub, has a phenomenal knack of exploring different sides of an issue. She also responds quickly to my questions and comments. I'll email her in the evening and get a response from her within a few hours."

Mirza's course with Taub echoes positive experiences in his other Isenberg online courses. "Every professor has been outstanding and every course well organized and well tailored to the online medium," he continues. "The threaded discussions with other students have been excellent. Their diverse professional backgrounds include military, entrepreneurial, financial, medical, and other occupations. I didn't want a program where everyone had backgrounds similar to my own."

Working for Chairman Bair. The Isenberg School MBA student first met Bair in 2007 when he took a temporary post as the FDIC's Acting Chief of Compliance. Mirza went on leave from his responsibilities as field supervisor in the FDIC's Seattle, Washington office. (He still calls Greater Seattle home, where he lives with his wife and two sons. But the family plans a permanent move to Washington, D.C.) During his stay in the nation's capital, which grew from two to nine months, he coordinated policy discussions and wrote position papers addressing new banking rules, unfair and deceptive banking practices, and other issues. He also worked on position papers for Chairman Bair. "That's when I came to appreciate first-hand her strong leadership," he recalls. "She is very

direct—always speaks her mind and is very performance-based." At the same time, she offers clear guidance without micromanaging."

After his stint in D.C., Mirza returned to Seattle, but not for long. In June 2008, he found himself back in Washington, D.C. in his current position as Senior Advisor to the Office of the Chairman. As a key assistant to Bair, Mirza has worked on the chairman's speeches and testimony before Congressional committees. He played a key role in the FDIC's conservatorship of IndyMac Bank in Pasadena and in the creation of a systematic policy for the modification of some 14,000 homeowner loans. "For us, IndyMac, which took almost nine months to sort out, has been a test case and a model for future interventions. "These are truly historic times," emphasizes Mirza. "It's been exhilarating to participate in policy making and to work with a leader of Chairman Bair's caliber."



Sheila Bair and Tariq Mirza

Life and Work before Washington, D.C. As a field supervisor in the FDIC's Seattle office, Mirza had been in charge of a four-state territory encompassing 140 financial institutions, including Washington Mutual. Before taking that position in 2002, he spent four years in Kansas City as an FDIC review examiner overseeing final reports at the FDIC's regional office. Mirza learned his trade from the ground up. After earning a bachelor's degree in economics and psychology from the University of Colorado at Boulder in 1989, he joined the FDIC as a bank examiner, learning his craft in the field, first in New Mexico and then in Los Angeles. FDIC bank examinations, which employ so-called CAMEL¹ ratings, are far more qualitative than accounting audits, he emphasizes.

In 2004-2005, Mirza earned a graduate certificate in banking through a part-time on-site summer program at the University of Colorado. "My long-term goal had always been to get an MBA, but my hectic career and family responsibilities didn't square with a commitment to a full-time onsite program," he notes. "For me, the advent of high-quality online programs like Isenberg's was made to order. I am a firm believer in personal and professional development; in learning new skills to increase your core value. You can never learn too much."

¹ The acronym denotes capital adequacy, asset quality, management, earnings, and liquidity.

getting on a better footing; the markets are responding to the purchasing of assets; and the housing market in California is turning," Bair insisted. "You have to have faith that things will get better. You have to focus on the public interest."

Bair's Impact as an Isenberg School Professor. "It's really something when any Republican comes back to Amherst," quipped former Isenberg School dean **Tom O'Brien** in introducing Dr. Bair. It was O'Brien who in 2003 had invited Bair to join the Isenberg School's faculty. "I had read in the *New York Times* that Sheila was leaving her Bush Administration post as Assistant Treasury Secretary to do public policy research in another part of the campus. To the Isenberg School's good fortune, the department where she had landed could offer her only temporary support. Its dean, Janet Rifkin, asked me if the Isenberg School would give Sheila an office and graduate assistant support for her research. I jumped at the chance, offering Sheila the title of Dean's Professor of Financial Regulation."

Bair was a productive researcher, publishing policy papers on payday loans, the implications of optional federal chartering of life insurers, and banking access for immigrants. With O'Brien's encouragement, Bair taught courses in corporate risk management and insurance. And Bair and O'Brien co-taught a course in corporate governance.

"Teaching that course with Sheila made me realize what a spectacular asset she was for our students. She was remarkably energetic, well prepared, and insightful. My role in the course

was to add anecdotes and present the 'other side' in policy discussions."

At the same time, Bair attracted eminent public policy figures to the Isenberg School—speakers like Senator Paul Sarbanes, the late Federal Reserve Board governor Edward Gramlich, Pew Charitable Trust CEO Rebecca Rimel, and the first chairman of the Public Accounting Oversight Board, William McDonough.

Alumni Support and Faculty Diversity.

"I would have never been able to secure Sheila as a full-time faculty member without alumni support," O'Brien continues. "Alumni giving made the difference. It gave me the flexibility to hire her and others, including **Nassim Nicholas Taleb**.

(Alumni support has also enriched the Isenberg School student experience by bringing influential alumni-practitioners back to the classroom as guest lecturers, notes O'Brien.) Nassim spent the 2005-2006 academic year with us, teaching a graduate course on the uses and abuses of probability and statistics and writing his book, *The Black Swan*. The book, which went to the top of Amazon's nonfiction bestseller list, makes a persuasive case that

we overweigh statistical equilibria and underestimate the likelihood of a category of events customarily considered rare and extreme. Those events include significant "blow-ups" in the financial markets and the

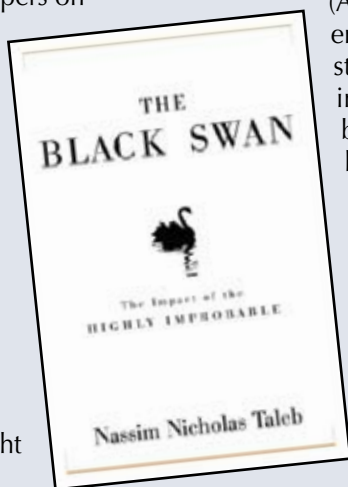


Tom O'Brien greets Sheila Bair

economy." Taleb, notes O'Brien, is both a practitioner and an academic: "He runs his own investment fund that regularly takes losses but more than recoups them through its successful bets on the emergence of extreme financial events," he remarks.

A conspicuous element in Nassim's celebrity has been his warnings that the financial system itself was in danger, O'Brien emphasizes. That parallels Bair's own early warnings about the mortgage and credit markets. The current financial crisis, then, has proved both Bair and Taleb to be prophetic. And according to O'Brien, they have both been part of the solution: "In very different ways both have been relentless advocates for greater intellectual integrity and transparency in the financial markets," he emphasizes.

Did O'Brien foresee their future celebrity? "All I knew was that they were both good bets to improve the Isenberg experience for our students. That is all. Their celebrity has been a wonderful surprise. They, not I, have displayed predictive powers. And I'm not going to invoke the luxury of hindsight to untruthfully stand beside them."



Isenberg School Professor Insists that Greener is Cheaper

"My research in hundreds of companies has made it clear: when a company reduces mistakes—by doing things right the first time—it will also reduce its costs," observes Isenberg School Operations Management professor **Alan Robinson**. In *Greener and Cheaper*, a feature article by Robinson and Dean Shroeder in *The Wall Street Journal* on March 23, the authors made a similar case for a



Alan Robinson

company's efforts to become greener by redesigning its manufacturing processes.

Drawing on their research at Subaru of Indiana Automotive, which has practiced comprehensive green initiatives for over a decade, the authors noted that the Lafayette, Indiana factory, which has 3,000 workers and makes 800 autos each day, has achieved a 14 percent reduction in electricity per auto since 2000. It's also reduced waste per auto by 14 percent, and since 2004 has not shipped waste to a landfill. (All but 0.1 percent of the solid waste that it still generates is either recycled or used by other companies as manufacturing inputs or raw materials

that they process to resell.)

"Drives to reduce environmental impact force companies to study their operations and material flows from a fresh perspective and in great detail. Innovations that result can give them competitive advantages," wrote the authors. Profits from such redesign efforts, they cautioned, don't always come immediately, but a systematic trial-and-error commitment coordinated by top management and with empowered involvement from first-line employees and suppliers will ultimately to yield positive results.

Employee Ideas are Crucial. For Robinson, "ownership" of the process by front-line employees with their ongoing stream of constructive ideas is crucial. That emphasis echoes his previous award-winning books: *Corporate Creativity* (Berrett-Koehler) and *Ideas Are Free* (Berrett-Koehler)—both of which focused on building and maximizing employee-based idea systems.

But those systems and their impact on integrating green outcomes with cost savings and reduced waste are by definition works in progress. With intensified green regulations on the horizon, the authors' parting words in *The Wall Street Journal* were cautionary: "Pity the competitor who is forced to do in 18 months what Subaru of Indiana took two decades to get right."

Isenberg School Professor Studies Nexus of Participatory Sports and Charity

"During the past decade, participation in sport events on behalf of charities has truly come into its own," observes **Kevin Filo**, an assistant professor in the Isenberg School's sport management department. "The American Cancer Society, the Jimmy Fund, the Lance Armstrong Foundation, and many other charities

offer opportunities that cater to participants on every athletic level," notes Filo. "Many of these events give you the option to walk or run at any speed; many allow for wheelchairs. Having run and bicycled in numerous charitable events in the U.S. and Australia, the six-foot-four rangy professor speaks from first-hand experience.



Kevin Filo

What accounts for this phenomenon's growing appeal? Why is participation so attractive to so many? In a recently completed study, Filo and colleagues from Griffith University in Australia surveyed 568 participants in the 2007 Lance Armstrong LIVESTRONG Challenge. (Participants in the event, which supports the foundation's empowerment of cancer survivors and their families, had the option of running, walking, and cycling.) A key objective of the research was to tease out the impact and interaction of participants' underlying values and event-specific motivations. "We wanted to understand what drove participants' attachment to the event—why they considered the experience meaningful," Filo emphasizes.

In the study, the researchers focused on three underlying values—camaraderie, devotion to charitable causes, and physical competency—uncovered

in Filo's previous research. They examined eight motivational variables, including socialization, the need to help others, reciprocity, self-esteem, and the desire to improve the charity. "To make a long story short, the study points to the social and physical aspects of participation interacting with the need to help others. This interaction creates attachment to the event," notes Filo. "We believe that participants are experiencing and identifying with a shared sense of community. It is drawing them back to these events year after year." In the next phase of his research, Filo will investigate this shared sense of community's outcomes, including social engagement, social empowerment, and social change related to the charitable cause.

Filo completed his Ph.D. degree in Sport Management last year from the Griffith Business School at Griffith University in Queensland, Australia. In 2008, he and his coauthors received the Best Paper Award at the Sport Marketing Association's annual International Conference. His research has also appeared in the *Journal of Sport Marketing*, *Sport Marketing Quarterly*, and the *International Journal of Sport Management and Marketing*. He earned a master's degree in education from the University of Texas at Austin in 2004 and a B.S. degree from the University of Wisconsin in 1998. Throughout the final year of his master's program he held an internship with the Lance Armstrong Foundation (LAF), founded in 1997 by the champion cyclist and cancer survivor to combat the physical, emotional, and social challenges of cancer.

Sporting wristbands for charity. "After earning my master's degree in May

of 2004, I went to work full-time as the foundation's merchandising coordinator," Filo recalls. "The foundation was in the process of launching an e-commerce site that offered t-shirts, cycling gear, and other merchandise. I had expected to work with suppliers and to manage the e-commerce supply chains. I did do those things, but at a very different pace than anticipated." That's because the foundation, in partnership with Nike, launched the LIVESTRONG wristband campaign at the same time that Filo started his position. The LIVESTRONG wristbands became an immediate sensation, hurtling past a \$5 million sales goal in six weeks.

"It was a perfect storm that brought together brilliant marketing by Nike, Lance's victory that year in the Tour de France, early adoption of the wristbands by celebrities, and visibility of the wristbands at the Summer Olympics in Athens," explains Filo.

After a month and a half, when demand for the wristbands had far outstripped supply, their scarcity fueled still further demand, he recalls. For Filo and the foundation, it was a heady supply chain and distribution challenge, which they eventually did meet. Thirteen months after the wristbands' launch, their sales reached over \$55 million. According to Filo, the LIVESTRONG wristband phenomenon and the subject of Filo's current research share common ground: "Like walking, running, or biking for charity, wearing a wristband that you have purchased reinforces a personal attachment to the cause that it represents. It helps you to identify with it on a very personal level."



Isenberg Researchers Develop Large-scale Computer Model of Electric Power Supply Chains in New England

Researchers at the Isenberg School have developed a computer supply chain model that captures the intricacies of both the economic network transactions and the physical network transmission constraints in electric power generation and distribution. The study, *An Integrated Electric Power Supply Chain and Fuel Market Network Framework: Theoretical Modeling with Empirical Analysis for New England*, includes an empirical application of the general framework to the New England electric power supply chain, consisting of 6 states, 5 fuel types, 82 power generators, 573 generating units, and 10 demand market regions.

The research team, based at the *Virtual Center for Supernetworks* at the Isenberg School, consisted of Professor **Anna Nagurney**, the center's director, and **Dr. Zugang Liu**, who received his PhD from UMass Amherst and is now an assistant professor at Penn State Hazleton.

You can read a preprint of the study, to be published in the journal *Naval Research Logistics*, via the following link:

<http://supernet.som.umass.edu/articles/LiuNagurneyNRL.pdf>

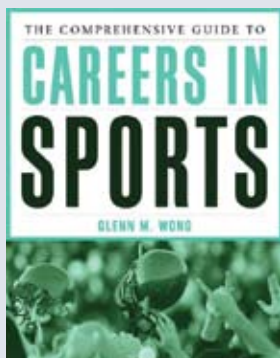


Anna Nagurney

Career Guide by Isenberg School Professor Is A Sports Industry Standard

Isenberg School Professor of Sport Management **Glenn M. Wong** is the author of the just-published compendium, *The Comprehensive Guide to Careers in Sports* (Jones and Bartlett). The 526-page guide's principal audience is students aspiring to careers in the spectator sports industry. Its comprehensive scope and depth, however, will also provide value to established industry professionals, notes Wong, who teaches Sport Law at the Isenberg School. Wong is also a lawyer, former dean and athletic director, and arbitrator for professional and amateur sports.

The book's 95 chapters are grouped into five sections. The first, which focuses on the job search, covers self-assessment, educational path options, networking, internships, and other related topics. Section two devotes individual chapters to the description of sports industry segments (everything from auto racing to volleyball). Section three examines the career tracks of a rich variety of industry executives such as college athletic directors and Major League Baseball general managers, and section four presents detailed organizational charts for numerous companies throughout the sports industry. The final section provides examples of different job announcements to present the reader with a description of the responsibilities, experiences, and qualifications needed for various jobs throughout the industry.



In its broad sweep of the spectator sports industry, Wong's book draws on numerous case studies and insiders' accounts from industry professionals. "One of my goals for the book was to capture the breadth of the industry while emphasizing specifics," observes Wong. "Because there was no other book on the market that covered the same ground, I was pretty much on my own. Researching and writing the Guide became a five-year project. But I think it fills a niche that will prove valuable both to students and industry professionals."

Lead Yourself, then Lead Others, Says New Edition of Leadership Book

Learn to lead and manage yourself and you'll be in a far better position to lead others, say the Isenberg School's *Nirenberg Professor of Business Leadership* **Charles C. Manz** and Christopher Neck in the just-published fifth edition of their book, *Mastering Self-Leadership* (Prentice Hall). Drawing on a wealth of social science research, the book lays out a comprehensive program of leadership based on self-awareness, self-motivation, and action.

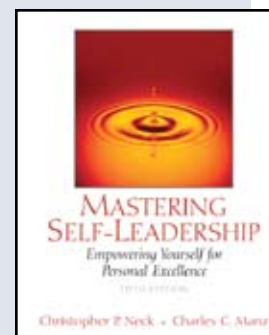
Ultimately, it is the self-leader who must manage the crucial interaction among his behavior, cognition, and the environment, observes Manz. It is the self-leader who must take charge. Crucial to that enterprise is the self-leader's success in managing his own motivation to excel. That requires clearly defined short- and long-term goals and a keen emotional intelligence that accentuates positive objectives, feelings, and rewards.

Successful self-leaders emphasize motivation toward their work itself (i.e., intrinsic motivation). They cultivate "natural" motivational rewards, including feelings of competence and appreciation for the value of their

work. They learn to balance intrinsic motivators with extrinsic inducements, like financial rewards and public recognition. They also root out negative thoughts and emotions that can subvert positive undertakings. To that end, the authors identify 11 categories of dysfunctional thinking. Manz offers a sidebar that demonstrates how leaders can turn mistakes and failure to their advantage.

After mastering self-leadership, the leader is ready to practice "superleadership" and "shared leadership," write the authors. Superleadership casts the self-leader in the role of a coach who instructs and empowers others to lead themselves. Shared leadership takes place in a team of self-leaders, each of whom steps to the fore when his or her specific functional talents will maximize an opportunity or demand. A chapter on team self-leadership sheds light on these dynamics.

The book's current edition, notes Manz, adds new sidebars and case studies written by experts in the field, including Isenberg School management professors **Robert Marx** and **Linda Peters**. There's also an essay by PhD graduate **Jose Alves '08** and PhD candidate **Sinead Ruane**. The edition devotes more ink than its predecessors to regulating one's emotions and instilling and leveraging a sense of purpose in one's work. It adds a new chapter on the impact of individual differences on self-leadership. Building on previous editions' expanded coverage of the global economy, it includes sidebars and cases on Russian managers, Chinese entrepreneurs, cultural/emotional nuances in South Africa, and other international topics. The book, Manz remarks, has a large international readership. Its previous edition was the top business book in South Korea, where the authors are in demand as speakers and consultants.





Isenberg

School News

Generosity Meets Gratitude at Isenberg School's Scholarship Banquets

This spring, the Isenberg School awarded more than \$300,000 in scholarships to over 100 students at two recognition banquets. The scholarships were made possible through the generosity of alumni and friends of the School. Parents, friends, faculty members, staff, and alumni were on hand for the well-attended events.



Virginia Hsia '10 and Bo Wang '11, recipients of the Ernst & Young LLP Scholarship with Jason R. Janoff '93



Adam Nadeau '10, recipient of the Norma '54 and Saul '54 Feingold Award with Jeanne Phelps

"You have touched us greatly with your generosity and we thank you from the bottom of our hearts for helping make a great education more affordable for students from a lower income family."

—Adam Nadeau '10



Jamie Hanlon '10 and Michelle Meegan '10, recipients of the ERC Wiping Products Award enjoyed meeting Larry J. Groipen '79, their scholarship benefactor.



Vrunda Patel '09, recipient of the Bridge to Business Scholarship Award and Nelissa Andrade '12, recipient of the Noel and Gloria Smith Honorary Scholarship



George A. Dickerman '61, '92LLD (center) met his four deserving students of the George A. Dickerman '61 Family Scholarship: Xiaoliang Yao '11, Arkadiusz Czarniecki '10, Alexandra Brown '10, and Dmitriy Tokar '10.



Shelley P. Barrows '92 presented the Deloitte Accounting Excellence Scholarship to Andrew Kalinowski '11.



Quyen Nguyen '10, recipient of the Harry Allan Memorial Scholarship with Chanh Nguyen

"With this scholarship I will be able to continue my path to becoming an educated and well-rounded individual. I have no doubt that I belong at UMass and ISOM. The Harry Allan Memorial Scholarship will help my journey and for that, I am very thankful."

—Quyen Nguyen '10



Jeffrey D. Glassman '90, scholarship benefactor, presented the Darn it! Inc. Entrepreneurial Scholarship to Alyssa Hamilton '12.



Marilyn Tannenbaum, Carol Tannenbaum Cohen '88, and Dr. Lisa Masteralexis with Brian Sharkey '09, recipient of The Marilyn & Richie Tannenbaum Scholarship.

"I would like to thank you for your generosity and your willingness to help a recent graduate make the first step toward greatness—or at least a step towards the job of his dreams. My experience here at UMass has been a terrific one. My professors have all brought life and energy to their lessons, as well as industry experience that I doubt can be found anywhere but through UMass..."

—Brian P. Sharkey '09



Isenberg

School News



Søren Bisgaard Honored for Quality Control Paper

For the third time in his career, **Søren Bisgaard** of the Isenberg School of Management is being honored by the American Society for Quality (ASQ) for writing the best paper in the field of quality control.

Created in 1949, the Brumbaugh Award annually recognizes a paper that made the largest single contribution to the development of industrial application of quality control. Bisgaard is being honored for his work, "Must a Process Be in Statistical Control Before Conducting Designed Experiments?," published in the April 2008 edition of *Quality Engineering*.

Bisgaard previously won the award in 1995 and 1987.

The award was presented on May 18 during ASQ's World Conference on Quality and Improvement in Minneapolis.

Bisgaard is the Eugene M. Isenberg Professor in Integrative Studies and Professor of Technology Management in the Department of Finance and Operations Management.

ASQ has been the world's leading authority on quality for more than 60 years. With more than 90,000 individual and organizational members, the professional association advances learning, quality improvement, and knowledge exchange to improve business results and to create better workplaces and communities worldwide.

Isenberg School Researchers Ranked 13th in Paper Downloads

Judging by their performance on the internet-based *Social Science Research Network (SSRN)*, Isenberg School researchers are making their mark nationally. In early February, the School ranked 13th among the nation's business schools for the number of newly submitted research papers per author that were downloaded by the influential website's readers during the past 12 months.

During the past 12 months, SSRN readers downloaded 13,840 papers by 26 Isenberg School authors, most from the School's finance and operations management programs. The three most downloaded Isenberg authors were finance professors **Bing Liang**, **Sanjay Nawalkha**, and **Mila Getmansky Sherman**. In the category *Total New Papers Downloaded*, the Isenberg School ranked 47th among the nation's business schools.

The SSRN, which is the internet's leading clearing house for downloads of working and other research papers in many of the social sciences (including business), offers downloads of over 179,800 full-text documents in pdf format, most of them free of charge. (The downloads library includes a small number of research papers from fee-based partner publications.) The SSRN also offers abstracts—not considered downloads—of over 220,000 scholarly

working and forthcoming papers.

"The SSRN broadens the impact of my research and disseminates it more quickly than traditional channels," observes Isenberg School finance professor Sanjay Nawalkha. "It brings my work to a larger audience, including finance practitioners. Reaching practitioners may not be important for every academic discipline, but in finance it has great value."



Bing Liang



Mila Getmansky Sherman



Sanjay Nawalkha

Isenberg School MBA Program for Physician Executives Ranked 14th in the Nation

The UMass Amherst Isenberg School of Management has achieved an overall survey ranking of 14th in the nation among top business graduate school programs for physician-executives. In the survey, conducted by Modern Healthcare magazine and published in its April 27 issue, the Isenberg School's Part-Time Online MBA program ranked 1st in the nation in [fewest] days spent by students on campus and placed 12th for the length of time [i.e., shortest] required by students to complete their MBA degrees. And it offered students the 13th most favorable tuition package.

"We've designed the Online MBA program to offer physicians the flexibility to complete their MBA degree when and where it is most convenient for them; they never have to come to campus. This approach saves valuable time and money," says Eric N. Berkowitz, Associate Dean for the Isenberg School's Professional Programs.

Physicians and physician-executives typically complete their entire Isenberg MBA curriculum online. They take their courses in the virtual company of other physician-

administrators, and with executives from the corporate and nonprofit world. Courses are taught by the Isenberg School's top educators.

"The growth and reception of our Online Part-time MBA program among physicians has been exceptional," observes Berkowitz. "This professional group of individuals is extremely discerning and expects, and is used to, a demanding and rigorous curriculum. Additionally, they now exist in an environment that is changing and requires business skills and knowledge to help their own organizations, whether they are medical practices, hospitals, or insurance companies to thrive and compete. Our faculty has provided an online experience that demonstrates value to this segment of the market as indicated by our rankings and continued year-to-year growth."

The UMass Amherst Isenberg School's Online Part-Time MBA is also ranked 5th in the Northeast and 29th in the Nation by BusinessWeek's Top Part-Time MBA Programs rankings.



UMass Amherst Honors Todd Crosset with Distinguished Academic Outreach Award

On April 15, Isenberg School Sport Management Professor **Todd Crosset** was honored by UMass Amherst with a *Distinguished Academic Outreach Award*, which recognizes outstanding contributions to the Amherst campus's partnerships with local communities and community-engaged scholarship. Professor Crosset's award is for teaching that immerses students in critical issues of the day. The annual award specifies that teaching and immersion have a clear and positive impact on external communities and on the development of students as scholars and citizens.

Crosset's award recognizes his experiential learning course, Sport and Community Relations, which engages students in Key Players, an annual community initiative in Springfield, Massachusetts. Each year, the project honors

ten Springfield men of color who have a positive impact on children in the community. Crosset's students coordinate an election that determines the honorees. They work with local media, conduct fund raising in support of the project, and oversee two events that honor the Key Players. Finally, they each devote 30 hours of service at family, recreation, and community centers.

Crosset is also the recipient of a two-year Faculty Fellowship for Youth Grant from the Massachusetts and Rhode Island Campus Compacts. He is using the fellowship to strengthen his courses and to foster new ties between the UMass Amherst campus and the Springfield community.





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School News

Business Implications of Honest Signals

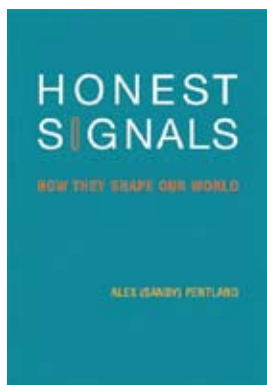
Compared with “honest signals” like mimicry and “influence displays,” language is relatively new to our species, observed MIT Media Lab’s **Alex Sandy Pentland** in a lecture in April at the Isenberg School. The lecture was a highlight in the INFORMS (the Institute of Operations Research and the Management Sciences) Lecture Series, coordinated each semester by the campus’s INFORMS student chapter. Honest signals underlie language and help us to “read” a great deal of human behavior. “They are very hard to fake,” emphasized Pentland.

“Malcolm Gladwell’s *Blink* talks about gaining insights thorough split-second exposure to behavior through “thin slicing.” Our research adds computational theory to that.

“By listening to just 30 seconds of a telemarketing call, we can predict with 89 percent accuracy—just from the operator’s tone of voice—how successful that call will

be,” noted Pentland, who has achieved similar successes in studying thin slices in sales negotiations, business plan pitches, and speed dating.

“We use badge systems and smart phones to X-ray entire organizations,” Pentland continued. Signaling seems to have evolved with networks of communicators, he noted. Pentland’s research indicates that organizations with interlocking star-shaped networks and communicators at the nodes have greater cohesion, are more productive, and make faster, better decisions.”) For a nontechnical overview of his research, Pentland recommended his recently published book, *Honest Signals*, (MIT Press).



Mark McDonald Wins the 2009 North American Society for Sport Management Distinguished Educator’s Award

Isenberg School Sport Management Professor Mark McDonald is this year’s recipient of the North American Society for Sport Management’s (NASSM) 2009 Distinguished Sport Management Educator’s Award. NASSM is the world’s largest professional sport management association.

Professor McDonald received this year’s award for innovative teaching that included two courses that emphasized experiential learning. In the first, students organized and ran SoccerFest, a weekend community soccer competition that attracted over 130 teams, 4,000 spectators, and 180 volunteers. In the second course, students leveraged social networking and other innovative marketing techniques to attract students in January to the Winter Dew Tour at Mount Snow.

NASSM promotes, stimulates, and encourages study, research, scholarly writing, and professional development in sport management—both theoretical and applied. Topics of interest to NASSM members include sport marketing, future directions in management, employment perspectives, management competencies, leadership, sport and the law, personnel management, facility management, organizational structures, fund raising, and conflict resolution.

Isenberg School’s HTM Department Receives Annual Hospitality Award

The Isenberg School’s *Department of Hospitality and Tourism Management* (HTM) is the 2009 recipient of the Howdy Spotlight Award for hospitality excellence. Presented annually by the Greater Springfield Convention & Visitors Bureau (GSCVB), the award honors sustained, outstanding service to the Pioneer Valley’s tourism industry.

A letter to HTM department head **Haemoon Oh** informing him of the honor praised his department’s long-term commitment to the culture and economy of hospitality and tourism in the Pioneer Valley. “Clearly the superior work ethic and dedication to the industry starts at the top of this department, and is imprinted in those who take its courses,” emphasized GSVBC president Mary Kay Wydra. The letter praised the work of Professor **Rod Warnick** and two HTM students, who collected, analyzed, and shaped tourism research trend data for widespread use by the bureau.

Student-Run Golf Tournament Fuels New Isenberg Scholarship

By all indicators, the Isenberg School's first *Annual Scramble Golf Tournament*, on May 13, was an unqualified success. The brainchild and honors thesis project of two Isenberg School graduating seniors, **Nick Stoddard '09** and **Dave Artzerounian '09**, the 18-hole tournament raised \$5,000 toward a new annual scholarship for an Isenberg student.

It also attracted 119 participants—including Isenberg School deans, faculty, staff, students, alumni, and golf enthusiasts from outside the School.

The event's revenues came from three principal sources: a \$75 entry fee for each participant, sponsorships from local businesses, and contributions from parents of graduating Isenberg seniors. In addition to prizes for best team score, longest and straightest drives, and other accomplishments, the outing included lunch and a raffle, which offered gift certificates from many of the event's 24 sponsors.

Besides devising the scramble's fund-raising campaign, Stoddard and

Artzerounian marketed the event, secured its venue at the Hickory Ridge Country Club in Amherst, managed the project's budget and revenue stream, and coordinated the nuts and bolts of the event's diverse activities on game day. "As in many experiential learning projects at the Isenberg School, you had to be well organized, creative, and persistent," observed Stoddard, a marketing major. "Networking and communication skills were crucial to our success," added Artzerounian. "So were organization skills. We've documented just about everything in writing and in spreadsheets. Coordinators of next year's tournament will be able to hit the ground running."

Next year the tournament and its scholarship will be one of three coordinated fund-raising initiatives involving the senior graduating class. The other two will be a collective senior class gift and a gift in honor of the Class of 2010 from its parents.

Do Stoddard and Artzerounian have



Tournament organizers
Dave Artzerounian '09 and Nick Stoddard '09



Isenberg Scholarship Drive

any recommendations for next year's organizers? "Buy rain insurance," advised Artzerounian. "We gambled on the weather and won. It was a perfect spring day, but New England weather can produce very different outcomes. For a few hundred dollars of insurance, you can cover all of your revenues."

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