Dear Alumni and Friends:

The success of West Virginia University's College of Business and Economics is evident around the globe — in our graduates and in the individuals and organizations with which we have worked over the years. The positive impact and contributions this College has made are magnified even more as we embark on our 60th Anniversary Celebration.

This celebration has been a year in the planning and gives us opportunities to see the magnificent work B&E graduates have done over the years. From its inception as the College of Commerce in 1951 to our first-ever ranking as a top 100 business school in 2011, the College of Business and Economics has served as the springboard for successful careers in business, government and academia; has created growth of new enterprises; and has helped develop policies for the well-being of West Virginians.

In an effort to appropriately mark this occasion, we have outlined a celebration that includes events to run the duration of the anniversary year. Those events include B&E AT 60, a speaker series that brings successful executives to campus who will excite and inspire the student, University, alumni and business communities; the kickoff of the Roll of Distinguished Alumni, the annual induction and recognition of successful B&E alumni; and community-related events that will bring all of the important groups together that make up the B&E family.

Our anniversary gives us yet another opportunity to emphasize the strategic priorities we have set for the College as we strive toward our goals. We have incredible momentum as we work to take the College to new heights. It is a time of great change, great excitement and great energy, and we look forward to showing you the fruits of these labors.

Our anniversary gives us yet another opportunity to emphasize the strategic priorities we have set for the College as we pursue our vision of “Better, Bigger, Ranked.”

Regards,

Jose V. “Zito” Sartarelli, Ph.D.
Milan Puskar Dean
WVU College of Business and Economics
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The College has exceptional alumni all over the world - see what's new, and contribute your own story for the next edition.
In 2008, the College of Business and Economics added dual-degree options with the MBA that allow students to pursue two degrees in two years. Providing that option has proved to be fruitful in a short time.

These programs have garnered interest both domestically and internationally, and the graduates, while early in their careers, are making quite an impact.

For several years, the College of Business and Economics has offered an accelerated, 14-month MBA program where students from either a business or non-business background can pursue the MBA immediately after the undergraduate degree. This accelerated MBA is also ideal for someone wishing to change careers.

Current dual-degree options include MBA/MS in Industrial Relations, MBA/MS in Finance or an MBA/MS in Sport Management. The Sport Management degree is offered through the College of Physical Activity and Sport Science. Currently, there are a dozen students pursuing dual degrees.

In all dual-degree programs, students must make separate applications to each degree program and must graduate with both degrees at the same time. When students pursue these dual-degree programs, they optimize the credit hours since each program traditionally counts 12 credit hours from the other program. This allows students to graduate sooner, maximizing tuition and opportunity costs.

When recruiting students in China, Victor Chow, a Dean's Professor of Finance, described the reaction of prospective students.

“When I present our dual-degree programs to students in China, they get very excited,” said Dr. Chow. “Most colleges have traditional two-year programs with a concentration. Earning two master's degrees provides the students with a more complete coverage of topic content and deeper professional skills in the specialization area. They feel that two degrees are much more valuable.”

Matt Anstey, who was in the first group of students to graduate with the MBA/MS in Finance, has accomplished much in his young career. Originally from Australia, Anstey played on the WVU men’s soccer team while pursuing an undergraduate degree in finance. He entered the dual-degree program in 2008 and, since graduating with both degrees in 2010, he has passed all three
levels of the Chartered Financial Analyst (CFA) program and recently moved from KPMG to his new position of Senior Associate, Valuation & Transaction Advisory, with the Reznick Group.

“My experience at WVU has given me an excellent base to launch a successful career in finance,” Anstey said. “The challenging curriculum allowed me to master many key concepts in financial theory and build a strong understanding of business, investment management and capital markets. The program also served as great preparation in helping me pass all three levels of the CFA. The combination of a WVU degree and CFA charter will provide me with respect among peers and give comfort to clients who recognize the high standard of these achievements.”

“I entered [the MBA/Sports Management program] anticipating a life-changing experience, and I am proud to say that the program exceeded my expectations. The MBA and Sport Management faculty and staff provide a foundation to succeed in any environment within the business of sports,” said Dowell. “With both degrees, I am confident that I can make valuable contributions to any sports organization.”

Dowell is currently the Major Gifts Officer for the Mountaineer Athletic Club (MAC) at WVU.

The College continues to work with the College of Law to offer the JD/MBA. In this program, law students begin taking MBA classes in their second year and graduate at the end of the three-year law program with both an MBA and a JD. Approximately 10 students a year participate in this dual-degree program.

“The dual MBA/MSIR program prepared me to hit the ground running as a human resources consultant,” said Paige Sumner, MBA/MS Industrial Relations 2010 graduate and Associate HR Business Partner at Helios Human Relations in Reston, Virginia. “I learned how to analyze business operations to ensure that each functional area makes the business successful. I can now show clients how to best utilize their human capital to increase revenue, retention, employee satisfaction and engagement. Earning two degrees simultaneously was an efficient way to earn a strategic seat at the table.”

Adrian Dowell, Jr. spent a week in Germany to fulfill the international experience requirement of the MBA program.

Adrian Dowell, a 2009 graduate of Roanoke College, sought out WVU specifically to pursue the MBA/MS in Sport Management.

“Moving forward, the College of Business and Economics is looking to expand its dual-degree programs with other colleges throughout WVU.”
Since Jose V. “Zito” Sartarelli arrived at West Virginia University’s College of Business and Economics as the Milan Puskar Dean in July 2010, he has been talking about globalization, international activity and the global marketplace students have access to upon graduation.

After all, he was born, raised and earned an undergraduate degree in Brazil and, after earning his M.B.A. and Ph.D. on American soil, was off to serve three Fortune 500 pharmaceutical companies on nearly every continent. His more than 30 years in the health care industry helped him forge partnerships and collaborative efforts in countless countries, where he witnessed the benefits of investment, teamwork, education and collaboration in international environments.

Bottom line: you don’t manage more than 9,000 employees in some 50 countries for Johnson & Johnson and not know your way around the global marketplace.

Globalization is not only a strategic priority of the College of Business and Economics, but was also a major component outlined by WVU President Dr. Jim Clements for the University’s 2020 Strategic Plan for the Future. Clements called on Sartarelli to chair the University’s Global Engagement Roundtable as part of the strategic plan. Since that time, the roundtable’s momentum has created an insatiable hunger on the part of the University president and the dean of the business school to put the eyes of WVU on the world, and the eyes of the world on WVU.

“The advancement of international activity and global engagement has a very distinct and prominent place in West Virginia University’s 2020 Strategic Plan for the Future,” said
President Clements. “That goal of the strategic plan will be visible and evident in the various colleges throughout WVU, and I am confident that Dean Sartarelli will carry out plans for international activity and global engagement within the College of Business and Economics.”

“Through his strategic priorities for the College, Dr. Sartarelli has identified opportunities for collaboration and partnership in countries like China, India, Germany and Brazil. In addition, through a generous gift by Stuart and Joyce Robbins, B&E has established the Stuart M. and Joyce N. Robbins Center for Global Business and Strategy 20/21. When it is fully functional, the center will provide unprecedented global opportunities for students and faculty through research, student assistantships and a variety of partnerships in ‘G20’ countries. The bottom line is that our students and our university will be players in the global marketplace, and that benefits our constituents and the state.”

Objectives outlined in WVU’s 2020 Strategic Plan for global engagement are:
• to promote international partnerships in education, research, outreach and economic development that benefit WVU’s constituency and West Virginia;
• to integrate global themes broadly into the curriculum; and
• to create an integrated administrative infrastructure to promote global engagement and awareness.

Dr. Nigel Clark, Associate Vice President for Academic Strategic Planning at West Virginia University as well as the George B. Berry Chair of Engineering, Mechanical & Aerospace Engineering, emphasized that this globalization effort will bring together international activities university-wide.

“The Strategic Plan recognized the need not only to increase our global stature, but also to coordinate our international activities across units. Study abroad initiatives, research partnerships, economic development activities and international student recruitment relationships can all benefit one another. Likewise, a relationship with a foreign institution of government based in agriculture might spawn a new relationship in the health sciences,” said Clark, who serves as the Strategic Planning ex-officio member of the Global Engagement Roundtable.

“The Global Engagement Roundtable led by Zito Sartarelli will ensure that WVU has a more holistic view of engaging with the world and more efficient use of institutional resources in achieving success. Dean Sartarelli also played a key role in developing the WVU 2020 Plan as a key member of the Strategic Planning Council.”
Since June, Sartarelli has visited potential partnership institutions in Brazil, India, Germany and China. The dean set out to accomplish several tasks during these visits, ranging from establishing partnerships with other universities to recruiting students and faculty and touting B&E programs.

“I had the chance to meet with schools of business and discuss with them the opportunity for collaboration and partnership,” said Sartarelli. “These opportunities fit perfectly within the scope of our recently announced Stuart M. and Joyce N. Robbins Center for Global Business and Strategy 20/21.”

The Robbins Center could certainly result in student assistantships, the business school dean said, as well as additional partnerships with overseas universities in G20 economies. Eventually, it could mean offering a major in global business at B&E.

Sometimes, as with his visit to Germany in September, he is able to couple the trip with another opportunity. From Germany, Sartarelli traveled to Portugal, where he had been asked to present a keynote speech on forensics and how it relates to business practices.

“This is an area where B&E has earned an international reputation,” Sartarelli explained. “Last year, Dr. Paul Speaker and Dr. Max Houck made a presentation to the top forensic professionals from around the world at INTERPOL headquarters in Lyon, France. It is an honor — and it is evident that we are highly respected in this area of expertise — to present to this elite group of professionals.”

INTERPOL, The International Criminal Police Organization, has 188 member countries and is the largest organization of its kind in the world.

“Dr. Speaker and I actively participated in the International Association of Forensic Sciences in Funchal, Madeira, Portugal, in September and we made important international contacts that I believe will prove to be very fruitful for B&E,” said Sartarelli. “My presentation provided insight on B&E’s key role in the forensics of business, particularly with respect to our renowned Forensic Accounting and Fraud Investigation (FAFI) program. We also spoke about B&E’s
FORESIGHT is a project funded by the National Institute of Justice to enhance the business expertise of forensic laboratories. Additionally, forensic professionals from 39 countries on six continents participated in the workshop presented by Dr. Speaker at the Madeira conference where they learned how to use the FORESIGHT project as a platform for quality.

Sartarelli said globalization also represents a challenge to maintain a critical balance at B&E and the University. As we look to recruit the best and brightest students and faculty from around the world, he said, we do so as we keep in mind our land grant mission to serve West Virginia and West Virginians.

“International students and faculty add greatly to the learning experiences and expertise of students and faculty with no regard to their origin. In other words, we all benefit from the creation of a global learning environment,” he said.

The best example, Sartarelli said, is right here in our own backyard, where hundreds of companies in the state engage in business internationally.

“Just as a great number of West Virginia companies — more than 700 — do business globally, so must we. By globalizing, we are going to increase the chances that, as our West Virginia companies go global, there will be Brazilian, Russian, Indian, Chinese and other global ‘Mountaineers’ sitting across the table during business negotiations around the world.”

involvement with FORESIGHT, which created a lot of buzz.”
Good ideas are the foundation of entrepreneurship. But what separates a person with an idea from a true entrepreneur?

For many young entrepreneurial hopefuls, funding is the missing link between their dreams and reality. Turning an idea into a viable business requires money—something that isn’t particularly easy to come by in today’s delicate economic climate. Fortunately for West Virginia college students, there is a program designed to reward good ideas and hard work with the necessary funding to get their business off the ground.

Enter the West Virginia Statewide Collegiate Business Plan Competition (BPC), a program that spans the academic year and serves as an economic engine for the state by turning the entrepreneurial aspirations of West Virginia college students into reality.

“Having a simple thought and turning it into a complex reality is one of the most rewarding things I have done!” said Business Plan Competition and WVU B&E alumna Nesha Sanghavi, owner of University Girls Apparel.
“There is something inside all entrepreneurs that says, ‘You can do that!’ and ‘Why not me?’ It’s very easy to talk yourself out of doing something risky, but entrepreneurs understand the higher the risk, the higher the reward.”

The BPC is an eight-month investment divided into three rounds. The first round kicks off at the beginning of each academic year and encourages participation from any college student–undergraduate, graduate and professional–studying at any statewide institution of higher education.

The first round requirement encourages anyone with an idea and initiative to submit a three- to five-page summary detailing an idea for a business in West Virginia. Students may enter as individuals or teams, and they classify their entries into one of two categories –Lifestyle and Innovation or Hospitality and Tourism. It is a simple requirement with great potential for growth.

A total of 20 successful teams (10 in each category) will be selected to advance to the second round, where they will prepare a feasibility plan, interview with a panel of judges and pitch their idea to a group of business professionals. The top five teams in each category will then advance to the final round.

The teams then have five months to prepare for the final round, where one team in each category has the opportunity to take home a check for $10,000 to be used toward starting their own business in West Virginia. But before they reach that milestone, they are given plenty of resources and support to make their vision a reality.

Part of the crucial support component is provided by business leaders from around the nation who selflessly donate their time and efforts to coach the finalist teams. The teams and coaches are brought together for a workshop weekend in January. Teams work individually with their coaches and are given valuable legal, financial and entrepreneurial advice from experienced members of the business community who have found their own success. They also are encouraged to enroll in a class that gives them the support to make their plans realistic.

Teams then spend the next two months developing their plan with their coaches, absorbing unlimited advice and guidance from professionals and practicing their presentation. Their families and friends are invited to the final round to watch them present the plans to which they have devoted eight months of blood, sweat and tears—and two teams are rewarded with a big check to get them started.

WVU graduate Logan Hartle is one of those students who took home the $10,000 grand prize.

“Entrepreneurs are doers, not just thinkers. They thrive on action,” said Hartle. His commitment to his pursuits has proved successful as has his business, DecoKrete, thrives. He continues to encourage other young entrepreneurs as well.
The BPC is generating a great deal of interest across West Virginia. In the last five years, 429 teams from 14 different colleges and universities have entered the competition. Nearly $150,000 has been given away to support their efforts. More than 130 volunteers from the state and national business communities step up to offer guidance each year. While 10 teams have walked away with grand prize checks, 20 finalists have started businesses in West Virginia as a result of their participation, demonstrating that the experience is greater than the outcome.

Not only is this an invaluable experience for young entrepreneurs, but it also unites college students with the state and national business communities—giving participants the opportunity to gain valuable insight and make important contacts as they move forward with their professional careers. And it is funded almost entirely through grants and scholarships, which gives even more opportunity for the business community to be a part of the process.

You will not have to sell the 130 business professionals involved each year on its value—especially not to Small Business Development Center State Director Kristina Oliver, who is an integral part of the competition from round one to the finals each year.

“This competition grows entrepreneurs who will turn the tide of the economic development for our great state,” said Oliver. “Entrepreneurship is the game-changer for economic development in West Virginia. Initiatives like this and the individuals who participate are creating West Virginia’s future resources. We mine coal in West Virginia and that’s great, but our second-most nationally known resource can be entrepreneurial gold.”

The competition is equally valuable for the participants, whether they walk away with a check or not.

“The value of this competition is worth way more than $10,000,” said Dominick Iacavone, a University of Charleston business student who was a 2009 finalist. “This competition gave us a year of business experience we couldn’t have gotten anywhere else. We learned more by participating in this than we could have in a year’s worth of classes.”

Those involved in the BPC come to the realization that you cannot put a price on the value of this experience for these students. They enter the competition as students, but they walk away as entrepreneurs.

As of this publication date, the sixth annual BPC had entered the second round. A record 117 entries from across West Virginia were received this year.
DREAM BECOMES A REALITY: B&E OFFERS PH.D. IN BUSINESS ADMINISTRATION

By Joyce Heames, Ph.D.

For several years, a group of business faculty members in the College of Business and Economics have worked diligently to lay the ground work for a doctoral degree in Business Administration.

That dream has come true, as the inaugural cohort for the Ph.D. in Business Administration program with a concentration in Management was admitted for the fall 2011 semester. It seems appropriate to have launched such a monumental program in the same semester as the College prepares to celebrate its 60th anniversary. This program joins the Ph.D. in Economics, which has been in place since 1965.

The implementation of a Ph.D. program in Business Administration was approved by the West Virginia Board of Governors during its February meeting earlier this year. The Department of Management and Industrial Relations accepted the challenge to be the first department to start a cohort, a tall task to accomplish in only seven months. The department reached pay dirt and started the inaugural Management Ph.D. class in August with two students, Chris Ellison and Drew Carnes. Next academic year, in the fall of 2012, the Management, Marketing and Accounting Departments will each accept a cohort of three to four Ph.D. students, with the Finance Department slated to come on board after that. The goal is to have approximately 50 students across the four disciplines.

ABOUT THE AUTHOR

Joyce Thompson Heames, Ph.D., SPHR, chairs the Department of Management and Industrial Relations in the College of Business and Economics at West Virginia University. Her teaching includes human resource fundamentals, staffing and selection (talent acquisition), training and development and corporate social responsibility at the graduate and undergraduate levels. Joyce’s primary area of research is counterproductive work behavior, specifically workplace bullying. She also explores work-life balance, management history, training and development, and organizational knowledge transfer. Her work has been published in the Journal of World Business, Journal of Applied Social Psychology, Journal of Leadership & Organizational Studies, International Journal of Human Resource Management, Management Decision and Journal of Business Ethics.
BUT WHAT IS A Ph.D.?
A Doctor of Philosophy degree (a.k.a Ph.D.) is the highest academic degree a person can earn and, thus, is referred to as a “terminal” degree.

Ph.D. Historical Facts
- 1150 - First Ph.D. degree awarded in Paris
- 1861 - First American Ph.D. degree awarded at Yale University
- 1876 - First African American to receive a Ph.D.
- 1877 - First American woman to receive a Ph.D.

The doctoral degree is not an advanced MBA or extension of a master’s program. Master’s programs are geared to practical and applied learning across functional areas (human resources, marketing and accounting, for example). Students in a Ph.D. program are trained to conduct research, thus gaining an in-depth knowledge of one particular aspect of a topic.

Less than one percent of the population attains a Ph.D. degree. The requirements are to: 1) master a specific subject completely, and 2) extend the body of knowledge around that subject.

To show mastery of the chosen topic, students are exposed to a battery of intense graduate level courses, comprehensive exams and scholarly journals, the publications where researchers exchange information and scientific findings. The student must write theoretical conceptual research-based publishable papers. Designing empirical studies, collecting data and analyzing the findings become normal fare. Research to some might imply experiments, but a doctoral program offers more than just conducting experiments on human behavior in a lab. It is the training for students on how to conduct methodical, systematic and theory-based research. Some research projects will take several years, leading the nascent scholar down roads of discovery never anticipated.

A Ph.D. in a management discipline studies organizational and human behavior, trying to determine “why and how” practices, processes and individual characteristics make employees and managers act, think and perform the way they do.

As a scholar at Purdue University stated, “The essence of a Ph.D., the aspect that distinguishes a Ph.D. study from other academic work, can be summarized in a single word: research. To extend knowledge, one must explore, investigate, and contemplate.”

B&E’S BUSINESS ADMINISTRATION DOCTORAL PROGRAM
The Business Administration Ph.D. is a small, full-time, residential program designed to prepare highly qualified and motivated individuals for a career in scholarly research and teaching at the university level. Students will have the opportunity to concentrate in Accounting, Finance, Management or Marketing.

The mission of the program is to prepare students to excel in knowledge creation and knowledge dissemination. The goal is to strive for continuous improvement in training world-class researchers and college professors who are able to conduct independent, original, academic research and teach university level courses in their major areas of study.
The faculty in the various departments are engaged in research covering discipline-specific topics. Small classes and an “open door” policy allow for close interaction between students and faculty, with plenty of opportunity to discuss ideas and work on joint research projects. Through assignments as research assistants, graduate students are offered the opportunity to work closely with faculty on a one-on-one basis and become involved with their research activities. The objective is to involve students in research projects early so that by the time students complete the Ph.D., they have experience of presenting their work at professional conferences and have one or more research articles accepted in academic journals.

The core of most Ph.D. programs is:
• coursework in research design and methodology, statistics and research seminars in a selected area of specialization;
• independent research projects directed by an advisor or committee;
• oral and/or written comprehensive exams; and
• the proposal, completion and defense of a dissertation.

Students will also gain teaching experience with exposure to undergraduate classes (i.e. in-class, online, and mass sections) through teaching assistantships and course assignments during the third and fourth years of the program.

Why Now?
You might ask why B&E would establish a Ph.D. program in Business Administration now. The following quote from Dr. Nancy McIntyre, Special Assistant to the Dean in the College of Business and Economics, sums up that thought.

“The doctoral program is beneficial in so many ways. First, it provides a new level of educational opportunities for the state of West Virginia. It also elevates our standing nationally, which helps in recruiting faculty. Additionally, having a doctoral program in business administration will improve the quantity and quality of our faculty research,” McIntyre said.

The Ph.D. in Business Administration program is seeking high quality students with Graduate Management Admissions Test (GMAT) scores of over 650. If you are interested in the Business Administration Ph.D. program, go to www.be.wvu.edu.

Andrew Carnes, who graduated from Western Carolina University, said top faculty and research support drew him to WVU for a doctorate. “I decided last spring that I wanted to pursue a Ph.D. in business to eventually become a professor and researcher. After researching many programs across the country, I narrowed my list to a select few and applied to those schools,” he said. “I was immediately interested in applying to WVU because of the distinguished faculty and wealth of research support that exist within the College of Business.”
Without any doubt, during the past 60 years the most important days in the life of the College of Business and Economics have been the graduation events of the institution's more than 23,000 alumni, beginning with the first commencement in 1953 when it was called the College of Commerce.

Certainly, we are most proud of this accomplishment. There have been many, many other moments worth highlighting. However, the impact that our graduates have had in our state, nation and the world is incalculable, and the education they received at the College of Business and Economics helped launch them.

Thus, during the celebration of the College's 60th anniversary, this timeline has been created to put into historical context some, obviously not all, of the international, national and local historical highlights during the decades since the College was established in 1951.

Read alumni stories from each decade at be.wvu.edu/60th_anniversary.

ABOUT THE AUTHOR
Tim Terman is a communications project manager in the WVU College of Business and Economics. He researches and writes a wide variety of topics for internal and external communications vehicles, and will take on a leadership position in researching and communicating the College's 60th anniversary. He is also a public relations and media relations liaison for the College.
In August of 1948, the House Un-American Activities Committee met for the first time and the Republic of Korea was created.

In September 1948 the Democratic Republic of Korea would be declared, and the foundation of the Korean War would be laid.

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In October 1948 more than 100 people died as a result of smog in Donora, Pa., a town on the Monongahela River just beyond the West Virginia border.

During the academic year, 1949-50, nearly one-half of all the seniors receiving degrees from the College of Arts and Sciences were in business administration.

Raymond W. Coleman was the first dean of the College, which was in Armstrong Hall, completed in 1949-50, but on only one floor. All faculty reported directly to Dean Coleman, with no departments or department heads. He was dean until 1961.

Clarence Price arrives at WVU in the fall of 1948. Read his story online at be.wvu.edu/60th_anniversary.
In 1951, President Harry S. Truman signs a peace treaty with Japan to officially end World War II.

The Soviet satellite Sputnik launches the space age in 1957.

In 1951 Gov. Okey L. Patteson made his controversial decision to select Morgantown as site for the state’s medical center, which would be funded by a tax on soda-pop.

The Navy sent a used Quonset hut to WVU, which became the first Mountainlair.

In October 1951, Arthur S. Dayton's wife Ruth donated to WVU 7,000 items from her husband's library, including rare Shakespeare folios.

The Navy sent a used Quonset hut to WVU, which became the first Mountainlair.

In 1950s-60s

- The WVU College of Commerce was born by order of the state higher education board on November 10, 1951, enrolling students for the first semester of the 1952-53 academic year.

- Twenty-three students were in the first graduating class for the new college in 1953, transfers from the College of Arts and Sciences. The next year 106 students earned business degrees.

- In 1954, the American Assembly of Collegiate Schools of Business accredited the College, and its first class of 106 students graduated. During its first years, the College offered secretarial studies as an area of emphasis, along with accounting, economics, finance, management, marketing and general business.

- By 1956, 160 students earned degrees from the College. By the decade's end, the number had fallen somewhat to 156.

- There were 21 faculty, seven with Ph.D. degrees. The College's budget for faculty and staff in 1952-53 was $90,000. Dean Coleman's salary was $8,750. In 1956, Coleman's salary was $10,500.

- A chapter of Beta Gamma Sigma was established in 1955.

- In 1955-56, Dr. Gerald G. Somers founded and became director of the Institute of Industrial Relations.

- The WVU chapter of the business honorary Beta Alpha Psi was founded in 1957.

- A Master of Science in Industrial Relations degree, housed within the Institute of Industrial Relations, first appeared in the 1957-58 graduate catalog.

- The Polio Vaccine was created in 1952 by John Enders at the Children's Hospital Boston.

- Color television is introduced.

- Segregation is ruled illegal in 1954.

- McDonald's Corporation is founded in 1955.

- NASA is founded in 1958.

- Dr. Irvin Stewart was WVU president from 1946-58.

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In February of 1961, the United States test fired the Minuteman I intercontinental ballistic missile, adding fuel to an escalating Cold War. In the same month, a British band called the Beatles began performing at the Cavern Club in Liverpool.

1967: Six-Day War in the Middle East.

- President John F. Kennedy is assassinated in 1963.
- The Civil Rights Act is passed in 1964.
  - Malcolm X is assassinated in 1965.
  - In 1966, the first Star Trek television series airs.
- The first Super Bowl occurs in 1967.
  - Martin Luther King, Jr. and Robert F. Kennedy are assassinated in 1968.
- In 1969, Neil Armstrong becomes the first man on the moon and Sesame Street airs.


- Art “Pappy” Lewis left as WVU football coach and Gene Corum took over from 1960-65.
  - Cecil Underwood left the governor’s office in 1960, handing over the state’s leadership to William Wallace Barron who served until 1965.
  - In 1963 Morgantown celebrated its centennial.
  - A press box was added to Mountaineer Field during the 1963-64 year.
  - Ground was broken for agriculture and engineering buildings on the Evansdale campus. Work began on a new Mountainlair in 1965.

In 1961, Thomas Campbell became acting dean as Raymond Coleman took leave of absence to study under a Ford Foundation grant and eventually left for a post at the University of Illinois Navy Pier in Chicago. Campbell was dean until 1968.

It was in 1963 when David Woodrum first heard of hospital administration. Read his story online at be.wvu.edu/60th_anniversary.

The College had 18 full-time faculty in 1961, and a full professor’s salary was $9,684.

Robert Shriver Maust, who is a still teaching and is the Louis F. Tanner Distinguished Professor of Public Accounting, was first listed in the College of Commerce catalogue as an accounting teaching assistant in 1964-65.

The Ph.D. program in economics began in 1965. William Meirnyk, an internationally known scholar, was recruited to start it. Douglas Brown, associate professor of economics, Georgetown University, and Robert Mogull, professor emeritus, California State University-Sacramento, were the first two graduates in 1969.
The Terracotta Army is discovered in China in 1974.

North and South Vietnam join to form the Socialist Republic of Vietnam in 1976.

The WVU College of Commerce is renamed The College of Business and Economics in 1971.

The Master of Professional Accountancy is approved in 1979. The first graduate is William J. Sipes, Jr.

Dr. Frank Giarratani earned a Ph.D. in economics in 1975. He recalls several rather painful issues and one particularly superb pleasure during his experiences at WVU during the 1970s. Read all about it online at be.wvu.edu/60th_anniversary.

You could buy a gallon of gasoline for under $1, but an eight-track car stereo was a little pricy at around $40.
• Lady Diana and Prince Charles are married on July 29, 1981.
• In 1986, the Chernobyl nuclear disaster occurs in Ukraine.
  • The Berlin Wall falls in 1989.
  • In 1989, students are massacred in China’s Tiananmen Square.

• The AIDS pandemic comes to the United States at the beginning of the 1980s.
• John Lennon is shot outside of his apartment in New York City in December of 1980.
  • Michael Jackson’s Thriller is released on November 30, 1982.
  • The Challenger space shuttle explodes in 1986.
• The Dow Jones Industrials hit a high of 2,722 in 1987.

• Niel Bucklew was president of WVU from 1986 to 1995. He is now a Professor of Management and Industrial Relations in the College.

• The College’s McDonough Caperton Distinguished Lecturer Series began in 1981.
• Arthur Kraft was dean from 1983 to 1987, followed by Dr. Cyril M. Logar, who served until 1993.

• In December 1985 final plans for a new building for the College are presented to the University Cabinet. Demolition of Old Mountaineer Field, to make way for the building, begins in 1986.

• Ground is broken for a new $8.5 million building for the College near the old Stadium Loop during a rain storm on Oct. 2, 1987, which forced the ceremony indoors.

• As the decade drew to a close publishers of the Journal of Small Business Management (housed in the College’s Bureau of Business and Economic Research) received the 1989 Award of Excellence at the Association for Business and Economic Research annual conference.
• From **August of 1990 through the end of February 1991** the United States and allies fought Iraq’s military in the Gulf War.
  - The Soviet Union collapses in **1991**.

• On **August 31, 1997**, Princess Diana dies in a car accident.

• The Los Angeles riots erupt in **1992** after the Rodney King verdict.
  - 168 people are killed in the Oklahoma City bombing on **April 19, 1995**.
  - Google is founded by Larry Page and Sergey Brin, the Google Guys, on **September 4, 1998**.

• During the WVU capital campaign from **1988 to 1993** that raised more than $130 million, Kmart donated $2 million to the College of Business and Economics.
  “I was the dean between **1987 and 1993**. The gift from Kmart put in place a means to update our computer labs as technology changed,” remembered Cyril Logar, today a marketing professor.

• David Hardesty served as president from **1995 to 2007**.

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**1990s-2000s**

• The College of Business and Economics finally moved to a new building on **October 19, 1990**.

• Robert S. Maust served as dean after Cyril Logar from **1993-1994**: Dr. Sydney V. Stern then served from **1994 to 1999**. Lee D. Dahringer was dean from **1999 until 2001**.

• In **1994** the first annual West Virginia Economic Outlook Conference, hosted by B&E, was held in Charleston.

• In **1994**, the first group of executives from Shanghai, China, attends WVU. The Center for Chinese Business was established in **October 1995**.

From the mid-1980s to September 2003, the inflation-adjusted price of a barrel of crude oil on NYMEX was generally under $25/barrel. During 2003, the price rose above $30, reached $60 by August 11, 2005, and peaked at $147.30 in July 2008.
• A common currency for most EU member states, the euro, was established electronically in 1999, officially tying all the currencies of each participating nation to each other. The new currency was put into circulation in 2002 and the old currencies were phased out.
  • The Human Genome Project was completed in 2003, with 99 percent of the human genome sequenced to 99.99 percent accuracy.

• The 2000s opened with a fizzle: Y2K, the Millennium Bug, the day some thought civilization as we know it would end because of a computer programming glitch. Nothing much happened, though.
  • Hundreds die in the terrorist attack on September 11, 2001.
  • Facebook is launched in February 2004.

• The West Virginia Legislature enacts the Promise Scholarship in 2001.
  • In 2003, WVU begins Export Management Program for state companies and students.


• The West Virginia Business Hall of Fame was established with College of Business and Economics sponsorship in 2001.

• In 2001 the Corporate Citizenship Project is established. Since then, students have awarded more than $200,000 to local non-profits. Funding for the program comes from the College of Business and Economics, WVU and alumni who recognize the importance of businesses contributing to the community.
  • The College's EMBA program graduated its 100th student in the Charleston, W.Va., cohort in 2003.
  • The College of Business and Economics Entrepreneurship Center held its first Business Plan Competition in 2003. The competition went state-wide in 2006.

• K-Mart donates $2 million for endowed chair in marketing in 2004.

• In 2004, accounting faculty were awarded a $600,000 grant from the Department of Justice to create forensic accounting guidelines.

• The BB&T Charitable Foundation announced on December 7, 2007, the company would contribute $1,750,000 to West Virginia University’s College of Business and Economics. The funds established a BB&T Chair in Free Market Thought.

• In March, 2011, Business Week Magazine ranked the College among the nation’s top 100.

• Jose “Zito” Sartarelli, Ph.D., former pharmaceutical group chairman for Johnson and Johnson, becomes dean in 2010.

• Keshama Horton of Nitro, W.Va., received a master’s degree in industrial relations in 2009 and was an undergraduate during much of the decade. Read her story online at be.wvu.edu/60th_anniversary.
The 60th Anniversary Celebration has encompassed a number of events, including B&E at 60, a speaker series featuring nationally and internationally renowned business executives who were invited to speak at the main campus in Morgantown. Special events during the fall included the inaugural induction of the Roll of Distinguished Alumni; the annual induction of new members of the West Virginia Business Hall of Fame; various receptions for the student, College, University and alumni communities, as well as friends of the College; student-focused events; and a hospitality tent hosted by B&E at the WVU-Louisville football game. The B&E at 60 Speaker Series will continue through the anniversary year into late 2012.

**B&E AT 60 LECTURE SERIES**

- 09/20/11
  - STEVEN LEER
    - Chairman and CEO, Arch Coal, Inc.

- 10/04/11
  - BEN STATLER
    - Entrepreneur

- 10/17/11
  - CHRISTINE POON
    - Dean of the Fisher College, The Ohio State University

- 11/03/11
  - WILLIAM SHEEDY
    - Group President, Americas, VISA

- 11/07/11
  - KELLY KING
    - Chairman and CEO, BB&T Corp.

**WV BUSINESS HALL OF FAME**

**INDUCTION: NOVEMBER 3, 2011**

Kim Brown Knopf
Stuart M. Robbins
Fred T. Tattersall
Douglas R. Van Scoy

**ROLL OF DISTINGUISHED ALUMNI**

**INAUGURAL INDUCTION: NOVEMBER 4, 2011**

Joseph E. Antonini
Phyllis Arnold
J. Michael Bodnar
William T. Bright
Earl G. Kendrick
William McLaughlin
Fred T. Tattersall
NEW FACULTY STRENGTHEN THE COLLEGE

BY TIM TERMAN

B&E opened its fall semester with the addition of new faculty throughout the college.

Karen France, herself the new associate dean for academic affairs, said the new faculty represent a positive direction in the College. "I am excited by all the changes occurring in the College of Business and Economics. In addition to being excellent in the classroom, these faculty are productive researchers, which helps achieve the College’s mission to ‘provide its constituencies with the skills, tools and values required to win in the global marketplace.’"

FRANK DEMARCO
TEACHING ASSISTANT PROFESSOR, MANAGEMENT

Frank comes to WVU from the Waterfront Place Hotel where he was the rooms division manager. Before that, he was executive director of Graceland Inn and Conference Services and also assistant professor of hospitality management at Davis and Elkins College. He earned business administration and executive M.B.A degrees at West Virginia University and recently helped launch the College’s hospitality management area of focus. DeMarco has previous experience at Davis and Elkins and also at Ursline College as general manager of Sodexho Dining Services.

ROGER CONGLETON, Ph.D.
BB&T PROFESSOR OF ECONOMICS

Roger earned a bachelor’s, master’s and a Ph.D. degree in economics at Virginia Polytechnic Institute and State University. He was most recently professor of economics at George Mason University and a senior research associate at the Center for Study of Public Choice. He was a visiting fellow at the Amsterdam Center for Law and Economics, University of Amsterdam, a Fulbright distinguished professor of American studies in Odense, Denmark, and was the Adam Smith Professor of Economics and Philosophy at Universitet Bayreuth, Germany. His most recent book is Perfecting Parliament: Liberalism, Constitutional Reform, and the Emergence of Western Democracy.

RICHARD DULL, Ph.D.
ASSOCIATE PROFESSOR ACCOUNTING

Richard earned bachelor’s degrees in computer applications and accounting from Harding University, an MBA from the University of North Carolina at Greensboro and a Ph.D. from Virginia Tech. Before joining WVU, he was an associate professor of accounting at Clemson University. He has had extensive experience in accounting and information systems, including his time as a founding partner and owner of a CPA/consulting company in Greensboro, NC. He holds the certifications of Certified Public Accountant (CPA), Certified Fraud Examiner (CFE), Certified Information Systems Auditor (CISA), and Certified in Financial Forensics (CFF). His research has been published in Journal of Information Systems, Issues in Accounting Education, Journal of Emerging Technologies in Accounting, and International Journal of Accounting Information Systems.
SUZANNE GOSDEN KITCHEN
TEACHING ASSISTANT PROFESSOR, MANAGEMENT

Suzanne is a teaching assistant professor of the MSIR program and teaches EEO. She is employed at WVU as a Human Factors Consultant, national speaker and educational trainer for the Job Accommodation Network (JAN), a grant project sponsored by the Department of Labor. As a consultant, Suzanne handles Americans with Disabilities Act accommodation, specializing in providing accommodation ideas for individuals with cognitive and neurological impairments. Suzanne likes to design disability awareness activities to educate the public, and enjoys finding new ways to promote disability etiquette in society.

ADAM NOWAK, Ph.D.
ASSISTANT PROFESSOR ECONOMICS

Adam earned degrees in mathematics and economics at Indiana University, Bloomington in 2006 and a degree in near-east languages and cultures that same year. He received a Ph.D. from Arizona State University last May. His thesis title was “Eigenvector Methods and Cointegrated Series.” Nowak taught an introduction to macroeconomics course and a survey of international economics at Arizona State.

RICHARD McFARLAND, Ph.D.
ASSOCIATE PROFESSOR MARKETING

Richard earned a bachelor’s degree in economics at The University of California at Irvine, an MBA at The University of Arizona and a Ph.D. in marketing at the Georgia Institute of Technology. Before joining WVU he was an associate professor of marketing and the L. L. McAninch Chair of Business Administration at Kansas State University. His research has appeared in a number of leading journals, including Journal of Marketing, Journal of Marketing Research, Journal of Personal Selling & Sales Management, Marketing Letters, among others. He is on editorial review boards of the Journal of Marketing and the Journal of Personal Selling & Sales Management.

MATTHEW SARKEES, Ph.D.
ASSISTANT PROFESSOR MARKETING

Matthew earned a Ph.D. from the University of Pittsburgh. Before coming to WVU he was an assistant professor of marketing at the School of Graduate Professional Studies, Penn State University. Through a competitive grant, he helped establish the Consortium for Sustainable Business Development at Penn State University. His current research interests include how firms build and deploy marketing resources, customer divestment and sustainability. His research appears in the Journal of Public Policy and Marketing, Industrial Marketing Management, Journal of Strategic Marketing and Harvard Business Review, among other journals. He is the co-chair for the Social Responsibility, Sustainability and Marketing track for the 2012 Winter AMA Educators’ National Conference. Dr. Sarkees also has approximately 10 years of industry experience working with both start-up and Fortune 500 companies in marketing and consulting roles.
AMANDA ROSS, Ph.D.
**ASSISTANT PROFESSOR ECONOMICS**
Amanda earned a master’s degree and Ph.D. in economics from Syracuse University. She does research in urban economics, public finance, real estate economics and the economics of crime. She has published recently in the *Journal of Urban Economics* and presented a paper titled “Do State Taxes Affect Entrepreneurship? Estimates from a Border Model with Agglomeration Economies” to the American Economic Association and American Real Estate and Urban Economic Association.

EDWARD TOMLINSON, Ph.D.
**ASSOCIATE PROFESSOR MANAGEMENT**
Edward joins the department from a post as associate professor of management, marketing and logistics and Mulwick Scholar at the Boler School of Business, John Carroll University. He earned a bachelor’s degree in economics and business at Virginia Military Institute and a MBA from Lynchburg College. He also received master and Ph.D. degrees in labor and human resources from the Fisher College of Business at The Ohio State University. His primary research interests include interpersonal trust, behavioral integrity and deviant workplace behavior. He has published in several top-tier management journals, including *Academy of Management Review*, *Journal of Applied Psychology*, *Journal of Management*, *Journal of Management Education* and *International Journal of Conflict Management*. He also co-edited (with Ron Burke and Cary Cooper) *Crime and Corruption in Organizations: Why it Occurs and What to do About It* (published by Gower, 2011).

DONGWOO YOO, Ph.D.
**ASSISTANT PROFESSOR ECONOMICS**
Dongwoo earned an undergraduate degree in economics from Seoul National University, Republic of Korea. His master’s and Ph.D. were awarded from The Ohio State University. His dissertation topic was “Institutions and Economic Growth.” He presented “Property Rights and Financial Development: The Legacy of Japanese Colonial Institutions” at the 2010 Allied Social Science Association Meetings.

ELIZABETH TOMLINSON, Ph.D.
**ASSISTANT PROFESSOR MARKETING**
Elizabeth teaches business communication and introduction to business. She established and directs the College’s new Business Communications Center. Tomlinson earned a bachelor’s degree in English at The College of Wooster; a master’s degree in English, with a concentration in rhetoric and composition, at John Carroll University; and a Ph.D. in English within the Literacy, Rhetoric, and Social Practice concentration at Kent State University. Before coming to WVU, Tomlinson served as a Teaching Fellow at Kent State and as Assistant Writing Program Coordinator there. She has published in *Community Literacy Journal* and *The Ohio Journal of English Language Arts*, among others. Her research interests include business communication, rhetoric, qualitative research methods, digital literacy, peer review and online profile composition.
Between November 12, 2010, and May 20, 2011, the College of Business and Economics at West Virginia University received two major gifts — one for $3 million and one for $2 million. The gifts were not only gestures of confidence in the direction of the University, but also gestures of confidence in the direction of the College.

Fred T. Tattersall, a 1970 B&E alumnus and Richmond businessman who is chairman of 1607 Capital Partners in that iconic Virginia city, gave the $3 million gift. As of this publication date, that gift is the largest single donation for an endowed faculty chair position in University history and the largest single donation ever to the WVU College of Business and Economics. The gift will be used to endow a faculty chair in the Finance Department.
“I wanted to honor WVU, which gave me a business foundation from which I was able to build a successful investment career,” said Tattersall, who emphasized he wanted to give back to WVU in a manner that could benefit the greatest number of students. “My wife and I realize that we have been blessed with many gifts, some of which are financial, and it is important to share those and be a good steward. Great schools require great faculty, and I want WVU to always be considered a leader in business education.”

Stuart M. Robbins is a former managing director of one of Wall Street’s leading investment banks. He graduated with a bachelor’s degree in history from WVU but serves on the business school’s visiting committee and gave a gift of $2 million. The gift from Robbins and his wife, Joyce, will be used to establish the Stuart M. and Joyce N. Robbins Center for Global Business and Strategy 20/21. Dr. Jose V. Sartarelli, Milan Puskar Dean, said this gift would offer unprecedented opportunities for students, and could create student assistantships and partnerships with overseas universities in “G-20” economies in the 21st Century. The center could also eventually mean a major in global business.

“The Center will have tremendous benefits for our students in a worldwide economy and help WVU become an emerging markets university of choice,” said Robbins. “WVU provided me the academic and personal support that gave me a foundation for competing around the world and never once feeling outgunned educationally. The University has among the broadest charges in the country to provide academic, research and regional economic support and, still, has been able to give thousands, like me, a foundation for life.”

Robbins said that he was happy to provide the generous gift because he felt it would have a tremendous impact and could be a potential “game-changer.” That term actually applies to both the Robbins gift and the Tattersall gift, and truer words were never spoken.

FRED T. TATTERSALL ENDOwed CHAIR, FINANCE DEPARTMENT

The fall of 2011 is an important time for the endowed faculty chair position in the Finance department funded by Tattersall, as WVU officials will interview candidates at the Annual Meeting of the Financial Management Association in Denver in October.

“Candidates will be invited to campus for interviews and presentations in November and December,” said William Riley, chair of the Finance department. “We'd like to have the position filled by early 2012.

“The successful candidate will have to be a mature scholar with experience in a Ph.D. program and, above all, an excellent teacher. Mr. Tattersall said that he wanted to impact student lives, and he thought the best way to do that is to support an outstanding teacher.”

At the time the gift was announced in November 2010, Tattersall said the donation would enable WVU to attract and retain a well regarded professor in the business finance field.

STUART M. AND JOYCE N. ROBBINS CENTER FOR GLOBAL BUSINESS AND STRATEGY 20/21

B&E has opened the search process for a director of the center and, in the meantime, Sartarelli has named Dr. Nancy McIntyre interim director. McIntyre is also serving in the capacity of special assistant to the dean.

“We have started interviewing,” said Associate Dean of Academic Affairs Dr. Karen France, “and we will continue the process until we find the ideal candidate.”

“We are, of course, looking for someone with a Ph.D. who has an established and high quality record in international research, teaching and outreach. We would also like to see applicants with strong connections to international institutions, particularly in G-20 countries, and connections to global business enterprises.”

France said that one main charge of the Robbins Center director is to create joint exchange programs and international partnerships. Applications for the position have come in from around the world.

“We are honored to have support from our donors in our efforts to bring leading scholars and researchers to the College of Business and Economics,” McIntyre said.
DO YOU HAVE A CAREER PROMOTION, COMMITTEE OR ORGANIZATION APPOINTMENT, CAREER NEWS ITEM OR OTHER IMPORTANT DETAIL TO SHARE WITH US?

The WVU College of Business and Economics will feature the accomplishments of our alumni in each edition of B&E Magazine, which is distributed to all College alumni, donors, friends of the College, WVU administration and deans of other business schools. Sharing your success stories is a great way to network with fellow alums and show how B&E grads have made an impact on the community and the world of business.

SUBMIT YOUR NEWS ONLINE:
be.wvu.edu/alumni_news
(304) 293-4388
becommunications@mail.wvu.edu

Be sure to include your name, graduation date(s), current employment information and a photo.

KENNETH R. MCCREARY
B.S., 1982

Ken recently became the Director of Corporate Security for Carolinas HealthCare System, which employees 46,000 employees within 33 hospitals in both North and South Carolina. Located in Charlotte, Ken provides direction and management, oversees the security operations, providing professional leadership in the operational process to minimize risk and exposure, executive protection and liaison to federal and state law enforcement agencies.

Prior to joining CHS, Ken served 29 years as a Special Agent with the U.S. Drug Enforcement Administration (DEA), rising to the position of Assistant Special Agent in Charge of the New Jersey Division. Ken began his career as an agent in Pittsburgh, then transferring to Chicago until 1987. Re-assigned to the Bangkok, Thailand Country Office, Ken conducted international heroin investigations with the Thai National Police. In 1989, Ken transferred to Chaing Mai, Thailand, working heroin interdiction from Burma, Laos and China and had primary liaison responsibility with the intelligence community in Southeast Asia.

In 1991, Ken returned to New York City where he worked Asian Organization Crime and also served as DEAs Public Information Officer. Promoted to Supervisor in 1995, Ken took over the Buffalo, N.Y. DEA Task Force operations in western New York. Ken then was assigned to the DEA Headquarters in 1997, where he had assignments in the Office of Inspections, Domestic Operations, Mexico and Central American Ops and Asset Forfeiture. Ken was promoted to the executive staff in 2002, Office of the Chief Inspector. In 2003, Ken was promoted to the position of Assistant Special Agent in Charge, New Jersey Division, until his retirement in 2011. Ken received DEAs Purple Heart for injuries received during enforcement operations.

Ken is married to Kristin Smith McCreary (WVU ‘82) and has three children, Bryan, Erin and Kaitlyn.
ANTHONY GREGORY
M.A. (Economics), 2007
M.B.A., WVU 2006
Anthony spent three years in Southwest’s Network Planning Department leading a team responsible for designing the airline’s route network and flight schedules for optimal financial and operational performance. He recently took a new role building Southwest’s economic analysis capabilities. Changes in the macroeconomy have dramatic effects on passenger demand and the cost of carrying passengers and cargo.

“My master’s in economics from WVU is enabling me to help Southwest better understand the economic environment and adjust our plans in a more informed, proactive - rather than reactive - manner.”

SARAH POWELL
B.S. (Marketing), 2001
M.B.A., Wake Forest University, 2008
Sarah recently became a strategist for Digital Relativity, a digital marketing firm based in Fayetteville, W.Va.

TRACI LIEBIG
B.S. (Marketing), 2005
M.S. in Integrated Marketing Communications, WVU 2010
Traci recently became the Conservation Specialist for West Virginia University. She is responsible for day-to-day recycling operations, outreach programs for employees and students, and contributing to WVU’s overall sustainability plans.

“My interest in recycling, sustainability, and being a good steward for the environment was sparked at WVU when I went rock climbing at Cooper’s Rock State Forest and to Moab, Utah, on a WVU Spring Break Excursion. The desire to keep the planet healthy for generations to come prompted me to become involved in sustainability at WVU on a volunteer basis, and now I get to make it my career. How cool!”

SARA ROTH
B.S. (Management), 1997
M.P.A., WVU 2000
Sara is the Assistant Director of Administration at the Citadel Alumni Association in Charleston, S.C. She recently joined the WVU Young Alumni Advisory Board.

DAVID SEYMOUR
B.S. (Management), 2003
David works for Joimax, Inc. in Irvine, Calif. He recently became the regional sales manager for the number one ranked region in the country.

RICHARD ZUZA
M.B.A., 1976
Richard is the vice president of supply chain at Kiewit in Omaha, Nebraska. He was elected Chairman of the American Management Supply Chain Council.

MATT STATLER
B.S. (Finance), 2005
B.A. (Spanish), WVU 2005
Matt was promoted to Assistant Manager of Hotel Investment Accounting at Marriott International in May 2011. He also DJs at clubs in Arlington, Va.; Baltimore, Md. and Washington, D.C.
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