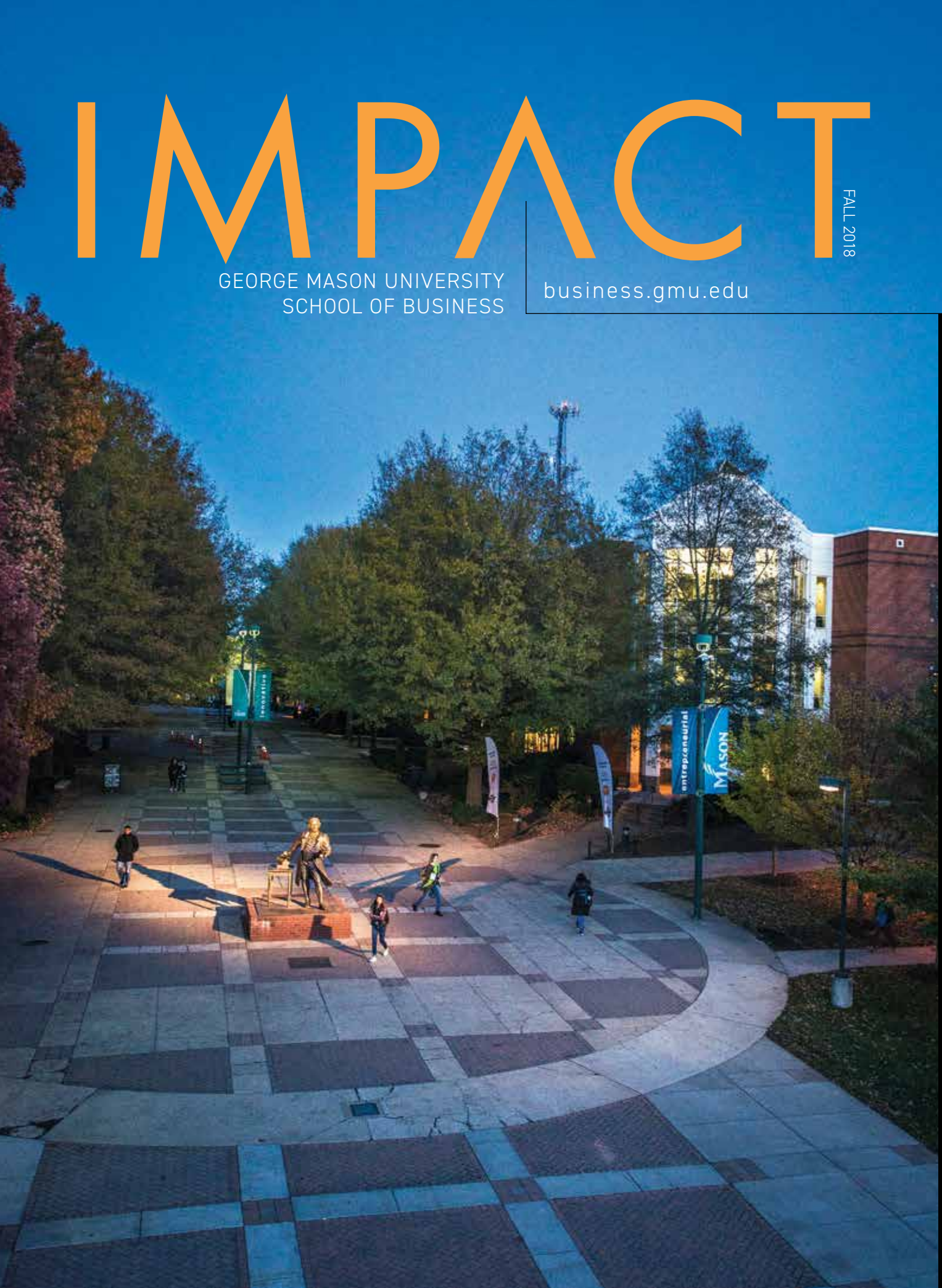
# IMPACT

FALL 2018

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# Q&A DEAN MAURY PEIPERL

As Dean Peiperl completes his first year at George Mason University, *Impact* sat down with him to talk about his vision for the School of Business.

**Q: What are your impressions about the business school as you complete your first year as dean?**

I am very impressed with the extent to which the school does so much with so little. Whether you are talking about the resources, the space, or the number of faculty and staff, we really create a tremendous impact. We are growing by leaps and bounds. We are punching well above our weight. We are creating real value in research, and certainly in the development of our students, but a lot of people don't yet know about our school's contributions to the community and to the wider world.

I've also been impressed by the goodwill all around Mason. There are so many people dedicated to building a better world and to developing all of our students and colleagues in ways that are remarkably selfless. I'm impressed with the generosity of spirit I see around the school and all around the university.

**Q: What is your vision for the School of Business?**

What I really want to see the School of Business develop is a more visible presence. I see the school as a convener, a place where the essential conversations that will move the region and the world forward take place. We are well positioned as being closest to practice, particularly with our highly engaged faculty, staff, students, alumni, and recruiters. What we can and will do is raise our game and our standing. There's a momentum and significant change brewing not just in how we are scaling up, but in how we are reinventing the way we affect the wider world. To me, it's incredibly energizing.

For students, this is the place where you will get the finest knowledge, skills, and training. At the same time, it's not enough just to give people skills; you also need to develop their leadership and judgment and the foundation for a professional network. Hands-on professional experiences—including internships both local and global—make our graduates more competitive as job candidates and greater contributors to the world. I want students to see the School of Business as their first, best investment on the path to a bright future.

**Q: What do you see as the role of our alumni in this vision?**

Our alumni are our most important ambassadors—and members of our extended family. I want to engage our alumni in helping us create our future, because part of what confers value to our alumni is the degree that appears on their resume. It's essential to the current and future path of the university and the School of Business that we really engage our alumni in how we build that future.

My goal for our alumni is that we continue to help them through the course of their lives, not only with career support and job placement, but also in lifelong skill development and networking. I want our alumni to have access to online short courses, in-person courses, and hybrid courses, as well as

have the opportunity to take individual courses for academic credit as building blocks to advanced degrees if they are so inclined.

Particularly in this region, our alumni network is an incredibly powerful asset in representing the school. I hope our alumni champion the school and the university to colleagues, friends, relatives, and others as a place for undergraduate and graduate education, for thought leadership and research, and as a community and business resource.

Some of the most valuable contributions our alumni can provide are in the development of scholarships, providing internship opportunities and jobs for our students, and engaging with the school on boards and working groups—as many alumni already do.

**Q: I understand you are considering a new building. What is the value of a building for the business school, the university, and the greater community?**

A new building would be not just a physical place to accommodate our growth, but also the center of a network that helps to make a significant difference in our region and in the world by bringing ideas and people to the world of practice.

If our goal is to be that convening entity at the center of a broad network—for the region and across the university—then we need to be seen as a physical place where that happens. And if you look at other schools of business around the country and the wider world, virtually all of the successful ones have a building that represents their strengths. Those structures come to be seen as open and engaging resources for students and faculty, for business leaders and employers, and for the broader community.

The vision isn't about offices and classrooms—although we'll need those, of course. The vision is to be the heart of business learning and networking for the entire Mason community—local business and government, nonprofits, alumni, students, and our colleagues across campus. The school should be a place where knowledge is created, futures imagined, and needs anticipated.

**Q: How do your personality and individual views shape your role in the School of Business?**

My goal for as long as I can remember has been to be a Renaissance man. I know that sounds a little quaint, but I think a lot about the value—the connection—between culture and the arts on the one hand and business and education on the other. It's about respecting different disciplines, the arts, history, and appreciating how making connections can have the most positive impact on our lives and our work. So, what you'll see from me is being out there looking for connections—building interdisciplinary collaboration supporting research and helping people look at the long term. I want to help people craft not just a career path, but a strategy for life.

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To deepen the business community's participation in the development of future business leaders, the Dean's Council provides strategic guidance to the dean as the School of Business seeks to align its programs to the needs of the business community.

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## Mason's Part-time MBA Jumps in National Rankings to No. 47

BY DAMIAN CRISTODERO

For the second consecutive year, Mason's part-time MBA program has surged in the *U.S. News and World Report* rankings. The program is ranked No. 47 in the country, jumping six spots from last year and 27 spots in the past two years.

"Our focus is to serve the working professionals in this region," says **Paige Wolf**, associate dean of graduate programs in the School of Business. "We develop curriculum and delivery modes and locations to serve that community. We're adapting to the market and needs of the working professional."

One of the ways the School of Business is adapting is by transitioning to a more flexible class delivery model that will enable graduate students to self-pace their studies.

The Academic Ranking of World Universities from ShanghaiRanking cited Mason as one of the 95 academically strongest institutions in the United States and one of the top 300 in the world.

Mason's part-time MBA program comes with many advantages, including convenient course schedules to accommodate working professionals, global experiences with residency trips, specialized areas of study, high-caliber peers and networking connections, a high return on investment with increased salaries upon graduation, and access to lifetime career services.

This fall, the School of Business launched an MBA option that is delivered fully online.

Learn more at **mba.gmu.edu**.

## Mason Student Looks to Fill Niche, Make a Difference

BY JOHN HOLLIS



**Sana Mahmood**, BS Information Systems and Operations Management '18, remembers what it was like to grow up as a young Muslim American woman with limited apparel and accessory options.

"It was really hard finding clothing that fit our needs and trend sense and also that corresponded to our values and beliefs," she says.

To fill that niche and make a lasting, positive difference, Mahmood founded Veiled Beaut in April 2016 with the hopes of designing affordable, high-quality apparel for young Muslim American women like herself who sought to dress stylishly and professionally in accordance with their Islamic faith.

Joining Mahmood on the Veiled Beaut team are fellow George Mason students **Ibrahim Ahmad** and **Anmol Azhar**, both information systems and operations management majors; and **Fatima Riaz**, BA Global Affairs '18. They were among 26 Mason students who took part in the inaugural Mason Summer Entrepreneurship Accelerator (MSEA) program based on "lean startup" methodology. The program is designed to help students and recent graduates discover the commercial potential of a product or service idea. While some of the team have since graduated, they all remain committed to moving the business forward. The team was also a 2018 School of Business Deans' Business Competition finalist.

*Fortune* magazine estimates the Islamic fashion industry will reach $484 billion in sales by 2019. There are approximately 3.3 million Muslims in the United States, nearly half of whom are women, according to the Pew Research Center. Nearly two-thirds of Muslims worldwide are younger than 30.

When the company began, Veiled Beaut sold kimono Islamic dresses and hijabs. As news of its services spread through social media and word of mouth, business increased, and the company now offers an array of clothing and accessories and also fulfills special requests.

"It's a lucrative market, and it's fairly untapped in the West," Mahmood says.

Influenced by her parents about the importance of making a positive social difference, Mahmood traveled to Jordan last summer with the Helping Hand nonprofit group to work with Syrian and Palestinian refugees, including orphans. She decided to contribute 10 percent of Veiled Beaut's profits to organizations that provide relief services to refugees.

"It's extremely important for us to use our platform to spread good, stand for justice, and extend a helping hand to others," Mahmood wrote in the MSEA application. "We want to be more than just another company selling products—we want to initiate a positive ripple effect of much-needed change."

# Entrepreneurship Thrives at Mason

BY JENNIFER BRAUN ANZALDI



**David Miller speaks to Mason alumni Asad R. Ali (center), BS Information Technology '11, and Sammy Kassim, BS Management '11, outside of the Mason Innovation Lab.**

Ideas are like seeds. You plant them, give them the right attention, and then they have the opportunity to germinate and grow tall and strong.

At Mason, opportunities to nurture each idea seedling are available through a range of programs and services, and the Center for Innovation and Entrepreneurship within the School of Business has led the way. The center serves as a hub of entrepreneurship at Mason, offering something for everyone, including mentorship opportunities, funding, student groups, an incubator, and academic courses.

In short, the School of Business is dedicated to entrepreneurship.

And it starts with the dedication of faculty. At the front of the pack you'll find **David Miller**, PhD Public Policy '15. Miller has his hands in all things entrepreneurship at Mason. His official titles include executive director for the Center for Innovation and Entrepreneurship, director of the Mason Innovation Lab, and also assistant professor of entrepreneurship at the School of Business. He has been a full-time faculty member at the School of Business for the past four years but has been at Mason even longer. He first came to Mason as a PhD student in entrepreneurship. At the time (and still today), his focus was on high-growth startups created by students at U.S. universities, and exploring the campus entrepreneurial ecosystem and how it impacts the creation of student-founded firms such as Facebook, Under Armour, Teach for America, Google, Lyft, and many more.

> "Our students' willingness to work hard, take on challenges, and create their own paths to success really sets them apart."
>
> —David Miller

His time at Mason has led him to one important conclusion: Mason students make great entrepreneurs.

"Our students' willingness to work hard, take on challenges, and create their own paths to success really sets them apart," says Miller. "I have had thousands of experiences in my years at Mason that have impacted me. Almost all of them include students and recent alumni and their willingness to learn and take action."

The entrepreneurship ecosystem that Miller has developed at Mason has had impressive results in a short time. Two Mason Innovation Lab teams have performed well in national innovation and business competitions.

Mason students haven't just taken advantage of the resources available to them like entrepreneurship courses and programs Miller has created. They've also helped build a culture of innovation at Mason by launching student groups, such as Mason Changemakers, and running the university-wide makerspace MIX@InnovationHall.

"We've had students win scholarships to study entrepreneurship, and others get great jobs. Very importantly, we've seen people actually build impactful businesses," says Miller.

Local innovators and entrepreneurs have taken notice as well.

"We've been fortunate to work with amazing regional leaders that mentor us and support our programs," Miller says. "Also, regional institutions such as 1776, Make Offices, and others have been incredibly generous with their talent, spaces, and more."

At the end of the day, Miller says it's all about the students and helping them realize their vision of the future.



PHOTO PROVIDED BY LOGAN McKENNAH BROWN

## David Erinle Produces His Own Future

BY NATALIE KUADEY

Not many people grow up with a clear understanding of what they want to be in life. But **David Erinle** had a clue.

"My mom would say that when she was pregnant with me and in church, I would always kick on beat," says Erinle, a management major who is also pursuing a music technology minor.

His family gave him his first drum set at age 3 and a keyboard at 8, with which he produced and recorded beats. When Erinle started his own independent record label, he called it Blackburn Sound in honor of his childhood home on Blackburn Court in Montgomery County, Maryland.

His sound is getting noticed thanks to Erinle's tireless promotion of his brand and projects on social media and the contacts he made because of it. Grammy-nominated songwriter Jarmone Davis is a mentor. Erinle has also interned with producer Javon Gant-Graham.

"What makes him stand out is his comprehension of technical and musical perspectives at such an early start in his career," Gant-Graham says. "David is a bright musical mind; his curiosity is a trait not given to many."

Erinle credits Mason for "providing me with the opportunity and resources I needed to learn about the different aspects of music, as well as being able to grow as a producer and gain experience."

He is also exploring his own sound with his new digital album *Red Mountain Project*, which he produced in his dorm room studio.

"I think music today, generally, is pretty simple, it doesn't have many elements," Erinle says. "But this project is massive—it's complex. I take listeners on a journey throughout every track."

## Double Major Holds Back-to-Back Internships with Big Four Firms

BY KATHERINE JOHNSON DIAS



PHOTO PROVIDED BY FRANCIS FULLER

**Francis Fuller** left Colombia and came to Virginia to pursue higher education.

The accounting and finance major says Mason had everything she was looking for. "Number one, we have a great business school and great reputation in the area, and number two, diversity," says Fuller. "When I came for my campus visit, it felt like I was surrounded by people from all around the world, speaking in so many languages. Just having the opportunity to be surrounded by so many different cultures gives me the opportunity to learn as well."

"I didn't grow up in an environment where people knew how to handle money, how to invest it, and how to make your money grow," says Fuller, who picked up a major in finance in addition to her accounting major to add to her financial literacy.

After receiving two internship offers for the summer from Big Four firms, Fuller thought she would have to make the tough decision of turning one down. However, School of Business Career Services helped her negotiate with both companies. She interned with PricewaterhouseCoopers during the spring 2018 semester and started a core tax internship with KPMG in June.

Fuller is also encouraged by the work environment, which has given her the "flexibility to learn at my own pace."

"I work with very smart people. It feels good to be surrounded by people you can learn from," says Fuller.

The soft skills she learned at the School of Business have helped her learn to ask for help and work as part of a team. "I work with people who I've never worked with before, people who are in different cities and states, and people I've only met over the phone, so I think that being able to work in groups has helped me a lot," she says.

The double major plans to graduate in May 2019, and she already knows she would like to join one of the Big Four. She also plans to earn a master's degree in data analytics, because "that's where the future of accounting is going."

# Business Foundations:
## The Building Blocks of Business

BY KATHERINE JOHNSON DIAS

In today's competitive job market, knowledge of the field isn't the only trait a candidate must have. Recent graduates must also possess the professional and communication skills needed to help them succeed in a business setting.

To help students be successful upon graduation and their entrance to the job market, the School of Business developed a new area called Business Foundations. These introductory-level courses focus on professional skills, communication skills, and critical thinking, with assignments that encourage teamwork, public speaking, research, and a focus on current events.

"Being able to understand professional skills and communication-based skills is very important, no matter what major you have and what discipline you are in," says **Patrick Soleymani**, associate dean of undergraduate programs.

"Many students are looking for knowledge that adds value to their degree program. These courses do that. They have practical value that students can apply to any field," Soleymani says. Business Foundations creates more career-ready graduates, which appeals to students from across the university.

**Jackie Brown**, Business Foundations area chair and instructor, says introducing students to the School of Business earlier in their academic career has helped make them enthusiastic about their choice of major, and that "they're excited to be part of a community and identified as business students." In the past, students were first introduced to business courses in their junior year when they could declare a business major.

"The whole point of Foundations as an area has been to bring in students early," says Brown. "We want to see business students as much as possible throughout their curriculum and help steer them in a direction that we think will be beneficial to them once they graduate."

And word is spreading across campus that the Foundations courses are relevant and fun, which has led to non-business majors and undeclared students registering. Around one-third of the students taking Foundations courses are non-business majors.

"These courses are really fundamental to life after you graduate," Brown says. "We're definitely drawing attention across the university, and it is because these are skills employers have said that students need more emphasis on, specifically communication and critical thinking."

Business Foundations instructor **Laura D'Antonio** has had students in her classes from a variety of majors, including criminal justice and engineering. Brown also taught a dance major who was able to use her teamwork skills from dance as a business student.

"We're preparing business students for greater success, both in their university experience and later in their life as a business leader. Our courses are applicable to a broader population, because everybody exists in society and there's business all around us," says D'Antonio.

More than 120 different majors enrolled in the Foundations introductory course Business and Society for the fall 2017 semester. This mix can be found in the other Foundations courses, and more sections are being added to accommodate the growing number of students registering.

**Anne Magro**, senior associate dean of strategy and impact, says the Foundations curriculum gives students a full picture. The courses ground the study of the technical aspects of business with an understanding of the context in which businesses operate.

"A remarkable number of students from other disciplines, as well as those who have not yet chosen a field of study, have taken advantage of the curriculum," she says, adding that this is an opportunity for the School of Business to grow.

"When non-business students take courses in the Business Foundations curriculum, they benefit by learning more about the role of business in the world, and they develop the professional skills necessary to be successful. The business school also benefits from the opportunity to expose students to the possibilities of what a business degree or minor offers."

> "These courses are really fundamental to life after you graduate."
>
> —Jackie Brown





Dear Friends,

I have been at George Mason University's School of Business for four years and have had the privilege of working side by side with alumni, friends, faculty, staff, and supporters to ensure that our students have the opportunities they seek to improve their lives. I am humbled each day by the growing number of people who are working on our students' behalf and cheering for them long after they've graduated.

My job is a privilege because of you. I work with you, our volunteers and supporters, watching as you advise our budding entrepreneurs, witnessing the time you devote to patiently teach our students how to engage in interviews and at networking events. Your time and resources are precious, yet every day I hear your stories about the difference someone made in your lives and how you would like to do the same by mentoring a student or setting up a scholarship.

I also see how hard our students work, negotiating their work schedules, earnestly asking how to navigate career decisions, and making significant sacrifices. I remember the observations made by a visiting faculty member last year. We talked at length about how impressed he was by the resourcefulness of our students and their work ethic. One student, in particular, came to mind. He wondered why his student would always come to class 15 minutes late when the class started at 8 a.m. After a few weeks he asked, and the student replied that he biked straight from his all-night job to get to the class. What an impression this young man made on the professor.

We have some of the most amazing students you will find at any university, but their success is not just their own. They will graduate and go about their work, impressing many along the way. And you and I will smile and know that part of their success can be attributed to the time, concern, financial support, and confidence you gave them.

I can't thank you enough.

Eleanor Weis
Director of Advancement and Alumni Relations

## Your Gift, Your Choice

There are many ways to demonstrate your support for the School of Business. You choose when, how much, and where to give—with several ways in which you can make your commitment and ongoing support known. Gifts of any and all amounts go a long way in supporting the School of Business.

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**EXTEND YOUR SUPPORT WITH A MATCHING GIFT:** Many corporations generously match charitable contributions made by current or retired employees and board members. Use our online matching gift database (**matchinggifts.com/gmu**) to see if your company participates.

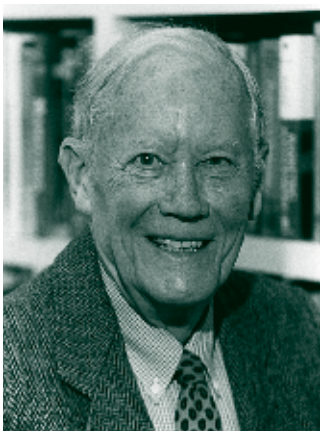
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Contact Eleanor Weis, director of advancement and alumni relations, at eweis2@gmu.edu or 703-993-2412 to learn more.

# Marketing Professor Bequeaths $500,000 to School of Business

BY JENNIFER BRAUN ANZALDI



Former marketing professor **Hale Tongren** and his wife, **Sally**, were long-time supporters of the School of Business. In 1986, they established the Tongren Marketing Endowed Scholarship, which is awarded annually to a top marketing major. Tongren passed away in 2009; his wife followed in 2014. In another act of generosity, the Tongrens bequeathed $500,000 to their scholarship—a gift that will cement their legacy of giving to Mason students.

To date, 24 scholarships have been awarded to marketing students at the School of Business.

"This scholarship helped me offset some of my tuition expenses, which I am extremely grateful for," says **Christine Lamont** '15. "It also helped me stand out. As I was applying to jobs, this scholarship proved to potential employers that I am a hardworking individual worthy of an award.

"It is really nice to have my hard work recognized. Being the recipient has boosted my self-confidence in the marketing field and made me realize that hard work does pay off."

Tongren was one of the business school's first faculty members, joining Mason in 1968 after retiring from the U.S. Navy. A long-serving member of Mason's Faculty Senate, he published two books and, among other distinctions, was selected as Faculty Member of the Year in 1986 by Mason's Alumni Association. As a trustee of the George Mason University Foundation, he contributed a great deal toward developing external relationships with the business community in Northern Virginia. Tongren retired from Mason in 2000 after 31 years of service.

"Students feared and revered him," said alumna **Theresa Shaw**, BS '80, in a 2008 *Mason Spirit* article. "He was an incredible instructor and had a major influence on me. I can cite things that I learned in his classes more than 20 years ago."

Recently retired professor of finance **Robert Johnston** said, "Hale was not only a superb colleague to many of us, but also an exceptional friend. We miss him."

## Leave a Legacy

For more than 40 years, the School of Business has prepared alumni and allowed faculty to make a difference in the world. By including the school in your will or estate plan, you can help ensure that your school continues to fulfill this mission. A legacy gift allows you to make a lasting impact that is appreciated by future generations.

**How It Works**

You can remember the School of Business in your estate plan in a variety of ways:

- ☐ Give a specific dollar amount or percentage of your estate through your will or trust.
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- ☐ Name the School of Business as a residual beneficiary of your estate so that the school receives the remainder after all other bequests have been satisfied.
- ☐ Designate the School of Business as a sole or partial beneficiary of a retirement plan, such as a 401(k) or IRA.
- ☐ Recommend that the School of Business be considered as a successor beneficiary of your donor-advised fund.
- ☐ Consider an income-retained arrangement that would benefit you now and the School of Business later.

**Let's Work Together**

The Advancement and Alumni Relations Office can help you craft a gift that fulfills your financial and philanthropic goals. To learn more, contact Eleanor Weis, director of advancement and alumni relations, at eweis2@gmu.edu or 703-993-2412.



From left, Mary Monsen, Paul Krappweis, Tim Krappweis, and Thomas Krappweis Sr.

# **The Krappweis Legacy:** Family Roots Grow Deep at George Mason University

BY KATHERINE JOHNSON DIAS

**Mary Monsen**, née Krappweis, comes from a true George Mason family. Monsen graduated from the School of Business in 2011 with a management degree and is one of eight family members who are Mason alumni. Two of those family members, her husband and an older brother, are also School of Business graduates.

Monsen decided to attend Mason because it was a great school close to home. The university was going through an exciting time, with the men's basketball team making it to the NCAA Final Four Championship just before Monsen started her freshman year.

Mason's location also kept the "big close-knit family" near one another and was central for job opportunities after graduation. "I thought Mason offered a very good value proposition: A great education for a reasonable price near a booming job market," she says.

Mason is clearly a family tradition.

Three of her older brothers graduated from Mason, including **Tom Krappweis Jr.**, BS Electrical Engineering '04, **Mike Krappweis**, BS Information Systems and Operations Management '13, and **Andrew Krappweis**, BA Economics and BS Administration of Justice '09. Andrew is now working on his online MBA at the School of Business. **Sadie Krappweis**, Andrew's wife, graduated in 2008 with a communication degree. Two younger brothers, **Tim** and **Paul Krappweis**, also graduated with information technology degrees in 2012.

Monsen's father, **Thomas Krappweis Sr.**, was also heavily involved at Mason, serving as a member of the Electrical and Computer Engineering (ECE) Department Advisory Board for the Volgenau School of Engineering and president of the Century Club from 2003 to 2004.

Krappweis Sr. works for Lockheed Martin as an engineering project manager, principal. In 1997, his manager asked if he would be interested in mentoring students and advising faculty on industry needs. He has been on the ECE board since 1999. He also served as advisor to his daughter when helping her decide her major at Mason.

As a freshman, Monsen came in without declaring a major and wasn't sure what kind of career she wanted to pursue. After a couple of courses that didn't fit what she was looking for, Monsen reevaluated her options and chose to major in management.

"I decided that business classes would allow me to explore a range of career possibilities," she says. "I picked management because I always thought I









**Eight degrees earned by one family, and soon to be nine as Andrew Krappweis completes his MBA.**

was great at leading people, creating a vision, and achieving goals."

On campus, she was involved with the Catholic Campus Ministry, intramural co-ed soccer, the Golden Key Honor Society, and the Alpha Lambda Delta Honor Society. Through soccer, Monsen made several friends who were also in the School of Business (then known as the School of Management), including her future husband, **Niles Monsen**, BS Finance '08. The two met in fall 2006.

"Once I decided to major in business, Niles helped me pick the best classes and professors. We were friends for about two years before we started dating," she says. The couple married in May 2013.

Monsen says her most memorable experience at the School of Business was the capstone course required for all business seniors. "I learned so much in this course, and it really was the course that wrapped up everything I learned," she says. "When I sit in quarterly corporate financial reviews with our CFO or our business segment's executive vice president to review the state of the business, I use what I learned to understand the risk assessment for the industry and understand the impacts to our business."

The School of Business also taught Monsen the importance of teamwork and networking in the business world. She learned business basics from her accounting and finance courses, and the business law classes were directly applicable to her career due to the importance of managing contracts and understanding implications for breach of contract.

"The School of Business gave me a great foundation to begin my career and provided the tools to allow me to excel in the workplace," says Monsen.

She encourages Mason alumni to stay connected to the university and their respective schools because it gives the opportunity to "continue to build their network, which may provide the next big opportunity to enhance [their] careers." In addition, alumni have the opportunity to give back to current Mason students by finding "high-potential candidates or mentoring opportunities for someone seeking career advice."

Monsen credits Mason for its "solid foundation with a strong reputation," citing the family's ability to jump into great internships and careers upon graduation.

Her father echoes these sentiments. "Mason is one of the main pillars of my family's success. I can't even begin to express the incredibly positive impact the university has had on my family," he says. "I believe Mason is the best college in the nation for those seeking a very high-quality, industry-focused, affordable, and research-oriented college education."

"We highly respect Mason, and it helped contribute to our success and where we are in our careers today," says Monsen. "Mason, especially the School of Business, can be a resume discriminator in the Washington metropolitan area. It's invaluable."

> "Mason is one of the main pillars of my family's success. I can't even begin to express the incredibly positive impact the university has had on my family."
>
> —Thomas Krappweis Sr.

Visit business.gmu.edu/impact for more content.

# Accounting Alumna and Chief Accounting Officer at Snap Inc. Asks '**Why Not?**'

BY KATHERINE JOHNSON DIAS

**Lara Sweet**, BS Accounting '97, isn't your typical accountant. Sweet, who works as the chief accounting officer at Snap Inc., the innovative company behind Snapchat and Bitmoji, has found the perfect balance between being artistic, creative, and logical. Sweet is responsible for leading the global accounting and reporting functions.



Sweet grew up in Northern Virginia and jumped at the chance to attend George Mason University. "I was really excited to have the opportunity to go to the same school that my father, **Gregg C. Jones**, BS Biology '77, went to," she says.

She loves art, writing, and drawing, but once at Mason she thought about the practical applications of an art career and realized she "didn't have the talent to make that sustainable." Sweet shifted her focus to another area where she excelled—math—and decided to pursue a business degree with an accounting major.

Her first accounting class showed her the logic behind the process, and, she says, "it spoke to me and how my mind worked." However, Sweet says she knew the way her mind worked was also different from many of the other accountants that she encountered.

During her time in public accounting, Sweet and her colleagues were given a personality test. Sweet scored the exact opposite personality type from her colleagues.

"What I realized was I don't have to be like everyone around me to succeed, because I think differently and I bring a different skill set to the table," says Sweet. "I think this is the embodiment of my left brain and right brain working together. I'm logical, but I'm also very creative and open-minded," she says. "I really try to dive into understanding a problem and not look for a solution just because it's been done that way before. We can do it differently."

This approach to problem-solving helped her excel in her career and is a skill she continues to use today.

"When you work for such an innovative product, you have an opportunity to really build a cutting-edge accounting and finance team as well," she says of Snap Inc. "I love the opportunity to build the foundational accounting processes at a fast-paced, high-growth company, which is also the thing that challenges me. I need to be thinking five steps ahead when making decisions, so I'm implementing things that can grow with the company versus slowing it down."

Sweet says Snap Inc. has continued to inspire her and gives her the "opportunity to not only ask 'Why?' but also 'Why not?'"

This 2017 Prominent Patriot encourages students and recent graduates to ask the same questions in the workforce. "I think that people coming into the workforce now should remember that they own their own fate and they own their future," Sweet says. "As they develop, they should be curious and always ask 'Why?' But most importantly, don't wait for others to invite you to ask 'Why?'"

That simple question can unlock a world of possibilities, Sweet says. "I love the philosophy of 'Why not?'"



# A Road Map for the Future of Health Care

BY KATHERINE JOHNSON DIAS

**Franziska Moeckel**, BS Marketing '07, came to the United States as an international student from Germany. Moeckel says, "What drew me here was the Mason spirit—the accessibility to top-notch business school professors with industry experience, the growing impact of its students on the regional economy, and its diversity."

As the assistant vice president of personalized health at Inova Health System, Moeckel is the co-creator of MediMap—Inova's innovative pharmacogenomic testing program. She oversees the strategy development for genomic test integrations and is determining how to bridge current gaps and create a health care system of the future.

Used by more than 14,000 individuals, MediMap was launched in 2016. The testing program combines pharmacology (the study of medications) and genomics (the study of people's genes) to help determine how people respond differently to medications based on their DNA.

The goal of MediMap is simple—to help people live longer, healthier lives. "I see this as being part of every individual's medical record in the not-too-distant future," says Moeckel. "It allows people to have information at their fingertips, to use when it's most impactful."

Moeckel was recently recognized as an Exemplar for the university at the Golden Anniversary Celebration and as the 2018 Distinguished Alumna of the Year for the School of Business. She says, "Mason is where I was constantly challenged to push the boundaries and where I learned a lot about my abilities."

# JUST THE FACTS

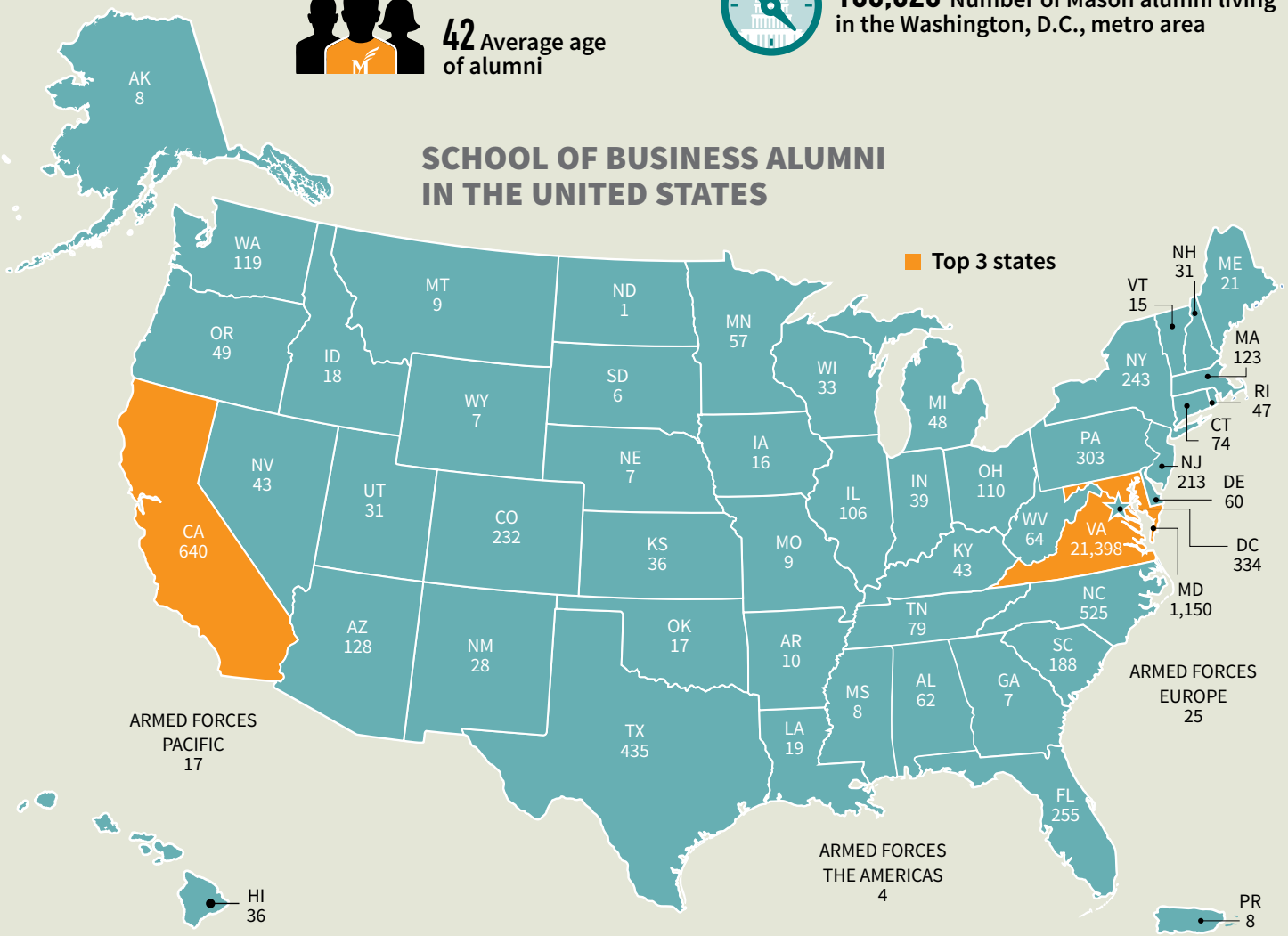
**31,682*** Total School of Business alumni

**73%** of School of Business alumni live within a 50-mile radius of campus

**42** Average age of alumni

**103,828** Number of Mason alumni living in the Washington, D.C., metro area

## SCHOOL OF BUSINESS ALUMNI IN THE UNITED STATES




**393** School of Business alumni live outside the United States

## DID YOU KNOW

- Founding Patriots are the **1,400** Mason alumni who graduated in 1972 or earlier
- **34%** of Mason alumni are in the Mason Middle (ages 40-55)
- **43%** of Mason alumni have graduated in the past 10 years
- Mason students come from all **50** states and **130** countries

***As of 8/7/2018.** All data is self-reported; classes for spring and summer 2018 are not included.

# DONOR HIGHLIGHTS

**Brown & Brown Insurance**
Established in 2009, the Brown & Brown Distinguished Speaker Series has brought guest speakers, from corporate leaders to government officials, to campus. This initiative aims to enrich the educational experience of students, faculty, and alumni while strengthening relationships with the business community. **Jeff Johnson**, BS Business Administration '75, was the driving force of this initiative, saying, "I'm a big believer that you need to give back. I can attribute a lot of my success to my education at Mason." Nine years later, the program is thriving with speakers who address current business topics, thanks to our partnership with Brown & Brown Insurance and the support of President **Bill Strachan**.

**Michael Gallagher, MBA '94**
Michael Gallagher has been actively involved with Mason for more than 20 years, helping staff create the first Annual Business Celebration, serving as alumni chapter president, judging the annual Deans' Business Competition, and mentoring student entrepreneurs. Recently, Gallagher's company, The Stevie Awards, pledged funding to Mason's Center for Innovation and Entrepreneurship. "If you have 100 entrepreneurs, maybe one will be successful. That's the reality of entrepreneurship. I'd like that to be five or six at Mason," says Gallagher.



**Janis Reed, BS Business Administration '74**
Janis Reed received scholarship funds while a student. To support other female students pursuing accounting, she began making annual gifts shortly after graduation. In 2017 she realized that she wanted to make a more lasting gift and created the Janis S. Reed Endowed Scholarship for undergraduate accounting majors, with a preference to female students. Reed says, "My goal is to offer a scholarship that makes a real difference to ease the financial burden of the accounting majors so that they can concentrate on their studies."

**Patricia Roberts, BS Business Administration '77**
In a gesture of gratitude to her former instructor, Patricia Roberts and her husband established a professorship to honor Dr. Robert Johnston. Roberts says Johnston was instrumental in her success, setting up the interview at General Reinsurance Corporation, a Berkshire Hathaway subsidiary, where she spent 35 years working her way up through leadership roles. The gift was a "way for us to say thank you," Roberts says, "and pave the way for the next professor to follow in his footsteps."



**From left, Sumeet Shrivastava, EMBA '94, Dusty Wince, EMBA '12, and Michael Gallagher, MBA '94.**



**Sumeet Shrivastava, EMBA '94**
Sumeet Shrivastava has served as past president of the School Alumni Chapter and is currently president-elect of Mason's Alumni Association. Shrivastava is a Board of Trustees member for Mason's Foundation and sits on the advisory boards for the School of Business Dean's Council, Center for Innovation and Entrepreneurship, and Mason's Center for Government Contracting. Shrivastava has helped the Center for Government Contracting through a generous pledge. "I've watched in awe at the amazing growth and success of the Mason community and institution and am honored to support it in any way I can," he says.

**The Volkswagen Group of America**
With a culture rooted in community investment and involvement, the Volkswagen Group of America understands that the future success of a community depends largely on the education of our young people today. Realizing the potential of our business students, the Volkswagen Group of America pledge is directed to the School of Business Dean's Investment Fund. The funds are being used to build out our career readiness programs.

**Dusty Wince, EMBA '12**
Since graduating, Dale "Dusty" Wince has joined the School of Business Dean's Advisory Council and the advisory board for Mason's Center for Government Contracting and Center for Innovation and Entrepreneurship. A long-time supporter of the School, Wince gave his first major donation to the Center for Government Contracting and has been a leading donor to the Center for Innovation and Entrepreneurship. An entrepreneur at heart, Wince says, "It is my belief that there is nothing more important in business than creating jobs and opportunities for others."

# By the **NUMBERS**

Focus on **Brian Kearney**, BA Integrative Studies '02



## $300,000

The gift from leading accounting and consulting firm Kearney & Company to support the school's Center for Government Contracting.

## 6

The number of years of Kearney & Company's funding commitment, which is being used to establish scholarships and a new government accounting graduate certificate that will prepare students for management roles within government agencies. This gift advances the leadership profile of the School of Business as a key partner with top companies in the region and as a national thought leader in the field of government contracting.

## 12

The number of graduate credits needed to earn the government accounting certificate.

## 800+

The number of employees at the Alexandria, Virginia-based company Kearney & Company, where Brian is the chief operating officer.

## 10

The number of School of Business graduates Kearney & Company hired in 2017. The firm regularly recruits at Mason, and Brian serves on the business school's advisory council.

## 50

Kearney & Company has been recognized as one of the Top 50 Best Places to Work in Washington, D.C., by *Washington Business Journal*. The company's charitable and community endeavors demonstrate the family's strong ethics and commitment to community service.

# It's been an **eventful** year.

There's always so much happening at the School of Business. Here's a peek into some of what we've been doing.

**1–2** The Brown & Brown Distinguished Speaker Series featured two speakers this past year, Eric Rosenbach, senior executive and cybersecurity expert, and Tim Roemer, former U.S. ambassador to India.

**3** The School of Business helped host the first-ever Giving Day Happy Hour on April 5, 2018, at the Homer Building in Washington, D.C. In 24 hours, the School of Business raised more than $88,000 for student and faculty initiatives.

**4–5** The Women in Business Initiative hosted the Tour of the Greater Northwest Wine Reception on May 12, 2018, in support of student scholarships. Attendees sipped wines from Washington, Oregon, and California, courtesy of Vienna Vintner, as they toured the room, getting their "passport" stamped for chances to win wine-themed door prizes.

**6** School of Business Career Services, in partnership with the Women in Business Initiative and the School of Business Alumni Chapter, hosted their annual Tips for Success event at the Country Club of Fairfax on April 13, 2018. Students learned golf tips from the pros and business networking tips.

**7–8** School of Business Career Services hosted their signature career event, JobQuest, an educational event geared toward teaching our students interview networking etiquette from business professionals.

**9** The School of Business Alumni Chapter hosted their annual Mason Means Business tailgate luncheon when the Patriots took on Virginia Commonwealth University in men's basketball on January 27, 2018.

**10–11** Last year's Annual Business Celebration on October 12, 2017, included more than 300 registrants. This was our biggest event to date, with 27 companies partnering for an epic night of networking, fun, and entertainment, all in support of the Emerging Business Leader Scholarship. The event raised more than $27,000.

**12** The Distinguished Alumni Soiree on May 5, 2018, was an evening of conversation and celebration honoring the accomplishments of our distinguished alumni awardees.










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# The World Is Your Classroom

BY JENNIFER BRAUN ANZALDI

Bouncing on the backs of elephants and camels, exploring the depths of a diamond mine, taking a desert safari jeep ride, or visiting the 250-year-old cellars of one of the oldest winemakers might not be the first images that come to mind when you think about graduate school, but for students at George Mason University's School of Business, it's their reality.





PHOTOS COURTESY OF PARTICIPANTS

**Above: Executive MBA students in Soweto, South Africa, with Monwabisi "Mo" Baleni, education manager of the Kliptown Youth Program. Mo introduced students to the various programs and activities that were helping young people overcome the challenges of poverty.**

**Right: MBA students enjoy a ride on a local water taxi through the souks in Dubai, United Arab Emirates. Students were able to see and experience the Bur Dubai Souk, a street market, and enjoy the unforgettable view from Burj Khalifa, the tallest building in the world.**

Nothing beats firsthand experiences. All School of Business graduate students have the option to participate in a weeklong global residency. During this intensive learning opportunity, students meet business and government leaders, participate in seminars, network with professors and students from other universities, and visit local and multinational companies.

While venues change with the world economy, past residencies have included South America, Asia, Central and Western Europe, and the Middle East. In 2018, students visited Iceland, South Africa, Dubai, and Ireland.

Management Assistant Professor **Matthew Theeke** says the program helps students develop a global mindset that can help with long-term professional success. "The global residency program is valuable because it is an immersive, real-world experience that gives students an opportunity to build on and integrate knowledge gained over the course of the entire graduate program."

"The experience and the learning that comes with residencies is hard to emulate through lectures or case studies," says **Pallab Sanyal**, director of the MBA program and associate professor of information systems and operations management, who has attended three trips to five countries with the Executive MBA Program. "Learning about the mining industry in South Africa in a classroom in the United States is one thing; going down 2,500 feet underground in a cage to watch diamond miners in action—as we did in South Africa this year—is quite another.

> "The global residency program is valuable because it is an immersive, real-world experience that gives students an opportunity to build on and integrate knowledge gained over the course of the entire graduate program."
>
> —Matthew Theeke



**Executive MBA students pose at BMW headquarters in Munich, Germany, with Bill McAndrews, BMW's vice president of communications strategy. Prior to the meeting, students went on a tour of the BMW factory, where they observed how individual cars are produced.**

**PAST RESIDENCIES**

- Dubai, United Arab Emirates
- Soweto, South Africa
- Reykjavik, Iceland
- Dublin and Cork, Ireland
- Helsinki, Finland
- São Paulo and Rio de Janeiro, Brazil
- Beijing and Shanghai, China
- Buenos Aires, Argentina, and Santiago, Chile
- Munich, Germany, and Prague, Czech Republic
- Istanbul, Turkey



Katie Rosenbusch and Gbemi Disu, chief business officer of Mason Korea, enjoy a camel ride during the desert safari excursion in Dubai, United Arab Emirates.

Not surprisingly, this course is the one students typically remember the most, long after their graduation."

Students take the 3-credit global residency course after they complete their core curriculum, enabling them to take the skills they learned abroad with them.

MBA student **Deniz Bilgesu**, who recently traveled to Ireland, found the residency tied together the foundational elements of the degree program for her. "You are able to see several core concepts—strategy, marketing, accounting, operations, technology, organizational culture—in play in businesses overseas, and you learn how these fundamental aspects of business interact as companies make strategic decisions," she says. "On a personal level, the global residency brings you closer to your classmates on the trip and gives you an opportunity to also become friends with MBA students who are members of other cohorts you normally would not have class with."

MS in Management student and aspiring entrepreneur **Jannat Bhinder** says attending the Startup Iceland Conference inspired her. "From meeting the first female senior producer of FIFA, Sigurlina Ingvarsdottir, to listening to the journey of WordPress founder Matt Mullenweg, I was able to gain insights and inspiration that will help me become a successful woman in business."

In addition to the firsthand experiences, Management Assistant Professor **Katherine Rosenbusch** says residencies provide a taste of the cultural adaption process and provide an excellent way for students to think of international business beyond their own borders. "Students are able to get an upfront view on the challenges and opportunities that lie outside the United States," says Rosenbusch, who has been to Dubai twice with MBA students. "Some students have never left the country, so this experience shows them that the world is so much bigger and there are so many possibilities."

As an international relations undergraduate, **Alanna Baron Kahn** thought she was very knowledgeable about world affairs and geography. "The program changed my way of thinking about conducting business abroad and eroded the fear of the unknown with respect to getting out of my comfort zone here in Virginia and heading into the heart of the Middle East," says Kahn, who is now working on a JD and an MBA. "Having the opportunity to learn a great deal about the United Arab Emirates in a classroom setting and then actually visiting the country made the 14-hour flight well worth it."

**Students from the MS in Technology Management, MS in Management of Secure Information Systems, and the Executive MBA Program visited the Port of Helsinki, which has one of the highest passenger traffic volumes in Europe. Students met with the director of the port to learn about the evolution of the port, the traffic trends, and how the port operations are organized.**

**MBA students enjoy a traditional meal with a discussion about Arab culture at the Sheikh Mohammed Centre for Cultural Understanding in Dubai, United Arab Emirates. Students learned about local customs, dress, and food.**

**Far right: MBA students visit a local open-air market in Abu Dhabi, United Arab Emirates. Students negotiated prices with the locals for fruits, vegetables, and dates.**

“You are able to see several core concepts—strategy, marketing, accounting, operations, technology, organizational culture—in play in businesses overseas, and you learn how these fundamental aspects of business interact as companies make strategic decisions.

—Deniz Bilgesu”





PHOTOS COURTESY OF PARTICIPANTS





**WHY BEES?**

1/3 of the food we eat has been pollinated by bees

70% of crops worldwide are pollinated by bees

100 different crop varieties in the United States are pollinated by bees

In Virginia, hives have dropped by 2/3 since 1970

Bees support and contribute $19 billion to the U.S. agriculture sector each year

## THE HONEY BEE INITIATIVE:

# What's All the BUZZ About?

BY JENNIFER BRAUN ANZALDI

For years the search for the bottom line was the most important goal of business owners and large companies. But today's business owners are looking to do more than make a profit. The Honey Bee Initiative (HBI) at George Mason University is one example of students learning and implementing social entrepreneurship to make a difference both in our local community and worldwide.

A collaboration between the School of Business and the College of Science, the Honey Bee Initiative works on honey bee sustainability by providing an innovative education, conducting collaborative research, and establishing community partnerships in Northern Virginia and abroad.

Supporters of the initiative include the Fairfax County Department of Public Works and Environmental Services, Covanta, BBVA, Mini Museum, Bayer Feed a Bee Program, Sioux Honey Association Co-Op, Sweet Virginia Foundation, Community Foundation for Northern Virginia, Restore Nature—the Morton and Spapperi Family Foundation, José Andrés, Merrifield Garden Center, Wardensville Garden Market, Universidad Industrial de Santander, and MET.

The initiative includes nearly 75 hives in Northern Virginia that help the team research and combat colony collapse disorder and educate students and the local community on sustainable beekeeping practices.

### THE QUEEN BEES: MEET THE FOUNDERS

Spearheading the initiative are founders **Germán Perilla**, MAIS '12, and **Lisa Gring-Pemble**. Perilla, who works with both the School of Business and the College of Science, is the director of the program, and leading the global initiatives and working with indigenous communities in South America.

Gring-Pemble, an associate professor for Business Foundations in the School of Business and the director of global impact and engagement, focuses on enhancing the initiative's curricular, co-curricular, and public-private partnerships.

In addition to Perilla and Gring-Pemble, the initiative's multidisciplinary team includes faculty, staff, and students from business, social entrepreneurship, engineering, natural sciences, community health, and humanities.

### CREATING A BUZZ: WHERE IT ALL STARTED

The program began in 2012 with a Mason Patriot Green Fund seed grant that enabled placement of four hives on the Fairfax Campus. The program's objective was to educate the Mason community about the benefits of sustainable hive management in an urban setting. "The initial beekeeping class filled immediately with an extraordinary 99-student waitlist, which—combined with Mason's 300-student pollination lab—prompted thoughts of program expansion," says Gring-Pemble.

"We consulted potential faculty and staff partners from a variety of areas across Mason, and in 2013 we launched the Honey Bee Initiative, establishing a second apiary on campus, and others in the area, including one at the home of President Ángel Cabrera." From there, the initiative continued to grow, launching an international component.

## BEES FLY OVERSEAS: EXPANDING INTERNATIONALLY

Capitalizing on Perilla's extensive international work, HBI launched international initiatives in Colombia and Peru in 2014. This year, thanks to the financial support of the Women in Business Initiative, the School of Business, and a Mason Global Discovery Grant, Perilla and Gring-Pemble travelled to Colombia during spring break with 15 Mason students representing various disciplines, including visual and performing arts, community and global health, management, marketing, and conflict analysis and resolution.

"Our course work came alive as we tested, challenged, and experienced theories and ideas," says Gring-Pemble. "The students were extraordinary and actively participated in presentations and interviews, cultural exchanges, and meetings with business leaders."

Gring-Pemble says the initiative serves as an exemplar of tri-sector partnership efforts on behalf of sustainable business. "In Colombia, we partner with mayors from three jurisdictions, a bank, an institute of higher education, community members, beekeepers, and coffee growers to achieve social, environmental, and business impacts."

The spring break experience exceeded accounting major **Francis Fuller**'s expectations. "My expectation prior to the trip was to know the region and see how we could connect with the University Industrial of Santander, the community, and locally with the BBVA to create a relationship. I did not imagine that we would see and learn so much."

## STUDENTS GET HANDS ON

Recently the initiative began work with student startup teams to form viable business models. Students learn about new venture creation, sales, branding, and marketing. Profits from sales go back into the initiative.

Additionally, the initiative held a Smart Hive Hackathon, designed to harness the brain power of students, faculty, and alumni to create "smart hives"—bee hives with remote monitoring technologies used to collect data on bee health in real time and not disturb the bees with visual inspection.



**"Bees and hive products, with their unique characteristics, are part of the solution to create wealth and empower rural communities by the implementation of social entrepreneur programs. Healthy bee populations translate into healthy, well-balanced, and sustainable environments." —Germán Perilla**

## THE BEE HIVE: COMMUNITY BENEFITS

The initiative benefited the university in many ways. Its multidisciplinary approach has enabled students and faculty from all areas of the university to work together. In addition to business students creating sustainable business models and science and engineering students working on smart hive prototypes, even art students are getting in the mix and designing sculptures used in the hives.

At Mason, food services provider Sodexo recently purchased honey from the initiative to use in the dining halls on campus. On Earth Day (April 22) the Honey Bee Initiative opened its newly renovated campus apiaries to the public.

## BEE A PART OF THE SOLUTION: JOIN THE HIVE

HBI offers opportunities for engaging in scientific research, art projects, innovative teaching and research, community outreach, and study abroad.

When alumni and businesses support the initiative, they are supporting sustainable food, environmental health, economic progress, and food security. None of this is possible without the time volunteers have given.

"The integration of our programs across campus, the region, and world provides a unique multidisciplinary, challenge-driven approach to learning that offers all Mason students and community members the opportunity to see the role of business in creating a sustainable world," says Gring-Pemble.

### WHAT HONEY BEE INITIATIVE HIVES OFFER THE COMMUNITY:

HBI launched two apiaries (communities of hives) in 2012 and have expanded to include nearly 75 hives in Northern Virginia.

The hives provide an opportunity for:

- Intensive collaborative research to combat colony collapse
- Establishing models of sustainable beekeeping practices
- Improving the food security and sustainability of the Northern Virginia ecosystem
- Educating students and the community

HBI runs two teaching apiaries (a grouping of honey bee hives) that nearly 1,000 students and environmental and community groups visit annually.

HBI supports three multidisciplinary, hands-on courses on sustainable beekeeping.

The City of Fairfax used our apiary as a model to set a beekeeping standard for the city.



**TIPS ON CREATIVITY**

- Creativity is a learnable skill.
- Creativity is general—if you can think about something, you can also think creatively about it.
- Creativity is about changing your perspective, and there are cues for when that is most helpful and tools for how to do that.
- Creative insights are the beginning, not the end, of the creative process. The creative process can continue and pay dividends over a long period of time.

# Creativity: Born or Learned?

BY JENNIFER BRAUN ANZALDI

In a competitive business environment, it's good to think differently—but how? New research by a School of Business professor may change the way we view creativity.

**Matthew Cronin**, associate professor of management, together with Jeffrey Loewenstein of the Gies College of Business at University of Illinois at Urbana-Champaign, recently published *The Craft of Creativity.* The book challenges the notion that creativity is an inborn talent, instead proposing that it is a skill that can be learned. Cronin and Loewenstein argue that creativity is fundamentally a cognitive process and a skill anyone can master.

"Creativity is one of the most significant sources of progress," Cronin says. For more than 15 years, Cronin has focused his research on creativity, seeking to understand how collaboration can help produce creative ideas, and what it takes to then bring these ideas to fruition.

"When we understand the creative process, we can learn how to improve it. Learning the process really means understanding what 'conventional wisdom' is wrong, what it means to change your perspective, and how that process plays out over time," says Cronin. "We want to change how people think about creativity itself, and move it from being some magical moment bestowed upon few to a kind of thinking that should be part of our skill set."

Cronin and Loewenstein collected and analyzed their data from interviews of more than 70 individuals across different careers, industries, and career levels. From artist to accountant, and student to expert, Cronin and Loewenstein found that everyone spoke about their creative process in strikingly similar ways. Cronin and Loewenstein realized this was because these individuals were all working with the same cognitive mechanics.

"Our method is a way to reduce a lot of that unpredictability and improve the ROI [return on investment] on creative endeavors. Creativity is also how we advance as a society," says Cronin. "Every product or process that makes our life better, from the U.S. Constitution to the internet of things, started out as a different way to think about a problem." W

# When Managing Change, the Mission Is the Best Message

BY DAMIAN CRISTODERO



**Victoria Grady** researched more than 100 federal agencies to understand employee reactions to change. This is the first deep dive into understanding federal employee reactions to change. That's important because, as Grady, an assistant professor of management, points out, the average length of an executive appointment is two and a half years. "Change causes a lack of stability. The optimal scenario is to minimize or mitigate those symptoms so you don't suffer a decrease in performance or profitability."

The research was sponsored by and done in conjunction with Booz Allen Hamilton of McLean, Virginia, a provider to the federal government of management and technology consulting services.

Grady, a founding member of the Association for Change Management Professionals and author of *The Pivot Point: Success in Organizational Change,* conducted her research with data from the annual Federal Employee Viewpoint Survey.

That data was incorporated into Grady's own Change Diagnostic Index, which measures intensity of behaviors related to change and anticipates strategies that might work best within an organization to make change initiatives easier—strategies such as using workplace leaders to deliver messages and supporting skills development while change happens.

Having that "transitional object" is key, as well. "NASA is different than the National Institute of Standards and Technology, and the National Science Foundation is different than any organization," Grady says. "The constant is they all have a transitional object they hold onto. They've been able to hold on to their mission." W



W Visit business.gmu.edu/impact for more content.

## Bigger Crowds = Greater Calorie Consumption

BY JENNIFER BRAUN ANZALDI



A sandwich inspired the research of **Stefan J. Hock**, assistant professor of marketing. His research suggests that the size of the crowd affects the number of calories you consume.

"I entered the restaurant, and it was very crowded," Hock says, adding that he intended to buy a six-inch sub. "The lines still moved quickly, and I ordered my sandwich. I paid for it, but realized that something strange had just happened, because I bought a foot-long sandwich instead."

Hock, together with Rajesh Bagchi of Virginia Tech, conducted five studies in order to validate their hypothesis.

They concluded that people in crowded environments consume more calories, because they are distracted and make affective decisions based on feeling and taste rather than cognitive decisions based on reasoning.

Hock says, "Restaurants may be able to influence consumption by manipulating the available space. Even when a restaurant is not crowded, seating consumers close to each other may increase crowding perceptions and calorie consumption."

Hock and Bagchi published their research in a paper titled "The Impact of Crowding on Calorie Consumption" in the *Journal of Consumer Research.*

> "When given a choice between several different options, people select and eat higher-calorie items, but when presented with only one option, people eat more of the same food item."
>
> —Stefan Hock



## How Hospitals Think About Budgeting Can Save Money

BY KATHERINE JOHNSON DIAS



**Nirup Menon**, professor of information systems and operations management, applied a concept from accounting information systems to hospital budgeting in recent research. Menon and co-authors Akhilesh Chandra, University of Akron, and Birendra Mishra, University of California, Riverside, wanted effective budgeting processes in hospitals.

Hospitals experience "asymmetric ratcheting," or spending less money but not decreasing budgets because managers want financial flexibility.

The researchers applied a concept called "transaction cycles" to group budget expenditures by business process. The concept consists of five cycles: production, expenditure, financial, revenue, and human resources.

Each cycle was mapped to an aspect of health care: production to patient care; expenditure to IT, purchasing, and transportation; financial to fiscal services; revenue to patient accounts, admitting, and medical records; and human resources to hospital administration, personnel, and employee benefits.

They concluded that transaction cycle budgeting is more efficient. By creating budgets for the five business cycles instead of budgets for multiple departments, there is less overbudgeting. Their research is forthcoming in the *Journal of Information Systems.*

## Uber and Lyft: Changing How We Think About Work

BY KATHERINE JOHNSON DIAS



The on-demand economy is growing rapidly thanks to companies like Uber and Lyft. It's commonly thought that people join the on-demand workforce for supplemental income, but research suggests otherwise.

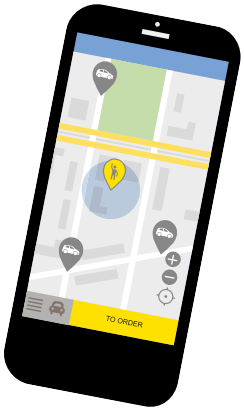
**Kevin Rockmann**, professor of management, and co-author Gary Ballinger at the University of Virginia, studied loyalty among professional on-demand workers. Their research, featured in the *Journal of Applied Psychology,* is one of the first published studies of on-demand work.

"Firms love using contractors and freelancers, because you don't have to hire them," Rockmann says. "You bring people in for their expertise and control your costs."

"The business model suggests the only thing that would really drive loyalty for these people is more money," Rockmann says, but the effects of money are very short term. Instead, people enjoy the work, specifically the "increased autonomy and social connection."

On-demand workers are able to control their own schedules, and might take up consulting on the side if they're missing social connection in their day jobs.

"The firms that understand those reasons are actually going to end up doing much better because they're going to have workers who are more loyal, meaning they're going to work harder, stay longer, and not go to a competitor."



# Giving Back

One of the greatest things you can provide to the school is your time and knowledge.

- **Share Your Expertise**
  Speak in a classroom, sponsor a student internship, mentor a student, provide career advice. . . . The possibilities are endless. Your business experience and knowledge make a world of difference in educating Mason business students.
- **Become Active in the School of Business Alumni Chapter**
  Your School of Business Alumni Chapter provides a wide range of programs and services that benefit students and alumni.
- **Refer Exceptional Students**
  Refer the best and brightest students to our graduate and undergraduate programs to build both the quantity and quality of our student body.
- **Recruit Our Graduates**
  Hire School of Business graduates at your company by encouraging recruiting with Mason's Career Services, participating in the school's career fairs and networking events, and thinking of the School of Business first when new job and internship opportunities arise in your organization.
- **Help a Fellow Patriot**
  The Gowns for Grads Lending Program allows students who are unable to purchase their own regalia to borrow a cap and gown for graduation from the university. Our current inventory does not match the needs of our students. We are asking new alumni to donate regalia to give students the chance to walk across the stage and celebrate.

Contact Nikki Jerome Ouellette, associate director of advancement and alumni relations, at njerome@gmu.edu or 703-993-4833.

PHOTO BY ROB MCKENNEY



**As part of the Leaders in the Classroom series, a panel of alumni speak to students at the fall 2017 Ask the Professionals event.**

## BRINGING BUSINESS TO LIFE:

# Leaders in the Classroom

BY KATHERINE JOHNSON DIAS

Each year more than 60 alumni take part in the School of Business Leaders in the Classroom series, visiting Mason as guest speakers on industry-related topics.

In addition to adding a "real-world element to the learning experience," guest speaking allows alumni like **Trevor Montano**, BS Accounting '00, to stay connected to Mason.

Montano, who serves as the chief investment officer at Moelis & Company and is a member of the George Mason University Foundation's Board of Trustees, enjoys giving back by sharing career advice. "Getting good grades is important, but managing the approach to your first job and subsequent career management is equally as important."

Graduate students who are already working professionals also learn career advancement skills from speakers. **John Hillen**, professor of practice and executive in residence at the school, teaches MBA students.

"They can read all about leadership, but being able to ask questions and interact with someone leading a big enterprise is an extra kind of experiential learning for them," Hillen says.

Hillen invites CEOs, business owners, and other leaders to talk on topics like leadership development, leading in a crisis, and more. "Experiential learning by far is the most impactful," he says. "It just brings to life the real issues of business."

Management Professor **Olivia (Mandy) O'Neill** takes students on site visits where she trains them to conduct culture diagnoses of organizations. O'Neill says the experience allows students to learn skills like professional dress, arriving on time, and asking engaging questions.

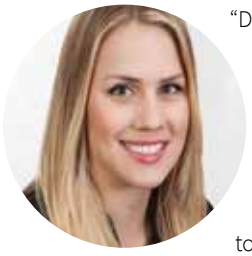
"I think that, especially being a business school, there is an expectation that we're going to be able to place our students in the industry in ways that require knowledge of them that they can't necessarily get in a textbook," she says. "We have opportunities to take the learning outside of the classroom and into the laboratory that is our region, and specifically the workplaces."

# Why I Give Fifty Dollars



## Change Someone's World

*We may not always have the ability to change the world, but we do have the ability to help someone's world. Every gift makes an impact.*



"During my time at Mason, I was fortunate enough to receive a scholarship to represent the university on the softball field and in the classroom," says **Becky Anderson**, BS Accounting '10. "The business school's strong academic program shaped me into a well-rounded professional, and I graduated with a job offer! From top-notch professors to excellent student programming, the school set me up for success. I give back to Mason because I want to provide students with the same opportunity to excel in the real world that I received as a student."

This past summer Mason graduated more than 1,300 business school students. Thanks to alumni like Becky, the Class of 2018 received a transformational business education that included leadership development, global immersions, consulting projects, and access to thousands of thought leaders.

Business school alumni like Becky make a difference with every gift. Their annual gifts serve as a vote of confidence in the School of Business that raises our reputation among peer institutions and increases the value of their degrees. Alumni participation is a key factor in Mason's *U.S. News & World Report* ranking: Our standing is helped by the number of alumni who make a gift of any size in a given fiscal year. Our *U.S. News & World Report* undergraduate program ranking is No. 87, and our part-time MBA ranking jumped to No. 47.




PHOTOS PROVIDED BY BECKY ANDERSON

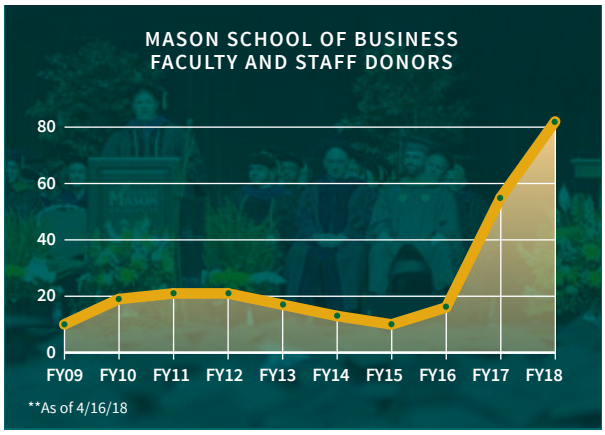
**Becky Anderson is a proud alumni chapter board member and current president of the chapter. Becky played collegiate softball for Mason and was the starting pitcher.**

## School of Business Faculty and Staff Donors Increase Their Impact in 2018

The generosity of School of Business faculty and staff continues to grow every year, with philanthropic giving to the university reaching record levels across several areas in fiscal year 2017-18 and donors increasing from 10 to 82 across a nine-year span.

Through their increased participation, faculty and staff provide additional student scholarships and annual support for the Dean's Excellence Fund, which provides a critical source of expendable capital that affects every aspect of the school's mission. These gifts also help retain top faculty talent, provide additional resources for School of Business academic departments, expand student access to experiential learning opportunities such as study abroad and global residencies, and support career counseling.

This year's campaign goal was based on participation and not the size of the gift because everyone who donated made a difference. By making a gift, our faculty and staff are leading the charge for important School of Business initiatives. Their participation sends a powerful message to other individuals, foundations, and businesses: We believe in the long-term success of our program and our students!




**This graph represents School of Business giving during the Faster Farther campaign. George Mason University faculty and staff have given nearly $2 million to the university over the past two years.**

FASTER FARTHER
THE CAMPAIGN FOR GEORGE MASON UNIVERSITY

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J. P. Auffret



Angelos Stavrou

# A Partnership in Cybersecurity to Protect Virginia Cities and Counties

BY JOHN HOLLIS

Virginia counties expect to be front-line targets in the battle for cybersecurity, so George Mason University's **J. P. Auffret** and **Angelos Stavrou** are helping formulate a more cohesive defense with a grant that partners them with local governments.

Auffret, the associate director of the Center for Assurance Research and Engineering (CARE) within Mason's Volgenau School of Engineering and director of research partnerships in the School of Business, serves as the principal investigator for the Mason National Science Foundation Cybersecurity City and County Cross Jurisdictional Collaboration Project. Stavrou, director of CARE and a professor of computer science, is the project's co-principal investigator. Their efforts combine the talents and resources of the state's jurisdictions to foster key city and county cybersecurity partnerships and to address the institutional barriers that limit those partnerships.

"Those who are aware of the risk and the need for cybersecurity, they see the potential," Auffret says.

"And many local governments—both at the administration and board levels—are becoming more aware of the challenges."

According to the Council of State Governments, approximately 60 percent of all U.S. counties list fewer than 50,000 residents, but "nearly all counties play a role in the nation's critical infrastructure."

Counties account for 45 percent of the nation's road miles and 40 percent of the bridges. Additionally, counties operate 30 percent of public airports; 1,550 health departments; 3,105 police and sheriff's departments; and utility services—such as water and electricity—according to the National Association of Counties.

The voluntary program, which was the result of a National Science Foundation (NSF) grant of $299,000, encourages large, medium-sized, and small cities and counties to share staffing; cybersecurity services such as security information and event management policies; training; and key information about the best practices on cybersecurity governance and partnering. The project kicked off with a workshop held in Richmond in October 2017, with participants from local governments across Virginia devising a set of commonwealth recommendations. Plans for the spring included smaller regional workshops, with Northern Neck and Middle Peninsula local governments.

Mason serves as the project's organizer, overseeing all the project's details in conjunction with a number of local, state, and federal officials.

Origins of the project can be traced to a previous NSF grant in which Cook County, Illinois, described holding cybersecurity workshops for smaller cities and counties in their region. Cook County also expressed interest in assisting further by extending vendor agreements and monitoring capabilities.

Recognizing that many small municipalities across the United States lack sufficient access to cybersecurity resources and the tools needed to assist budget-strapped administrations, the project also includes plans to provide a cybersecurity partnering road map and readiness assessment. The belief is that local governments working together with their state governments and the Department of Homeland Security will be prepared and more well placed to tackle local cybersecurity challenges to protect local government systems, as well as their own electric, water, and transportation systems.

Virginia is home to two of the nation's most prominent airports—Reagan National and Dulles International—as well as numerous military installations and other critical sites, so working closely to keep the entire state secure makes sense, says David Jordan, chief information security officer for Arlington County and a project partner.

"We live in a culture where we don't worry about things until they happen," he says. "This is the first time we have an opportunity to be proactive and really have a massive benefit because of doing so. So, we have to get our act together. Virginia is a vital state to our nation's security."

Jordan says that it behooves every state locale to be proactive in the face of fast-changing cybersecurity threats, as many state cities and counties are increasingly adopting connected technology not only for administration, but also for critical infrastructure such as electric, water, and transportation systems.

Auffret says there are future plans to introduce similar programs to both North Carolina and Indiana.

"It's a step," he says. "It's not making us safe, but it's a step in the right direction."

> "Those who are aware of the risk and the need for cybersecurity, they see the potential."
>
> —J. P. Auffret

# Real Estate Investment Fund Offers Students Real-World Experience

BY ERIC MARIBOJOC

Members of the advisory board of the Center for Real Estate Entrepreneurship (CREE) have established Gunston Hall Realty Ventures LLC, a student-managed real estate investment fund to provide selected student fund managers the opportunity to invest in partial ownership of commercial real estate projects in the Washington, D.C., region. The first round capital raise is targeted at $750,000.

CREE will use this program to support high-quality, practice-based real estate graduate education through the School of Business's MS in Real Estate Development (MRED) curriculum.

"The student fund manager program will give the students real-life experience in how the real estate industry works," says **Brian Benninghoff** of Buchanan Partners, a CREE board member and one of the supporters of the fund. "By analyzing, investing in, and monitoring a wide range of projects, students will participate in the life cycle of real estate investment, including acquisition, entitlements, planning and design, development, management, and—ultimately—disposition. There are very few graduate real estate programs in the country that offer this type of opportunity."

"The student investment fund will enrich MRED students in several ways," says **Roger Lin**, MS Real Estate Development '16, a CREE board member. "First, the fund will allow the student managers to apply classroom education. Second, they will get to deploy real capital and know what it is to be stewards of other people's money. Third, the students will not only meet developers, the investors, the consultants, and the fund's advisory board, but they will actually build relationships with those who play vital roles in the real estate world. I believe the investment fund will enrich and challenge the MRED student managers in ways that no other course work can."

The fund recently approved its first investment in a 53,000-square-feet medical office building under construction in Gainesville, Virginia.



**A team from the MS in Real Estate Development program won the 2018 NAIOP Capital Challenge Cup for best development proposal, besting four other Washington, D.C., area universities. This is the fourth time in six years that George Mason University has won this prestigious competition.**



**MS in Real Estate Development students and guests toured the redevelopment of the American Geophysics Union building in Washington, D.C. The innovative project will be one of the largest net-zero energy commercial buildings in the country.**



## NETWORK WITH STUDENTS

**JOBQUEST:** Our signature event, JobQuest, is a unique opportunity to assist Career Services in teaching our undergraduate and graduate business students the art of networking. The event begins with a career-related presentation. Afterwards, students and employers have the opportunity to network.

**ASK THE PROFESSIONALS:** This series allows students to learn about a variety of career fields and special topics. We begin each event with a faculty-moderated panel, allowing time for student Q&A, followed by networking among students, alumni, and employers.

**INTERVIEW PRACTICE DAY:** Participate in a day of mock interviews and networking to help all Mason students develop their skills. Employers can take advantage of this great opportunity to preview candidates.

**CAPSTONE CASE COMPETITION:** See our students in action as you judge the semester's presentations from the Advanced Business Models course.

**SCHOOL OF BUSINESS STUDENT ORGANIZATIONS:** Interact with club members by presenting corporate briefings and participating in club events.

**BUILD YOUR OWN EVENT:** The more frequently an employer is available on campus, the easier it becomes to recruit our students. Our office will work with you to create a customized event such as sponsoring an ice cream social, hosting on-campus office hours, or hosting a brown bag lunch session. The possibilities are endless.

**PANELS AND WORKSHOPS:** We are always looking for employers to sit in on industry-specific panels or to co-facilitate a student workshop with our staff.

For more information, please contact Kerry Willigan, director of School of Business Career Services, at kwilliga@gmu.edu.

Did you know that our dedicated Career Services team offers personalized career consulting services for life? Even after you graduate, you still have access to our full range of career services and our broad network of employers.

Mason students have the highest average starting salary for graduates of any four-year state institution in the Commonwealth of Virginia, according to the State Council of Higher Education for Virginia.

## CAREER SERVICES

### How Employers Can Get Involved with Our Students

The School of Business Office of Career Services is committed to providing the highest level of services to all of our students and strategic partners. There are many ways to recruit talent for your organization or network with our students.

### Recruit New Talent

#### CREATE A HANDSHAKE ACCOUNT*

The first step to connect with us is through Handshake, Mason's centralized job and internship database, that features opportunities across the nation.

#### ON-CAMPUS INTERVIEWING*

Employers can schedule a date to interview students on campus. At Mason, we use a preselection system that allows you to choose candidates to interview from among those students who apply to your job posting.

#### JOB AND INTERNSHIP FAIRS*

Fairs allow employers to showcase opportunities and meet with students from the entire university community. Held during the fall and spring semesters, these events are great ways to enhance your brand on campus and build a relationship with students.

#### BUSINESS BUZZ

*The Business Buzz* is a weekly blog that promotes job and internship listings and academic information for all School of Business undergraduate students. Employers have the opportunity to contribute to the student blog, highlight career events, and post new full-time, part-time, co-op, or internship positions.

#### INTERNSHIP FOR CREDIT COURSE

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**3. Stay connected:** Keep up with fellow alumni and all of our events at **business.gmu.edu/alumni** and on social media with **#MasonBizAlum**.

**4. Speak to students:** Come speak in a classroom, sponsor a student internship, mentor a student, provide career advice… The possibilities and needs to fill are endless.

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