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A wave of momentum ...

A NEW ACADEMIC YEAR is always exciting, especially at WVU’s College of Business and Economics. With more than 2,700 undergraduate and graduate students, this fall we welcomed the most students ever enrolled at B&E. We have again welcomed new faculty and staff, individuals that represent our vision for a business school that continues its journey to a new level of excellence. And these individuals will continue to improve upon our existing programs, help launch new programs and advance the overall mission of our school.

While we have focused on the operational side of the College, which includes curricula, programs, centers, and faculty and staff, I am very pleased with our focus on the human elements. These elements include working to establish scholarships, addressing the rising cost of higher education, remaining steadfast in our commitment to West Virginians through our land-grant mission and working tirelessly in the areas of student internships, study abroad opportunities and job placement.

The bottom line is that we are atop a wave of momentum at B&E, and we wish only to make that wave bigger and stronger. Our fundraising efforts have been stellar, as we increase scholarships, endowments and look to build an additional facility adjacent to our existing structure on the downtown campus. We continue to achieve national rankings, create new and relevant programs, and cultivate new relationships—not just with other colleges at WVU to create innovative programs, but also with international universities to build new exchange opportunities for students and faculty.

Perhaps as exciting as any aspect of being at B&E is recognizing that students feel the momentum as well. There have never been more opportunities for students: from internships to clubs, travel to academic interests, and activities to unique learning. A great example is the B&E Distinguished Speaker Series, where we have provided nearly 30 CEOs and top executives as guest speakers since 2011. Access to such individuals can only broaden student educational experiences and enhance their classroom learning.

This excitement has generated from alumni, donors, students, faculty, staff, friends of the College and our entire B&E family, who all represent critical elements of our blueprint for a great business school. Momentum is hard to build and even more difficult to increase, but I believe that, as a family, B&E can become “Better. Bigger. Ranked.” Thank you for your continued support.

Regards,

Jose V. “Zito” Sartarelli, Ph.D.
Milan Puskar Dean
WHY IS GOVERNMENT INVOLVED IN THIS ACTIVITY IN THE FIRST PLACE?
The overwhelming majority of economists today believe that an economic system should be rooted in free market enterprise, with government intervention added on. That is, our default option is no government, and we add government to the mix in a limited fashion as compelling reasons arise.
In short, there are two main reasons to consider the possibility for government to step into private markets. The first is when the private sector just doesn’t do a good job of deciding how much of something to produce. The second relates to the distribution of income. More on these below.

ASSUMING GOVERNMENT SHOULD INTERVENE, SHOULD IT DO SO DIRECTLY OR SHOULD IT FUND PRIVATE SECTOR ACTIVITY?
Let’s assume that government should provide trash pickup. But should government actually manage that itself, with its own trucks and workers? Or should government hire a private company? Too Easy? How about prisons? How about education?

HOW DOES THIS POLICY AFFECT ECONOMIC EFFICIENCY?
Nearly all government actions affect the economy in some way. Sometimes government may intervene with the intent of changing inefficient private sector outcomes. For example, if businesses emit too much mercury into the air, government may be justified in limiting mercury emissions. If one firm were able to acquire enough market power to dominate a market and raise prices? Government may be justified in stepping in to promote competition. What if consumers have bad information? Might government intervention to require pharmaceutical labeling be reasonable?

DOES THIS POLICY PROMOTE A FAIR INCOME DISTRIBUTION?
Consider programs such as Medicaid, Social Security, welfare, food stamps, minimum wage and public education. Each of these affects the income distribution. Another question is, “Does this policy affect the income distribution fairly?” This can be a tough one because who is to say what is fair?
To further complicate matters, these questions may lead to conflicting answers. Let’s assume that we want Social Security. But then the question becomes, “Should the system be a bit more or a bit less generous?” To make the system a bit more generous might be seen as “fair” but the additional taxes required to do so might hurt economic efficiency. We must strike an appropriate balance when conflicts arise!

DOES THIS ACTION COMPLICATE GOVERNMENT POLICY?
We know that government has become very complicated over time. Our tax code is a perfect example. It has become messy and estimates of the resources spent in complying with the code are shocking. Voters, politicians and regulators need to be keenly aware of the need to make our system simple and easy.

Dr. John Deskins Talks Public Policy

Here I ask a few basic questions that you might consider as you think about public policy. If everyone—voters, politicians, regulators—would honestly answer each of these questions, we might just see an improvement in government!
FROM BACK-COUNTRY TO BOARDROOM

Incoming Business Students Prepare Through Experiential Outdoor Education

Written by RACHEL NIEMAN | Photographed by ALEX WILSON
When high school seniors evolve into college freshmen, many feel like small fish in a big pond. The new pond, though exciting, can be overwhelming, and most newcomers have concerns.

- Will I make friends?
- Will I miss home?
- Will I be able to manage my time?
- How will I balance schoolwork and a social life?

Doubts like these can be distracting and detrimental to a healthy transition. But imagine alleviating your fears—figuring out the do's and don'ts of college—around a campfire with a group of close friends. Sounds nice, doesn’t it?

That's exactly what a group of incoming B&E students do each summer through WVU’s Adventure West Virginia program, an outdoor orientation that supports the adjustment to college life.

"WVU is a big place. There are many barriers and challenges to success for new students,” said Marion McClure, Assistant Director of Adventure WV. “One of those is finding your place—finding the feeling that you really belong here. One of the ways belongingness is developed is by having a core group of people who appreciate you for who you are."

To better achieve that goal, the program offers college-specific trips, like B&E Explore. Explore is a seven-day expedition for a group of 20 students that includes rock climbing at Coopers Rock, hiking at Seneca Rocks, sightseeing at Blackwater Falls, a three-day backpacking excursion through the Seneca Creek Backcountry Area and whitewater rafting on the Lower New River. Brian Chang, coordinator of the Freshman Year Experience, volunteers on the trip to give incoming students an inside look at all B&E has to offer.

“(The trip) is easily one of the most effective ways to bring a sense of belongingness to students before they begin classes at WVU,” said Chang, or “B-Chang,” as students lovingly call him. “By and large, these students exhibit more confidence and positivity, and have an easier time succeeding in the classroom.”

“We emphasize an open environment,” said Hayley Harman, an upperclassman who led the B&E Explore trip last summer. “Be yourself. When you do that, it sets the tone for who you want to be in college. If you allow yourself to open up, you attract people who share your values, which leads to healthier friendships and a solid support system.”

The students who meet on the trip will have many of the same classes together. Knowing a handful of people in a 90-person BCOR lecture can make a world of difference. Just ask B&E Explore veteran Chelsea Allaband, a senior finance student from West Chester, Pennsylvania.

“There’s a core group of six people I became really close with (through the trip) and still see all the time throughout B&E,” said Allaband, who serves as vice president of membership for Alpha Kappa Psi and went on the trip in 2011.
“When I think of my fond memories (at WVU), Explore is number one. It changed everything. It set the tone for me. It got me really excited about the spirit of B&E. I can’t imagine what my life would be like today without the friends I made on that trip.”

A successful collegiate career has given Allaband time to reflect upon the advantages of joining the B&E family a little early, and to cultivate friendships with fellow participating B&E students. But the benefits are obvious to newbies, too.

“Explore broadened my horizons,” said Mikia Mueller, a freshman from Wheeling, West Virginia. “I learned a lot about myself and about working with others. As freshmen, we don’t exactly know what we’re getting into, but we’re all learning to overcome the same things together. And learning about B&E ahead of time really helped me feel prepared,” she said.

Through the program, students learn important transferable skills, such as teamwork, decision-making, self-awareness and flexibility. They learn to be open-minded, because things don’t always happen as scheduled—particularly in the wilderness. It’s a parallel to the unpredictability students can expect—and conquer—throughout their collegiate careers and into the corporate world.

“They knew if they didn’t work together, they couldn’t accomplish what they wanted to. That’s good experience for everything, but business in particular,” Chang said.

Halfway through Explore trips, the group embarks on a three-day adventure into the backcountry. Their ultimate destination is the peak of Spruce Mountain, the highest ridge of the Allegheny Mountains. Chang, Allaband and Mueller all agreed that the first night in the backcountry is when students become close, as everything from classroom fears to bathroom habits are fair game for open conversation. The educational itinerary is mindful of this fact, addressing difficult topics like stress, sexual health and assault, substance abuse and relationships after they’ve already formed their bond. This level of comfort empowers them to have a meaningful dialogue on these important issues.

Chang has been on several of these trips over the years, but his favorite part never gets old. It’s something he sees in students’ eyes.

“Many of them don’t have any idea how beautiful the state is or what we have to offer. That spark of discovery—wow!”

Brian Chang, Trip Volunteer and WVU Coordinator
Congratulations

2014 B&E ROLL OF DISTINGUISHED ALUMNI

Samuel H. Weese
BSBA 1957; MBA 1962
Former President and CEO of The American College and West Virginia Insurance Commissioner

D. Stephen Walker
BSBA 1967
President and COO of Walker Machinery

James R. Lynch
BSBA 1984
Senior VP of Supply Chain for PepsiCo Americas Beverages and former VP of Global Quality for Quaker Oats

William M. Sheedy
BSBA 1988
Executive Vice President of Visa, Inc.

Read about this year’s inductees at www.be.wvu.edu/distinguished_alumni
Many factors contribute to a great school, but one that is undeniable is the caliber of the faculty who educate our students and prepare them for successful careers. This year, we have added five new faculty members to our ranks. They hold degrees from schools like the University of Arkansas, University of Houston, Texas Tech and Penn State. All bring something unique to the table and all are excited to be here.
Dr. Laurel Cook worked as a brand manager at Black & Decker for seven years before returning to school to earn her M.B.A and later her Ph.D. Upon completion, she was particular in her job search—she was looking for a university with a true focus on research and dedication to doctoral education.

“I really identify with the department here. Other researchers here care about public policy and helping consumers. Surprisingly, that’s not always well received at other business schools,” she said.

Dr. Cook is very passionate about her research. Her interests include consumer well-being, corporate social responsibility and collaboratively developed products (products that result from firms and consumers working together). She is developing the idea of “social distance” —Do collaboratively developed products make consumers feel closer to the company just by virtue of the fact that they’re collaboratively developed?

Broadly speaking, Dr. Li’s research interest is asset pricing, including derivatives modeling, futures and options. She is currently researching speculations and risk management in the energy market.

Dr. Moore’s research and experience is global. His research aims to incorporate technology to ensure the output of a supply chain is the most efficient, most effective and the lowest cost for the customer.

His father—a ship’s captain—influenced his original career path as a merchant marine. “Dad’s ship would stay in port for 24 or 36 hours. I always wondered, ‘How do we decide what goes in which container? Which container is going where?’ This planted his interest in supply chain.

Dr. Saldanha has wasted no time putting B&E’s budding supply chain program on the map. In September, one of his papers was granted for the past three years due to lack of suitable candidates.
You’ve worked hard. You’ve excelled at your job, and you’ve just landed a big promotion that will put you in charge. You’re excited for the recognition, the prestige, the raise—but you’re terrified, too. You have little to no experience with some of the more managerial, leadership-related aspects of your new job.

Your apprehension is natural, and your situation is not uncommon. B&E’s Center for Executive Education alleviates this unease among professionals in a variety of industries. At its most basic level, executive education propels, heightens and enriches the careers of business leaders by filling gaps in their skill sets. It also exposes them to a perspective that is impossible to find in the confines of their jobs.

“We improve the work performance of organizations by providing business and management education,” said Martina Bison-Huckaby, the Center’s director. “Essentially, we bring (organizations) all our expertise in the College of B&E and bring WVU to their door. Sometimes, a company needs education uniquely tailored for their exact issues. We do that.”

This includes industry and business-specific training programs, as well as personalized coaching in order to improve a key aspect of any organization—human capital. Bison-Huckaby said the skills learned in these courses provide immediate benefits, because the participants are often in positions of leadership that allow them to implement new knowledge right away.

Although the Center for Executive Education can meet the needs of any organization, some of their more extensive training has been offered within the fields of forensics, healthcare and government.

**FORENSIC MANAGEMENT ACADEMY**

West Virginia University is well known for its Forensic Science Initiative, and one of the hottest programs the Center offers right now is the Forensic Management Academy (FMA). Established in 2007, it caters to the needs of current and aspiring forensic lab managers, law enforcement professionals and other forensic service providers, allowing them to explore business topics that specifically relate to the forensic laboratory or agency setting.

More than 150 participants from all over the U.S., as well as Puerto Rico, Canada, Estonia and Mauritius Island have benefited from this program. Their employers have included well-known entities such as the Federal Bureau of Investigation (FBI), the U.S. Drug Enforcement Agency (DEA), the American Society of Crime Lab Directors, the U.S. Army Criminal Investigation Laboratory, and state police forces in Maryland, Michigan, New York and Pennsylvania.

Instructors from academia and business come together to teach participants performance management, how to manage backlogged cases and succession planning. One influential instructor in the program is Dean Gialamas, division director of the County of Los Angeles Sheriff’s Department and program instructor for the FMA.

“I think this program is an example of one that fills a needed, necessary gap in forensic science.”

Dean Gialamas, division director of the County of Los Angeles Sheriff’s Department and program instructor for the FMA
the delivery of quality healthcare.

This has been of particular importance to West Virginia, as healthcare is one of the state’s costliest expenditures and biggest employers. The West Virginia Primary Care Association (WVPCA), an alliance of roughly 30 organizations that employ more than 3,200 people all over the state, perked its ears when it heard of the program.

“The program’s certificates in leadership, management and financial management were invaluable to the chief executive officers, chief financial officers and chief operating officers of WVPCA’s member institutions, who make the decisions that affect both financial outcomes for their institutions and health outcomes for their patients—outcomes that have a symbiotic relationship. “In a healthcare organization, nurses, doctors and other healthcare providers may rise up through the ranks and find themselves making business decisions. Not medical decisions. Financial decisions. They need additional expertise,” said Frank DeGeorge, who teaches courses in the AHA’s certificate for financial management. “(Offering these courses) allows us to go out to West Virginia healthcare institutions and satisfy a need. It’s a very important part of our outreach mission.”

ENVIRONMENTAL PROTECTION

It’s been mentioned that Executive Education can offer customized programs for any issue in any industry, but it also offers a host of open enrollment programs. The Center enjoys a strong, long-standing relationship with the West Virginia Department of Environmental Protection (DEP), which has taken advantage of many of these programs, covering topics including leadership, communication, personal financial management and retirement.

“Everyone needs a little different perspective. If you stay in the same organization for a while, you tend to get tunnel vision,” said Dr. Ade Neidermeyer, who teaches in the DEP’s Personal Financial Management course. “If you bring someone from the outside, it gives you some different points you ought to be considering. It provides a genesis for discussion—that’s what it really does.”

As result of their work with the Center, the DEP now has in place a specific training program for current managers, as well as a one-day course for employees who are considering moving into management positions. This has pushed them toward their goal of building the most talented management force in state government.

THE CENTER is always looking for ways to help organizations. It offers the SHRM Learning System, designed to help HR professionals earn credentials; MBA Essentials; and a program on International Financial Reporting Standards (IFRS). They’ve collaborated with the WVU Office of Graduate Education and Life to offer a program called STEM Entrepreneurship Essentials. This provides Ph.D. students and professionals in science, technology, engineering and math fields a foundation in management leadership that will give them the skills they need to bring their bright ideas to market. In January 2015, the Center will partner with the Universidade de Sao Paulo Escola Politecnica in Brazil to offer a one-week graduate international business program, further expanding the Center’s reach.

Without proper leadership, an organization’s productivity and economic viability are at stake. By connecting businesses with experts in a variety of disciplines, the Center is able to provide business leaders the skill sets they need to make sound decisions. The Center for Executive Education in the College of Business and Economics helps organizations realize the potential of its leaders through exceptional training, creating an even stronger organization as a result.
Phil Hall is in talent acquisition for internationally renowned Marathon Petroleum Company. He is always on the lookout for outstanding talent. And he knows just where to find it.

A native of St. Albans, W.Va., and 1980 graduate of the Master of Science in Human Resources and Industrial Relations (MSIR) program in the College of Business and Economics (B&E), Hall knows very well the qualifications and skills of the program’s graduates. And when it comes right down to it, Marathon Petroleum’s manager of talent acquisition and development wants the best human resources (HR) people he can find. The icing on the cake is that he finds many of them at his alma mater.

“Students that come out of the MSIR program have a couple of advantages,” Hall said. “They have a great technical background; they show a lot of flexibility and problem-solving skills; and they work together exceptionally well in a team environment.”

Those are three great reasons there are currently 25 MSIR program alumni at Marathon Petroleum, and one of the reasons WVU is one of the schools Marathon depends on heavily to recruit HR professionals. Hall also applauds the program for its continual improvement, and credits B&E with finding quality candidates to enroll in MSIR.

“Graduates of the program hit the ground running,” said Hall, “and continue to wow us with their abilities.”
He has lived all over the country in his 34-year career with the Findlay, Ohio-based company, which he said reflects a very important trait of MSIR graduates: they are willing to go to any Marathon location and they do a great job anywhere, he said—which is why Marathon Petroleum keeps coming back.

Donna Henry, Director, Human Resources and Labor Relations, said MSIR graduates are prepared for any challenge. “The program provides a great fundamental base for individuals to go into this field,” said Henry. “It has a good focus on labor, but it also has a broad focus on human resources consulting, which is something very important in today’s world. The graduates we get out of the program are very prepared, have a strong work ethic, and are usually willing to relocate and take on new assignments and new challenges.”

Henry, a native of Clarksburg, W.Va., and 1984 MSIR grad, said the program has remained successful because it has been willing to adapt. “As a senior leader here, I continue to be impressed with how the MSIR program has grown and changed with the HR and industrial and labor relations function as it has changed.”

UNIQUELY QUALIFIED TO WORK WITH EMPLOYEES
The common thread throughout program graduates is that they feel comfortable working with employees and the important roles they play.

“What I love most about my job is the opportunity every day to come to work and not be certain exactly what I will face or what I’m going to be involved in that day,” said Henry. “And to have an impact on the lives of our employees, what’s best for them and what’s best for our company.”

“I really enjoy making connections with employees and support business objectives of the company,” said Andrea Sprouse, Human Resources Manager, and a second-generation Marathon employee. “I always try to be a business partner.”

Cam Thoroughman, Human Resources Consultant for Marathon Petroleum in Martinsville, Illinois, had unique life experiences at WVU and B&E that helped him in his professional life with the company. A member of the WVU men’s basketball team, he was part of the celebrated 2010 Final Four team, and helped the squad make it to the NCAA Tournament again in 2011 while he was completing the MSIR program. Such experiences tend to have a lasting effect.

“The HR industry is demanding,” Thoroughman said. “My college life was demanding when I was in the MSIR program—basketball, travel, basketball meetings, class, homework, etc. It proved to be great training for my career.”

He said his career has allowed him to meet people, travel and have an impact on employees. “I got to roll out iPhones to management in all of the Marathon Pipeline Division. We have 16 different locations, and I really enjoyed getting out to see all of those areas for my company,” he said.

Dani Mackey, Human Resources Consultant, and 2014 MSIR graduate said, “This profession keeps you on your toes, and I like how it changes. I like being the go-to person for employees.”

“The most important thing I learned—and each individual may be different—is the ‘emotional intelligence’ of getting to know other people and learning how people interact,” said Heather Hostutler, Advanced Human Resources Consultant. “That aspect not only helped make me a better HR professional, it made me a better person.”

As a senior leader here, I continue to be impressed with how the MSIR program has grown and changed over the years…”

Donna Henry, Director, Human Resources and Labor Relations, Marathon Petroleum, and 1984 WVU MSIR graduate

Phil Hall, Manager, Talent Acquisition and Development, Marathon Petroleum, and 1980 WVU MSIR graduate
WORKING FOR THE FUTURE
Just as HR professionals are working with their employees for the future of the companies, the MSIR program is working for the future as well. Enhancement of the program and existing faculty, recruiting new faculty, ensuring that program advisory boards are active and focused, and putting forth tireless job placement efforts are ways the program stays highly respected.

“The program has incredible placement percentages,” said Hostutler. “It is very focused in getting graduates into the corporate world.”

Hall is a member of the MSIR Advisory Board, and is committed to helping make the program even better.

“It all starts with the quality of the MSIR student, and then you wrap around that the care that the faculty and staff take, and that’s the key,” he said. “B&E listens to the people on the advisory board and they get feedback on the constant improvement of the program. As long as that happens, the program will continue to get even better and better.

“Everything I have today—everything I’ve accomplished in my 34 years with Marathon—I owe to the MSIR program.” And that’s quite a statement.

“I’ve been faced with a lot of first-time situations at Marathon. The (MSIR) program didn’t prepare me to have every right answer, but it prepared me to know how to go find that right answer and how to think critically.”

Cam Thoroughman, 2011 MSIR, Human Resources Consultant, Martinsville, Illinois

“I thought it was great to interact with alumni, and they worked at companies like Marathon Petroleum, General Electric and Pepsi. I would never have been introduced to Marathon Petroleum or prepared to really blossom in that environment had it not been for the MSIR program.”

Macy St.Clair, 2012 MSIR, Human Resources Manager, Findlay, Ohio

“The program was outlined very well. We took some classes with the MBA students, so a lot of the classes aligned with HR were also business-related classes. I think that helped prepare me for a career at a Fortune 25 company.”

Andrea Sprouse, 1992 MSIR, Human Resources Consultant, Terminal Transportation and Rails Group, Findlay, Ohio

“One person may have one career path, but another person may have another completely different path in mind. Understanding these perspectives is key. Opportunities to learn are plentiful in the program, both inside and outside the classroom. The MSIR program prepared me for life in the HR world.”

Dani Mackey, 2014 MSIR, Human Resources Consultant, Findlay, Ohio

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B&E FACULTY:

ACADEMIC SUPER-HEROES

Written by: PATRICK GREGG and RACHEL NIEMAN
Photographed by: ALEX WILSON
EDNILSON BERNARDES  
**Building for the Future**

When Ed Bernardes came to the United States from Brazil in 2000, it was opportunity that drew him here. Not coincidentally, it was that same taste for opportunity that drew him to the WVU College of Business and Economics in 2013.

His purpose at B&E is clear: contribute to the College’s vision by developing a Supply Chain Management curriculum and work toward eventual approval as a full major.

“We are working very hard toward getting a full program by 2016,” Bernardes said. “We are refining the curriculum and doing everything in our power to prepare Supply Chain Management for consideration as a full major by the University.”

The curriculum has been approved as an “area of emphasis,” meaning that there are four core courses of study. “I’m passionate about making things happen. I really enjoy building programs and building projects, all the way through to fruition,” he said.

Born and raised in Campo Grande, Mato Grosso do Sul, Brazil, Bernardes came to the U.S. in 2000. He became enamored with the U.S. through a college advisor in Brazil who had been educated in America. As a result, he graduated from the Supply Chain and Operations Management Department at the University of Minnesota. Bernardes came to B&E in August 2013 from Georgia Southern University, where he helped develop classes for the Ph.D. program in Logistics and Supply Chain. Upon his arrival at WVU, he started putting the components together to build a supply chain management program.

Bernardes sees the world as a supply chain manager sees the world—inter-connected. Supply chains have become global, and companies make and move their products farther and faster than ever. There is high demand for good supply chain managers, who can make sure goods are available to consumers in shorter and shorter time cycles.

“Supply chain managers see inter-connection and the impact of any one component on the entire supply chain. In supply chain management, you have to be able to look three or four steps ahead. We want to train students to see the big picture, and be able to anticipate problems or challenges,” said Bernardes.

“Good supply chain people have the ability to see how things fit together, and see how they can do things better. We are on our way to building a program of that caliber. We have the support of the administration, very competent faculty and very talented students. I believe we are moving in the right direction.”

Bernardes said he is excited to see the program grow, and there is support “at every level” within the business school. The delight, he said, is in the opportunity to help lead the development of the program.

“What I really like is that we are building a program to enable people to have great jobs. My goal is to have a nationally recognized supply chain management program and highly competent graduates who can go out into the world and make a difference,” said Bernardes. “My colleagues are great here and, overall, I really enjoy what I’m helping to build. It’s excitement and pride that comes from building something from scratch.”

AJAY ALURI  
**Using Technology to Propel Hospitality and Tourism**

Dr. Ajay Aluri feels like he’s really in the right place at the right time with his research.

Aluri was part of the Google Glass Explorer Program, a program that gave selected individuals the opportunity to shape the future of Glass™. Selection was competitive, but Aluri’s proposal to do research on Glass’s impact on hospitality, specifically cybertourism, made the cut.

“I’m all about finding what’s next in technology,” Aluri said. “I’ve been fascinated by the fact that consumers use multiple devices—they have tablets, phones, laptops. Within one hour, young millenials actually multitask between different devices 21 times.”

Aluri wondered, “Do we really need all of these?” Then, he considered it within the context of hospitality and tourism.

“Valuable time is lost with the person in front of you if you’re multitasking between devices,” he said, noting, for example, that property management systems require hotel workers to interact with screens, not customers. In an industry that relies on guest experiences, this can be a hindrance. “But with wearable computing, you are not distracted. While you’re talking to someone you can see them face to face, your hands are free, and you can still receive your notifications.”

While wearable computing allows workers to take better care of guests, there’s another aspect the industry must recognize.

“Wearable computing can show the truth. If a worker doesn’t have the right attitude, Glass can take a video. And, I don’t have to take the time to pull out a device or log in to anything to write a seething review. I can just upload the video instantaneously,” Aluri said.

Other research areas he’s explored include trying to understand if consumers would use Glass if it were widely available and accessible. Another is bridging the gap between two major groups of customers: “explorers” who tend to be high-tech, and “non-explorers” who tend to be high-touch, meaning they require a more hands-on approach to customer service.

“When it comes to wearable computing, we’ll need to understand best practices between the two,” Aluri said. “Some businesses will have to be high-tech, while others will have to be high-touch. Both types are important, but to be effective in business, you have to work differently with each. How will we cater to both?”

Aluri’s research has given him a stalwart platform to present at respected industry events. In May, he traveled to Los Angeles to present to more than 300 companies from 55 countries at HITEC, the world’s largest hospitality technology show. In an industry that sometimes lags technologically, his insight is extremely beneficial.

“The industry is looking at people in academia. If [academics] can do research that will have an impact on industry, [companies] will come back to educational institutions and that’s what I’m seeing right now,” Aluri said. “My goal is to connect with companies in high tech. Our students are familiar with technology and can come up with new ideas. That’s what the industry needs.”

PAULA FITZGERALD  
**Life as an “Academic Explorer”**

Paula Fitzgerald believes that exploring is an integral part of learning. That’s also reflected in her personal life, where she has a downright love for Italy: its business climate, its beauty and its food.

Fitzgerald, the Nathan Haddad Professor of Business Administration in B&E’s Marketing Department, also sees her research as a product of exploration.

“One of my favorite projects right now is with [B&E Marketing Department Chair] Dr. Michael Walsh and Dr. Cait Lamberton [University of Pittsburgh] about consumer reactions to firm and governmental interventions in healthcare,” said Fitzgerald.

“There are many firm initiatives, such as CVS’s removal of tobacco products from its shelves, as well as governmental initiatives, such as (former New York City Mayor Michael) Bloomberg’s notorious failed restrictions on soda size, that are attempting to address health. These changes in the U.S. marketplace are major issues happening now, and can be important as our society attempts to improve healthcare by minimizing costs and improving health outcomes.”

Fitzgerald is also involved in high-profile, collaborative research between the WVU School of Public Health and B&E, who are under contract with the West Virginia Offices of the Insurance Commissioner. “Year One Evaluation of the Health Insurance Marketplace in West Virginia” examines how the Health Insurance...
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BEST THING YOU CAN COOK: Salmon
FAVORITE SPORT TO WATCH: Soccer and Hockey
BEST VACATION/TRIP: Italy
MORNING PERSON OR NIGHT PERSON: "Both. Afternoons are tough."
DO YOU HAVE ANY HIDDEN TALENTS?  
Choreography

FAVORITE CONDIMENT:  
Barbecue Sauce

WHAT SUPER POWER DO YOU WISH YOU HAD?  
“I closely associate myself with Ironman because of the wearable computing.”

FAVORITE DESTINATION:  
Zermatt, Switzerland

LONGEST TIME WITHOUT SLEEP:  
About 40 hours

FAVORITE MUSICAL ARTIST:  
Michael Jackson
PAULA FITZGERALD
PROFESSOR OF MARKETING AND EXPLORER

FAVORITE BOOK: Stones from the River by Ursula Hegi
LEAST FAVORITE CHORE: "All of them.
FAVORITE CONDIMENTS: Barbecue Sauce
BEST THING YOU CAN COOK: Pecan Pie
WHAT YOU WOULD NAME THE AUTOBIOGRAPHY OF YOUR LIFE: Live Large

ADE NEIDERMEYER
PROFESSOR OF ACCOUNTING AND MOUNTAINEER ENTHUSIAST

FAVORITE BOOK: Pillars of the Earth by Ken Follett
LEAST FAVORITE CHORE: "I enjoy every- thing that I do. I don’t do anything I don’t like."
SPECIALTY IN THE KITCHEN: Organic pancakes and bacon
MUSICAL ARTIST YOU WANT TO SEE IN CONCERT: Garth Brooks
WHAT WAS THE FIRST THING PURCHASED WITH YOUR OWN MONEY? "I used my blackberry picking money to buy my wife’s engagement ring."
Ade Neidermeyer has been a highly esteemed staple of the Accounting Department for decades. After earning his Ph.D. at the University of Iowa, he came back to his home state of West Virginia and began to teach at B&E in 1972. He’s a passionate Mountaineer—since joining the faculty, he estimates he’s only missed three or four home football and basketball games.

Anybody who’s had him for class—and if you’re an accounting graduate, you probably have—can tell you that his reputation for being demanding is only exceeded by his reputation for being dearly loved.

He certainly makes an impression on his students, and believes the differentiating factor in his teaching style is simple: he learns their names. He’s big on eye contact, too.

“They realize I am concerned about their learning in and of itself, and also the level of their learning. I want them to really understand the concepts,” he said.

And the dedication he’s put into his work has paid off. He’s been honored as B&E’s Outstanding Teacher more than 20 times based on student evaluations. He has also been recognized as the Educator of the Year by the West Virginia Society of CPAs and Counselor of the Southeast Region within Beta Alpha Psi’s National Honorary.

He’s made a profound impact on the Accounting Department. He advised the WVU Chapter of Beta Alpha Psi for more than 20 years and initiated the Accounting Club. He has created and incorporated a personal financial management course that has been adapted for Executive MBA, Master of Professional Accounting and undergraduate students. He has worked tirelessly with employers to expand career opportunities for accounting students.

“We have built a nice regional reputation for the school,” Dr. Neidermeyer said. “We have recruiters from Pittsburgh, Phila-

delphia, Charlotte, D.C. and Columbus. There’s good regional exposure as far as the kids are concerned.”

And the “kids,” as he fondly calls them, are definitely his biggest concern. At a stage in his career where most people would be hanging their hat and kicking their feet up, Dr. Neidermeyer hasn’t slowed down. If you ask him why, his answer comes quickly and with conviction.

“Because it’s fun. You get a changing inventory of students every semester, and I’m teaching subjects that I particularly like.”

Neidermeyer’s investment in his students does not end when they have their diploma in hand. Far from it. It has been very important to him to maintain those relationships. He sends congratulatory notes when he hears of past students’ promotions or other markers of career success, writes the annual department newsletter and hosts a number of alumni functions at national and regional meetings.

“I helped launch those people. I need to just sit back and enjoy their successes with them vicariously,” he said. “It’s fantastic to see their accomplishments. We have outstanding graduates in very responsible positions around the U.S. That’s rewarding as a teacher to have played a little role in that.”

MARK GAVIN

The Fast Pace of Progress

“I like the fast-paced action. There is very little standing around.”

That’s what Dr. Mark Gavin said about his love for the game of racquetball, but it is also the way he works in his professional life. As Associate Professor and Ph.D. Program Coordinator in the Department of Management and Industrial Relations, his charge is to further develop the fledgling Ph.D. in Business Administration program.

The program is only two years old, and academics say that such programs take time to get their footing and build a reputation. Gavin said the program is well on its way.

“Building a top-flight program on par with other large state universities nationally just doesn’t happen overnight,” he said.

“Still, we have all the right pieces in place. We have talented faculty who know how to research. We have a number of people who are experienced at training Ph.D. students, and we have faculty that are incredibly committed to seeing this program and our students succeed. We will graduate our first student in, hopefully, a little less than a year. That is a major milestone.”

Gavin noted that B&E students have impressed those at other institutions as they have presented their papers and interacted at academic conferences. In the meantime, the College continues to attract talented faculty and talented students. “This gives us a chance to really solidify the program and its reputation on the academic market,” he said. “I’m optimistic.”

Having earned his Ph.D. in organizational behavior/human resources at Purdue University and an undergraduate degree in psychology from Indiana University, Gavin brings a wealth of experience to B&E. This isn’t the first time he has coordinated a Ph.D. program.

“I spent 16 years at Oklahoma State University, which successfully navigated along the very path we are traveling. That is, trying to increase our research productivity while keeping focused on the teaching and program delivery that has been such an important part of the mission. So I have a decent idea of what it takes to get a department to that place,” said Gavin. “I am also one of many helping to extend the research culture here. That is something I have been engaged in my entire career.”

His fast-paced life includes research focusing on trust in organizations, one of multiple projects in which he is involved.

“I’ve also been interested for some time in the multilevel influences operating within an organization. More specifically, I’m interested in how an employee’s own characteristics and attitudes interact with leadership, team and organizational
FAVORITE MOVIE: "Raising Arizona"
LEAST FAVORITE CHORE: Yard Work
FAVORITE CONDIMENT: Salsa
BEST THING YOU CAN COOK: Stuffed Tomatoes
FAVORITE SPORT: College Basketball

MARK GAVIN
ASSOCIATE PROFESSOR OF MANAGEMENT
AND COMPETITIVE RACQUETBALL PLAYER
characteristics, and interact to simultaneously influence an employee. I think this is at the heart of understanding organizations,” he explained.

Gavin was recently honored by the Southern Management Association (SMA) for his service and leadership roles to the organization. He has served SMA in capacities of a board member on multiple occasions, as well as active participation in committees, panels and conferences, and now serves as the organization’s Dean of the Fellows.

His 35 years playing racquetball includes 20 years of playing competitively. “It’s me against the other player. No one else to depend on, share credit with, or blame!”

His expectations are high—in more ways than one.

JOSHUA HALL
Economic Freedom Expert

“All my work is driven by the fact that there’s something, a puzzle, that I want to try to better understand,” said Dr. Joshua Hall. His quest to find those answers has led him to a burgeoning career in academia.

It began early on, in a high school political theory class. “I felt like the way I thought about the world was different, but I wasn’t able to understand (how). But when I went to college, I took an econ course and everything just clicked,” he said, snapping his fingers.

When exploring a new passion, you start with what you know. Both of Dr. Hall’s parents were teachers, which inspired a good bit of his research. Broadly, his dissertation focus was the economics of school districts.

“We’ve all gone through schools and seen things that work and things that don’t. I changed schools growing up and noticed differences. As an economist, you begin putting a framework around (those differences),” he said.

After earning his Ph.D. in economics from West Virginia University in 2007, Hall taught at Beloit College, a private liberal arts school in Wisconsin. In 2013, an incredible thing happened—he landed a job at his beloved alma mater.

“I never in a million years thought I’d end up back here, but everything just fell into place,” he said.

In a little more than a year at B&E, he’s made a splash. He’s instrumental in B&E’s newly created Center for Free Enterprise, which aims to advance teaching, research and outreach on how the free enterprise system relates to increased prosperity and quality of life. Hall’s been busy working with colleagues Dr. Geoffrey Lea and Dr. Andrew Young to put together an undergraduate research assistantship program and recruit more graduate fellows.

“We’d love to see all of our fellowships filled and place those students well on the market. We need to continue developing a distinctive research program and build our outreach to the state,” Hall said of the Center.

Dr. Hall’s areas of interest include applied microeconomics, with an emphasis on economic freedom, state and local public finance, and entrepreneurship. He’s a former economist for the Joint Economic Committee of the U.S. Congress, and he’s authored more than 50 articles. He also sits on several editorial review boards, including serving as co-editor of the Journal of Economics and Finance Education. He co-authors the annual Economic Freedom of the World report, which measures the
consistency of the institutions and policies of various countries with dimensions of economic freedom.

The quality and quantity of his academic work is beneficial for B&E, but it doesn’t leave much free time. Squeezing in a daily three- to five-mile run is about all he can manage. But he doesn’t mind.

“It’s a great time to be in the B&E. The sheer size, the move to a four-year college, all the hiring—there’s just a lot of life in all the departments,” Hall said. “It’s an exciting place to be right now.”

VIRGINIA KLEIST

Commitment + Independence = Reward

Dr. Virginia Kleist has a great deal of independence, and you can tell that from the activities that attract her interest. Her Fulbright Specialist opportunities are much like her hobby of open water swimming. And the success in either hinges on commitment and independence.

Kleist recently returned from a Fulbright Specialist posting to Ufa, Russia, located at the western edge of the Ural Mountains and the entry point to Siberia. The region that Boris Pasternak wrote about in Doctor Zhivago, Kleist embarked on nearly 24 solid hours of travel and 10 time zone changes to get there.

An associate professor of Management Information Systems (MIS), Kleist thrives on student interaction, research opportunities and outreach. She recently co-authored “Secure Information Market: A Model to Support Information Sharing, Data Fusion, Privacy, and Decisions” with Dr. Richard Dull, an associate professor of Accounting at B&E, Professor Cynthia
BILL RILEY
PROFESSOR OF FINANCE AND YOGA FAITHFUL

FAVORITE FOOD: Pasta

FAVORITE DESTINATION: New Zealand

MOST EXOTIC CHINESE FOOD YOU'VE EVER EATEN? Scorpion

FIRST CONCERT: Gloria Estefan

WHAT WAS THE FIRST THING YOU PURCHASED WITH YOUR OWN MONEY? A toy fort. I put it on layaway and put a quarter a week toward it. I paid it off after a few months. I was about 8.
Tanner, from the Computer Science Department at the WVU Benjamin M. Statler College of Engineering and Mineral Resources, and Dr. Bonnie Morris, a professor at Duquesne University. “This piece is about research that we conducted related to adding security to information sharing, something that is central to much of my research work right now.”

Kleist was recently awarded a WVU ADVANCE Center program sponsorship for her research work on within-women differences in science, technology, engineering and mathematics (STEM) fields. This program is an external mentoring program funded at WVU by the National Science Foundation and administered under the direction of Provost Joyce McConnell.

“It is very important to me that we mentor young women in the MIS field, and attract and retain female students in the discipline,” Kleist said. “We already do a good job of that at B&E, and I hope we can increase the number of our female MIS students in the years ahead.”

Winner of the WVU Foundation Outstanding Teaching Award in 2003, one source of gratification for Kleist is student success.

“When my students place well into top jobs, I am remarkably rewarded,” said Kleist. “For example, we have had 12 placements at IBM from our MIS program since 2012. I am very proud of our MIS program and I think our department is a really great group of colleagues, all of whom work hard to help our students get good placements upon graduation. It is so rewarding to hear back from our students who have graduated and are successful not only in their careers, but also in their lives.”

Similarly, last summer, her independence drove her in a nearly four-mile swim across Lake Chautauqua, New York, and back—only the latest in her open water swimming conquests.

BILL RILEY

Stretching B&E’s Reach

Chair and Professor of Finance Dr. Bill Riley loves to begin his days upside-down. Literally.

“I’m not incredibly good at it, but I try to do a five minute headstand every morning,” said the yoga-enthusiast and longtime B&E professor. He and his wife began practicing yoga about 10 years ago. Now, she teaches at a local studio and he practices almost daily. He even keeps a pair of yoga shorts in his office drawer in case he finds some extra time.

“I change the word ‘meditation’ to ‘focus.’ You have to focus on your body in every pose, or you’ll fall on your butt. My orthopedic guy is amazed—I have more flexibility now than I did 10 years ago. I think it’s the yoga.”

But physical pliability isn’t the only kind of stretching Riley is known for. Over 20 years and 60-plus trips to China, he has continuously expanded B&E’s reach on an international scale by creating relationships and agreements with Chinese influential in academia and government.

“In the early ‘90s, Dr. Victor Chow had encouraged us to take a stronger, harder look at China,” said Riley, who is also director of B&E’s Center for Chinese Business. “We made a look-see trip and established connections with universities in Hong Kong, Shanghai and Beijing.”

During his initial trip to China, Riley was approached by the Shanghai Municipal Government to host a training program for its rising stars to learn the ways of Western business. The six-month program, which gives the officials an opportunity to study American culture and business, is held every year and has expanded to include leaders from Tianjin and Xian.

Not only has Riley facilitated programs for Chinese officials to learn Western culture, but he has also accompanied American students, companies and government officials to China.

“It worries me that maybe our perceptions of China are molded by movies,” Riley said. “But that’s the same fear of Chinese impressions of America being molded by movies. I think, on both sides, that once they (arrive abroad) they realize how genuine and friendly people are.”

Friendliness and being genuine are a natural fit into the concept of “Guanxi,” the relationship-based heartbeat of Chinese business. It refers to the benefits gained from personal social connections.

“The importance of us visiting, spending time and energy there can’t be understated,” Riley said. “They know we’re not a flash in the pan, and that we will be back. It means a lot.”

Riley has also made a difference close to home by managing endowed grants for area nonprofits and teaching personal finance to West Virginia middle and high school teachers, who will then be able to teach the concepts to West Virginia’s youth.

“My fear is that we have a culture that encourages immediate gratification. You need to consider the difference between want and need. It’s a kindergarten concept, but even adults have trouble with it,” he said. “Having money is not enough. It’s how you manage it.”

PAUL SPEAKER

First Impressions can Last a Lifetime

If there are two things in this world that improve with time, they are relationships and fine wine. Dr. Paul Speaker is a master of both.

Through his 34 years of teaching at B&E, Speaker has cultivated relationships with hundreds of folks who now hold impressive positions all over the world. But despite his experience, he’s shier than you might expect.

“I am still nervous every time I walk into a classroom. I’d be concerned if I wasn’t—if it wasn’t important enough to me that I didn’t have a bit of anxiety about the moment,” he said.

But he likes that. Students have praised Dr. Speaker for his demeanor. He’s willing to meet outside of class. He’s caring and eager to answer questions. He sets the bar high.

“You can be better. I encourage people to keep reaching a little bit higher and realize what they can be,” Speaker said. “When you see people do that, it’s pretty darn rewarding.”

He’s been teaching in the Executive MBA program for 20 years—long enough that he has begun to teach some former students’ children. Many folks from those early cohorts are now longtime friends.

“It’s more than just meeting someone for a moment. I love hearing back (from former students.) When they get a job offer, sometimes I get called before their parents. That’s neat,” Speaker said with a smile. “You invest a lot (in students). That’s faculty success. That’s how we’re judged. All the rankings we receive, that’s from our satisfied employers, satisfied alums and the successes they continue to share. That’s good stuff for us.”

Dr. Speaker has been influential outside the classroom, too. For years he’s played a pivotal role in the forensic science initiative at WVU, an active research project that has taken him around the world. He’s also been busy talking with folks in the energy sector to build relationships and let them know about B&E’s new area of emphasis in energy within the Master of Science in Finance program.

Outside of academia, Dr. Speaker savors two primary passions: reading and wine. It’s nothing for him to devour three to four entire books each week, and he has his own cellar that holds roughly 1,000 bottles of wine. He loves enjoying wine with friends. He’s even hosted wine tastings.

“I had two students with interviews on Wall Street. They said they were not only in their careers, but also in their lives.”
it went well but they didn’t know what to do when they were handed the wine list. So I started to teach them a little bit about wine, what they might be looking for and how to order and taste it so they would look a little more refined.”

Speaker met someone with his idea of the perfect retirement, and he lives in Napa Valley. He met him on a wine tour. “He works three half-days at the winery, and a couple half-days per week at a bookstore. He has access to books about two weeks before their release. Now that, I would really enjoy.”

NEIL BUCKLEW
Past WVU President, Present MSIR Enthusiast
“I did it backwards,” Dr. Neil Bucklew said of his successful career in academia.

After earning a Ph.D., an academic typically becomes a faculty member. But when Bucklew’s doctoral degree was complete, his training in collective bargaining and faculty bargaining was red hot and in demand. This propelled him to positions such as vice president (Central Michigan), provost (Ohio State, Central Michigan), and president (University of Montana)—all before his 40th birthday.

“In a nutshell, I never expected to get into administration. But I got diverted for about 25 years,” he said. Ten of those 25 years were as president of West Virginia University, a position he assumed in 1986. Enrollment had declined and it was time to grow by prioritizing diversity and attracting top students. These themes prevail today.

“If we don’t have adequate size, it’s very hard to offer diverse programs,” Bucklew said. “I think (social justice) was on the minds and on the agenda of parts of the University. But I don’t think the institution had grasped its importance yet. I had the opportunity to provide some leadership.”

Under his guidance, WVU expanded its efforts to foster global culture and diversity by recruiting more international students, improving minority representation and opening up previously restricted roles for women.

“I’d like to believe that some of the initial push began in my administration, but the University has not faltered,” Bucklew said.

Today, WVU has identified a diverse and inclusive culture as one of five major goals for the University, and presents the Neil S. Bucklew Award to individuals who have best demonstrated leadership, courage and support in the areas of social justice, diversity, equity and inclusion.

Bucklew was also instrumental in earmarking funds to recruit West Virginia’s very best, which still helps students today. One of the most prestigious of the scholarships is the Bucklew Scholarship, awarded to only 20 freshmen annually.

While pieces of his influence thrive University-wide, Bucklew has laser-focused his attention on B&E’s Master of Science in Human Resources and Industrial Relations (MSIR) program in recent years.

In addition to teaching labor relations, collective bargaining and conflict resolution in the classroom, Bucklew has been influential in improving the caliber of education in the program.

FAVORITE BOOK:
Lonesome Dove
by Larry McMurtry

FAVORITE SONG:
“Wonderful Tonight”
by Eric Clapton

LEAST FAVORITE
CHORE: “Cleaning toilets. That was my job growing up.” (Speaker grew up as one of six brothers.)

FAVORITE DESTINATION:
Florence, Italy

FIRST CONCERT:
The Eagles when they were a warm-up band for the Doobie Brothers.

FAVORITE GRAPE:
Cabernet Sauvignon

PAUL SPEAKER
ASSOCIATE PROFESSOR OF FINANCE
AND WINE CONNOISSEUR
NEIL BUCKLEW
PROFESSOR OF MANAGEMENT, FORMER
WVU PRESIDENT, AND FLY FISHERMAN

FAVORITE
MUSICAL
ARTIST?
Ray Charles

FAVORITE
FISH TO EAT:
Trout

FAVORITE
SPORT
TO WATCH:
Football
RICHARD RILEY
PROFESSOR OF ACCOUNTING
AND TRAIL RUNNER
program overall. He’s established a practicum series featuring industry leaders who share current issues with students and has implemented required study abroad experiences. He’s also been instrumental with the MSIR internship program, which became a requirement in 2012.

“It’s been fun to be on the creative end of a curriculum. The two things that have really lit my fire are the student interaction and the opportunity to create some new experiences that I think clearly make the program stronger,” Bucklew said. “I have the privilege to work with (MSIR students) as they get placed, read their critiques from the companies, and their own perspective on how they performed. It’s just amazing to watch them go from ‘deer in the headlights’ to true professionals.”

RICHARD RILEY
Blazing a Trail for B&E

The trails he likes to run, Laurel Highlands and Coopers Rock, are a perfect reflection of Dr. Richard “Dick” Riley. It’s not high-profile or glamorous, it’s a lot of hard work and you make progress one step at a time.

That’s Dick Riley, the face of Forensic Accounting and Fraud Examination (FAFE) at the WVU College of Business and Economics (B&E).

As he does on the trail, he pushes himself hard—in the classroom, in his research and in the continuing development of the internationally recognized FAFE program that has been used as the model program at schools around the globe.

“The Accounting chair at the time asked me to join the effort to develop a program because I had been doing work as an expert witness,” Riley recalled in helping create the program. “I agreed under the condition that the program be hands-on, experiential learning. At the same time, there were only four FAFE programs at other schools so the Forensic Science Initiative, led by Max Houck, allocated to us a portion of a major grant from the Department of Justice to develop a model curriculum for the nation.”

“In the end, 46 recognized experts from across the nation developed the model curriculum, on-time and under-budget, and the model was met with wild success,” he said, as he recalled that a colleague told him it could not be done.

B&E has 100 IRS agents among its 450 FAFE graduates since 2004 and hosts the Institute for Fraud Prevention, where Riley is the director of research. He is among the most active individuals in the country with the Association of Certified Fraud Examiners, with other program partners including the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF), West Virginia-based law firm Steptoe & Johnson PLLC, Grant Thornton and the Internal Revenue Service.

Riley is excited about his current research, which includes studying whether cash flows can help identify frauds earlier, before situations like Enron, WorldCom and Madoff get so large that they ruin the lives of their victims. He is also looking at single perpetrators versus multiple persons working together.

“Most FAFE research considers a single fraud perpetrator acting alone, but the most costly frauds have been those committed by multiple persons working together and we have work in progress on collusive frauds,” Riley said. “Further, we have also started focusing our research efforts on repeat fraud offenders that we call ‘predators.’”

B&E recently agreed to offer a FAFE MOOC (Massive Open Online Course), a growing trend in higher education. Through this global partnership, nearly 16,000 students are currently enrolled in the class around the world. Riley, named West Virginia Educator of the Year this year by the West Virginia Society of Certified Public Accountants, will teach in the course.

“My love of teaching is about seeing student success. In all my classes, I use experiential, hands-on learning. I present material, demonstrate its use and then send the students off in real-world
settings with lots of ambiguity and lack of structure. Then, I bring practicing professionals to the classroom and put my students face-to-face against them. It’s a tough battle but the students do just fine.”

**JANE RUSESKI**

*Working (Out) to Make West Virginia Healthier*

At first glance, exercise and economics might not seem to have much common ground. But if you talk to Dr. Jane Ruseski, you’ll find out quickly that there’s more than meets the eye.

Ruseski, Associate Director of the WVU Bureau of Business and Economic Research, is part of a University-wide interdisciplinary initiative addressing health disparities in Appalachia.

Ruseski’s enthusiasm about her research topic is apparent. And not only does she talk the talk, she walks the walk—she’s a former figure skater and competitive swimmer highly devoted to fitness.

Her research is built around the non-medical determinants of health, elements affecting one’s health status that fall outside the sphere of the medical care system. Much of economics concerns behavioral decision-making. Why would people choose to engage in unhealthy behaviors like gambling, inactivity, substance abuse and the like? Choices like these are among the social determinants of health. Socioeconomic status and environmental factors also affect health status, which makes Ruseski’s research particularly meaningful to West Virginia.

According to national data, the Mountain State fares poorly in a number of health measures, including obesity, participation in physical activity, tobacco use, alcohol use and dentist visits. It’s also one of the worst in terms of mortality rates—cardiovascular disease, high blood pressure and cancer hit the state hard.

“Many of those outcomes are rooted in access to good healthcare,” Ruseski said, explaining that lack of funds and inaccessibility play a powerful role. “But it’s also related to understanding and engaging in healthy behaviors. Wellness and physical activity have sustainable health benefits. And yet participation rates are very low. It’s a very large challenge.”

An economics perspective to this problem is very refreshing. How can you incentivize people so they understand the differences in outcomes when choosing to be physically active or not?

“There are some common characteristics that tend to explain if people will participate (in physical activity) or not,” she said. “Married people are less likely, men are more likely, those with higher income and higher education are more likely, those with small children in the home are less likely. But what we don’t know for certain is what’s driving their behavior. These facts can be demonstrated consistently, but we don’t know why.”

Trying to build an economic model to predict and explain this behavior is a big undertaking. There are so many factors to consider. Participation in physical activity can be episodic. Some people start, then quit, then start again later. Preferences change.

Untangling the problem is a big part of her current research. The answers could have important policy implications for the state legislature, health oriented nonprofits and insurance companies.

“I thought that (this area of research) is rather new and that serious work hadn’t been done yet,” said Ruseski. “I can see
how it’s important, so I thought I could make a contribution. My commitment to being active and my area of research go hand in hand, and now they build off each other.”

MIKE WALSH
Helping Undergraduates Think Like Marketing Professionals
Dr. Mike Walsh loves hopping on a trail and biking for miles. He’s participated in 350-mile races in Iowa and has biked from Pittsburgh to Washington, D.C.

While some trails have a fixed beginning and end, others are a complex and unpredictable experience. Walsh never anticipated that his life’s trail would lead him to become the chair of a marketing department at a major university.

For 20 years, he followed a rather linear route in the advertising business, where he worked at top agencies. Then, he took a slight turn to work as a marketing director at a Pittsburgh-area law firm. A chance encounter gave him the opportunity to wander off the conventional path to teach a college marketing course as an adjunct.

That random deviation planted a seed that would completely transform his trail. “Teaching was something that I really enjoyed. But to do that full time you need a Ph.D., so I never really thought about it,” Walsh said. That changed after a dinner with friends.

“I was talking about how I [didn’t care for my job]. One friend asked, ‘What is it that you want to do?’ I had a hard time answering that question. I knew what I didn’t want to do,” Walsh said. “On the way home, my wife said, ‘You’ve been asked that question before. How come you don’t bring up teaching?’”

With that, a light bulb went off in his head. It was time to quit making excuses. He left the corporate world, earned his doctoral degree in 2006 and headed to WVU. The rest is history.

The biggest advantage of teaching over corporate life, in Walsh’s eyes, is that he has the opportunity to prepare students for their own trails in life.

“In an agency with constantly changing clients and projects, it’s hard to have a lasting sense of accomplishment,” he said. “Here, you are influencing and shaping people. There are students who have taken time to write to me after graduation, thanking me. What a wonderful feeling to have.”

Students benefit from Walsh’s evolution. A foremost expert on branding, it was Walsh who was interviewed by media outlets such as Advertising Age and Time Magazine when Starbucks changed its logo in 2011.

Walsh invests in his students and emphasizes that experiential learning like case studies and internships have become essential—mandatory, in fact.

“At most companies, the notion of formal training programs and the idea of hiring someone fresh out of college to groom them into a fully engaged professional is over,” Walsh said.

“Students need these types of experiences to lead to the jobs they want. In a world of parity among job candidates, experiential learning activities are often the differentiator,” he said. “In the classroom, you learn the principles of a discipline. But experiential learning gives students the chance to apply that knowledge and understand how it works. Quite frankly, at times they learn that the world is not nearly as ideal as what you learn in a textbook. Sometimes it’s a little messy. But that’s life. That’s reality.”

That’s how the trail is blazed.
The College of Business and Economics awards more than 50 scholarships each year. Some are created in memory of a loved one; others are established in honor of individuals or faculty members who made a significant impact in a person’s life. Everyone who creates a scholarship—whether it be for academic merit, financial need, or both—shares a desire to give back to West Virginia University and keep the College of Business and Economics competitive in recruiting and retaining outstanding students. This is a comprehensive list of our 2013-14 academic year scholarship recipients, with our deepest thanks to those who made them possible.

A.K. Robinson Scholarship
Azsra Mathar

Andrew Urbaczewski Scholarship
Paul Ehrenworth

Arthur & James Gabriel Scholarship
Danielle A. Ferreira

Beta Gamma Sigma Scholarship
Michelle Corder

BrickStreet Scholars
Brittany Bond
Nicholas Naum
Katherine Szepelak

C.B. Singleton III Endowed Scholarship
Brooke Austin

Central B&E Dean’s Merit Scholarship
Amelie Currat
Nicholas Eckman

Charles Edward Witt Memorial Scholarship
Jeremy Tipton

Chester Hatfield Curry Jr. Memorial Scholarship
Lord Walker

College of B&E Anonymous Endowed Scholarship
Michael Centritto
Stella Potts
Daniel Shearer
Ian Yawnlis

D. Ray Hall Scholarship Endowment
Sydney Adkins
Maria Grieco
Changhui Wang

Daniel C. & Elizabeth D. Brown Scholarship
Andrew Kidd

David R. Greenlee Memorial Scholarship
Caitlyn Michelle Collins

Doc & Libby Miller Student Philanthropy Fund
Jessica Austin

Dominion Executives Endowed Scholarship
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Dr. Jack Turner Scholarship
Derek Dayley

Fred Haddad Scholarship
William Eastham
Jasmine Gonlin
Christopher Seal

Gary and Renee LeDonne Accounting Scholarship
Bryce Johnson

GE/Glen Hiner Scholarships for B&E
Corinn Deibel

J. Thomas and Judith Ann Jones Scholarship
Andrew Bassi
Ryan Brown
David Farson
Samuel Harner
George Smith
Brian Thompson
Joseph Twynam

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Emily Myers
Krista Rerick
Jessica Shananholtz
Chase Thomas
Anthony Webster II

John D. May Award
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John E. Arbuckle

B&E Scholarship
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Vanessa Veach
Leigh Ann Wilkins

John L. & Hazel L. Sutton Scholarship
Nathan T. Alderson
Morgan A. Bott
Lee C. Hickman
Travis S. King
William G. Lilly
Jordan E. McCullough

Kaiser Aluminum & Chemical Corporation Scholarship for B&E
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Candace Boesley
Corianna Cavitt
Kathleen Cortes
Corinn Deibel
Emily Dillon
Katrina Fleeman
Elizabeth Gratz
Megan Harding
Charmaine Loh
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Gabrielle Schwind

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Nathan Hendricks

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Alexander Smith

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PriceWaterhouse-Coopers Accounting Award
Rachel Poe

Professor & Mrs. Enoch Howard Vickers Scholarship
Colby Fields

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Zackery Weaver

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Courtney Leigh Dean

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Jordan McCullough
Lucas Rubenstein

Samuel H. Weese Scholarship
Brooke Austin
Alumni comprise a significant portion of our B&E family, so we feel compelled to let our readers know when we have lost a member of the family. We extend our most heartfelt sympathies to the families and friends of the following B&E alumni who passed away from March 2014 through September 2014.

Mr. Don W. Mobley  
M.A. 1980  
d. 3/11/2014

Mr. Joseph B. Topley, Jr.  
B.S. 1968  
d. 3/25/2014

Col. John E. Stenger  
B.S. 1943  
d. 3/26/2014

Mr. Patrick M. Farley  
B.S. 1952  
d. 3/29/2014

Mr. Edward P. Gatrell  
M.B.A. 1987  
d. 3/5/2014

Mr. Kevin H. Dawson  
M.S. 1983  
d. 4/1/2014

Mr. James R. Seibert  
B.S. 1963  
d. 4/10/2014

Miss Wilma E. Gilmore  
B.S.B.A. 1956  
d. 4/10/2014

Mr. Edward P. Gatrell  
M.B.A. 1987  
d. 3/29/2014

Mr. Frank J. Morelli, Jr.  
B.S.B.A. 1991  
d. 5/5/2014

Mr. Robert B. Orders, Sr.  
B.S.B.A. 1954  
d. 4/22/2014

Mr. Joseph B. Topley, Jr.  
B.S. 1968  
d. 3/25/2014

Dr. Phillip E. Casto  
B.S. 1941  
d. 7/12/2014

Mr. Paul W. Harr  
B.S. 1961  
d. 4/19/2014

Mr. Roger A. Wilson  
B.S. 1980  
d. 4/21/2014

Mr. Charles S. Hardman  
B.S. 1967  
d. 4/22/2014

Mr. Michael T. Marshall  
B.S. 1966  
d. 5/10/2014

Mr. James W. Berry  
B.S. 1949  
d. 5/16/2014

Mr. Ryan P. McGee  
B.S.B.A. 2008  
d. 5/24/2014

Mr. John A. Slavonia  
B.S. 1977  
d. 6/6/2014

Mr. John F. McChesney  
M.S. 1974  
d. 5/24/2014

Mr. Wayne D. Miller  
B.S. 1971  
d. 7/20/2014

Mrs. Mary M. Fazenbaker  
M.S. 1975  
d. 7/4/2014

Mr. Benjamin J. Pfohl  
B.S.B.A. 2007  
d. 8/17/2014

Mr. Thomas L. Dobbs  
B.S.B.A. 1987  
d. 8/19/2014

Mrs. Elizabeth A. Michael  
B.S. 1956  
d. 8/21/2014

Mr. Dana M. Hicks, II  
B.S. 1954  
d. 8/23/2014

Mrs. Betty L. Luff  
B.S. 1980  
d. 8/23/2014

Dr. Samuel A. Rowan  
M.B.A. 1997  
d. 8/27/2014

Mr. Peter C. Neal  
B.S.B.A. 1986  
d. 8/29/2014

Mr. John C. Ice, Sr.  
B.S. 1968  
d. 8/3/2014

Mr. Lester W. Burnside, Jr.  
B.S. 1955  
d. 8/30/2014

Mr. Tod R. Edwards  
B.S. 1984  
d. 8/31/2014

Mr. Samuel G. Campbell, Jr.  
B.S. 1949  
d. 9/9/2014

Mr. Harry D. Colebank  
B.S. 1950  
d. 9/29/2014

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Scholarship information, including a listing of scholarships, qualifications and application deadlines can be found on the B&E website.

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