LAUNCHING TRANSFORMATIVE EXPERIENCES

Rockwell Hall’s new 4th floor—the catalyst that enables students to take their business ideas from inception to launch.

ALSO INSIDE:

Advice from our Successful Leaders
First Year Innovation Experience
New MS in Supply Chain Management
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Dear Alumni and Friends,

We are very pleased to bring you this issue of the Duquesne Business Leader, with a focus on Launching Transformative Experiences—for good reason. Students’ intellectual, moral and personal growth is at the core of everything we do at the Palumbo-Donahue School of Business.

Our total renovation of Rockwell Hall’s 4th floor is a catalyst for a remarkable transformation. Completed in late 2017, the new state-of-the-art facilities on the floor will reshape our students’ experiences for years to come and help position us among the best business schools anywhere. The 4th floor is the new home of Centers of Excellence in Entrepreneurship, Professional Selling and Supply Chain Management. These Centers support applied educational experiences for students and innovative research as well as promote interaction with local business leaders and entrepreneurs. Going forward, we want to give all our students the skills they need to act entrepreneurially, sell effectively and manage sustainable supply chains while also enhancing job creation and workforce development in the region.

During the Fall 2017 semester, we launched the First Year Innovation Experience. This intensive experiential learning course for all new freshmen pushes students out of their comfort zones and enhances their ability to recognize and seize opportunities. The centerpiece of the course is an “Innovation Challenge” involving an immersive experience that engages students with the Pittsburgh community, faculty and alumni.

In another story, our new Executive-in-Residence Program is bringing an applied focus to student learning as well as enriched interaction opportunities with business partners. From student research projects to relationship building to career advice for students, our executives-in-residence are making a difference.

There’s more to come! In Fall 2018, we are launching a new Master’s and Certificate Program in Supply Chain Management. Our outstanding faculty have created a distinctive set of new graduate offerings aimed at developing confident, well-rounded supply chain leaders who are guided by a strong ethical framework.

In this issue, I am also very pleased to share some prudent advice from our successful leaders—members of our Business Advisory Council and Investment Center Advisory Council. They all agree, “Success is best when it’s shared.”

We keep raising our game, raising our standards, and enhancing our visibility. Our next and most ambitious project in Rockwell Hall is the renovation of the 6th floor. This phase will focus on building Centers of Excellence in Ethics, Investment Strategy and Sustainable Business Innovation as well as gathering spaces for students.

After the 6th floor is complete, we also hope to upgrade, if not expand, our Rockwell bridge to the bluff. The idea would be to treat the bridge as an extension of the Institute for Sustainable Business Innovation and the School of Business with expanded spaces for events and collaborative work.

Most importantly, without dedicated alumni and friends, none of this would have been possible. We are very grateful to all our generous donors—your contributions are making a lasting impact! Each donor is vital to shaping the student experience, providing opportunities for new ideas and top-tier research, and supporting the unparalleled quality of programs that we offer. Thank you!

Sincerely,

Dean B. McFarlin, Ph.D.
Dean and Professor of Management
ADVICE from Our Successful Leaders

“Success is best when it’s shared.”

That’s a personal quote from Howard Schultz, executive chairman and former CEO of Starbucks. Prudent advice can go a long way. In fact, some of the most accomplished people in business agree that good advice was the secret to their success. In that spirit, we asked our Business Advisory Council and Investment Center Advisory Council to share their best leadership advice. Here’s what our leaders had to say about succeeding in business...

John P. Surma
Former Executive Chairman & CEO, U.S. Steel Corporation

I like to tell newer leaders to remember that the organization’s interests must always come first, ahead of any group, individual or personal interest. If decisions are framed and explained in that light, there is less room for dissention or argument.

“The organization’s interests must always come first.”

Stephan Schenk, MBA’99
President & CEO, TD Group US Holdings

The best leadership advice I received was from the former dean of the Business School, Thomas J. Murrin. He always reminded me that every challenge is an opportunity, that—always—“it can be done,” that we have a responsibility to make the world a better place, and—most importantly—that as leaders we are always in servitude to others and help them find their purpose.

“Every challenge is an opportunity.”

John R. Williams, Jr., B’86
President & CIO, Avanath, Capital Management

I have always endeavored to do business with people I like, trust and admire. Executing a successful business plan is very difficult and time consuming, so you may as well do it among people you enjoy working with and spending time with.

“Do business with people you like, trust and admire.”
“None of us is as smart as all of us.”

Lisa Kwasnoski Lucas, B’85
COO, Erik Homes

Based upon the premise that “none of us is as smart as all of us,” before implementing a new process, policy or objective, be sure to obtain input from the eventual stakeholders of that action.

“People don’t care how much you know until they know how much you care.”

Louis Colaizzo, B’85
Senior VP, Erie Insurance Group

One of Zig Ziglar’s principles had significant impact on me. “People don’t care how much you know until they know how much you care.” Embracing this principle during my career has really fueled success.

“Always do what is right, even if others don’t agree.”

Marvin J. Balliet, B’79
Managing Director and Head of Latin America Productivity, Citibank

A former boss taught me “first things first, second things second and third things third.” This has led me to improve my skills and capabilities on the most important priorities. My father always said, “Always do what is right, even if others don’t agree, so you can face yourself in the mirror each morning.” Integrity is one of the most critical components of being a successful leader.

“The single most important trait or attitude for successful leadership is PARTNERSHIP.”

Harry W. Witt, B’62
Former Senior Managing Partner, Deloitte & Touche

The single most important trait or attitude for successful leadership is PARTNERSHIP. In all activities, from planning (strategic as well as operational) to execution and daily behavior, take into consideration all constituencies. Involve them. Listen aggressively. In that way, you are leading, not dictating.
Alumni Engagement

Mary Jo Dressel, MBA’86
Former Managing Director, COO-HR, BNY Mellon
Executive-in-Residence, Palumbo-Donahue School of Business

Check your facts three times using different sources. I learned this in my business career and in training as an accountant. If it is a calculation, look at it from three different angles and validate your answer. If it is a fact, find three sources to support your statement.

“Check your facts three times using different sources.”

Robert E. Hahne, B’84
Managing Director, Financial Products Group, Raymond James & Associates, Inc.

The best advice I received was from a professor in relation to an assigned reading of Thomas Kuhn’s book, *The Structure of Scientific Revolutions*, for a graduate school management class. To paraphrase: Even though you think you may have the best paradigm today, a better paradigm can and will emerge. The challenge is to not fall in love with your current paradigm and to keep your mind open to change. Great advice for business and for life in general!

“Keep your mind open to change.”

David R. Warco, B’79
International Tax Partner, Deloitte & Touche LLP

Based on my experience as a long-term observer of the best business leaders in the world, great leaders are those who listen before they speak, criticize only in a constructive (not destructive) manner, lead by example more than words, and personally connect with the people they lead.

“Personally connect with the people you lead.”

Charles Kennedy, B’88
Chief Investment Officer, Carnegie Mellon

One of my best mentors encouraged me to think about business as theater. People make decisions on logical and emotional levels. Being aware of the “theater” of business (stage, scenery, props, language, and roles) should never be far from mind. Theater reinforces your message. Perhaps, it sometimes is the message.

“Think about business as theater.”

Steven Costabile, B’88, MBA’89
Managing Director, Global Head of Private Funds Group, PineBridge Investments

It is impossible to inspire and lead with cynicism and skepticism. Great leaders lead by being optimists. Leaders must be able to identify what is truly important from what is merely interesting. The best leaders are the ones who are secure enough to take pride and highlight their subordinates’ successes.

“Great leaders lead by being optimists.”
Alumni Engagement

David J. Kantes, B’65
Former Senior Vice President and Chief Risk Officer, Siemens Financial Services, Inc.

I was once recruited to lead an entrepreneurial start-up and subsequent IPO exit. The approving chairman posed a simple statement wrapped in sound advice: “Make sure you match the right people with the right strategy.” Success followed on-boarding this timely advice.

“I was once recruited to lead an entrepreneurial start-up and subsequent IPO exit. The approving chairman posed a simple statement wrapped in sound advice: “Make sure you match the right people with the right strategy.” Success followed on-boarding this timely advice.”

Pavel Oliva, B’94
Managing Partner, Rockhill Global LLC

I have found that the most difficult part of leadership and progress is setting the right goals. Once you set the right goal, often after spending days, months or even years agonizing over it, it is just a matter of how much you are willing to sacrifice in order to achieve it. Anyone can achieve anything when they set their mind to it, if they are willing to do what it takes.

“Anyone can achieve anything when they set their mind to it.”

Brian L. Sullivan, B’82
Regional Director, Putnam Investments

The best leaders have the ability to help build consensus when there is none. Leadership also comes when you take a minority view and fight for what you believe is the right course of action. Even if you do not gain consensus on your view, you will gain respect.

“Help build consensus when there is none.”

Welcome New Advisory Council Members

BUSINESS
Gary Aletto (B’09), COO, Bright Sheet Metal Company, Indianapolis IN
Cory Starr (B’83), Partner, PricewaterhouseCoopers, Morristown NJ

GRADUATE AND EXECUTIVE PROGRAMS
Teresa Anania (B’87, MBA’94), Senior Director, Subscriber Success, Autodesk, Pittsburgh PA
Michael Haid (MBA’04), President, The Haid Group, Pittsburgh PA
Susan Koski (MBA’97), Senior Vice-President, Security Operations, PNC, Pittsburgh PA

INFORMATION SYSTEMS MANAGEMENT
Ruth Delost-Wylie, Senior VP & CIO, People’s Natural Gas, Pittsburgh PA
Ralph DiNinno, Business Strategy and Technology Leader, Point Management Group, Pittsburgh PA
Charles Donina (B’03), VP Audit & Compliance, Highmark Health, Pittsburgh PA
Mark Miko, CIO, Duquesne Light, Pittsburgh PA
Christopher Miladinovich (B’05), Principal & VP of Consulting, ProshPire, Pittsburgh PA
Daniel Pavlick (MBA’89), EVP, Strategic Services & Enterprise Architecture, PNC, Pittsburgh PA
George Rosato (MBA’92, MS-ISM’97), VP IS&T, CNX Resources, Pittsburgh PA

INVESTMENT CENTER
John Barsotti (B’88), Vice President of Investments, Colcom Foundation, Pittsburgh PA
Christopher “Chris” Colamarino (B’08), Director Research & Trading, Torchmark Corporation, Dallas TX
Robert Hahne (B’84), Managing Director, Financial Products Group, Raymond James, Washington DC
Kelly M. Pasterick (B’92), Vice President, Internal Audit, Allegheny Technologies Inc. (ATI), Pittsburgh PA
Robert Schmidt (BA’89), Manager, Brandes Institute, San Diego CA

SALES
Thomas Moretti (B’88), CEO & Managing Partner, Allegheny Investment Partners, San Diego CA
Cara Schile (B’04), Director, Omnicell, Pittsburgh PA
Mike Sukitch (B’85), VP Global Sales Planning & Activation, Mondelez International, East Hanover NJ
Innovations

Rockwell Hall’s new 4th floor—Catalyst for a remarkable TRANSFORMATION

Our students are at the core of everything we do at the Palumbo-Donahue School of Business. Our new state-of-the-art facilities on the 4th floor of Rockwell Hall will transform the student experience for years to come and help position us among the best business schools in the nation.

Driving Innovation in the Pittsburgh Region and Beyond

Our recent renovations are an engagement hub for our students, faculty and business partners. As an urban business school, we are committed to educating the workforce and advancing the Pittsburgh region.

In late 2017, we finished a total renovation of Rockwell Hall’s 4th floor. With roughly 8,000 square feet of finished space, the floor is the new home of Centers of Excellence in Entrepreneurship, Professional Selling and Supply Chain Management. These Centers support innovative research and applied educational experiences for students as well as promote interaction with local business leaders and entrepreneurs. We want to give our students the skills they need to act entrepreneurially, sell effectively and manage sustainable supply chains while also enhancing job creation and workforce development in the region.

Each center has cutting-edge technology and equipment designed to help students connect theory to practice. Overall, the floor is stunning, with extensive use of glass to promote natural light infusion and open 13-foot ceilings wherever possible.

**Center for Leadership in Professional Selling**

The nature of selling has changed in our technology-driven world, and the Center for Leadership in Professional Selling is preparing students to meet that challenge. The Center’s newly renovated space features simulation labs where students can role-play their sales approaches in various settings with executives from partner firms.

Specifically, students can practice their pitches in many areas, including:
- Marvin Balliet Family Lobby
- Coach Dan McCann Sales Training Room
- Four Simulated Offices
- A Simulated Office Lobby
- An Executive Conference Room

All simulated spaces allow students to project presentations onto a flat screen and are part of a sophisticated digital video capture system. Sales sessions can be live streamed or recorded so students can review and hone their work. Sales professionals can also embed comments and suggestions in recorded videos to help students.

“Sales is the front line for any business—it’s the revenue generator,” said Dr. Dorene Ciletti, assistant professor of marketing. “Nearly 70 percent of all business graduates have jobs that involve sales of some kind. The Center for Leadership in Professional Selling sets students up for greater success more quickly.” Thanks to online resources, customers today have access to more information and options, meaning sales people must provide added value to the buying experience. “Great salespeople identify and understand the buyer’s needs so they can provide the best solution, while working in an ethical and socially responsible way,” Dorene said.
The Louis D. Mallet Entrepreneurship Zone is designed to encourage student collaboration and idea generation in a creative high-tech environment.

The Center for Excellence in Supply Chain Management focuses on information systems and technology.

Students and faculty can meet with business leaders and entrepreneurs in the Marvin Balliet Family Lobby.
Innovations

The Center includes an ideation suite and a maker space for creating, inventing and learning.

The Louis D. Mallet Entrepreneurship Zone is an inspirational, collaborative and creative environment that is perfect for promoting idea generation, group learning, problem solving and business planning. The space is rich in technology and includes writeable glass boards that enhance conversation and discussion.

The maker space, Bob’s Launch Pad, provides a hands-on area for students to develop, design and prototype everything from new physical products to online business platforms. It is outfitted with the state-of-the-art tools needed to take ideas from concept to reality. For example, Bob’s Launch Pad features sophisticated software and a variety of equipment, including a 3D printer and laser engraver for rapid prototyping of new products.

Students are already using the maker space and launching businesses of their own. Techie Deals is a company created by students in the New Venture Experience Course taught by Dr. Jack Mason, director of the entrepreneurship program. They pitched their idea for customized smart phone cases in class, and after experimenting with various prototypes launched their business. The students bought phone cases at wholesale prices, inscribed them with the laser engraver in Bob’s Launch Pad and sold them across campus.

One of Techie Deals’ founders, Anthony Montalto (B’19), said that the concept for the business relies on affordability and individuality. “We give college students the opportunity to buy our phone cases or purchase their own that we can personalize. The engraved covers are unique to them at a low price. If you ask college students how much money they carry with them, it’s usually $5 or $10 dollars. That’s the price of our case.”

Inaugural Steel City Sales Challenge
The Center and Steel Dynamics, Inc. co-sponsored the inaugural Steel City Sales Challenge on Oct. 21, 2017. Students from six universities in the region engaged in this sales role-playing competition. “The Steel City Sales Challenge supports our growing focus on business-to-business professional selling and is in keeping with our goal of offering compelling programs to students seeking distinctive, transformative business education,” said Dr. Dean McFarlin, dean of the Palumbo-Donahue School of Business. “Our new Center is one of the finest facilities for education training anywhere in the country and offers us a distinct opportunity to work closely with companies to further enhance students’ skills.”

The skills necessary for sales—communication, presentation, identifying needs and creative problem solving—are valuable for any profession, Dorene said. “At its root, sales is about persuasion and influence. We sell ideas constantly, and sales education allows you to present yourself and your ideas more effectively,” she said. “Even if students don’t enter the sales field, the skills they learn at the Center can benefit them throughout their careers and lives.”

Center for Excellence in Entrepreneurship
Dr. Dean McFarlin has made entrepreneurship a key tenet of the school’s strategic plan. His message to students is clear: “Every business student today must learn how to think like an entrepreneur.”

Our new Center of Excellence is infusing entrepreneurship into every student’s experience. We instill in all business students the entrepreneurial mindset that will empower them as graduates, whether they are launching businesses or facing innovation challenges within existing companies. That means being able to recognize and seize outstanding opportunities to solve problems and create value.
Overall, the decision to co-locate all three Centers on the same floor was intentional, providing a more collaborative and integrated business experience. For example, supply chain students often participate in sales role-plays as buyers and entrepreneurship students rely on sales techniques to influence potential investors.

The Gifts of Transformation

Without dedicated alumni and friends, none of this would have been possible. We are very grateful to all our generous donors—you are making a lasting impact! Each donor is vital to shaping the student experience, providing opportunities for new ideas and top-tier research, and supporting the unparalleled quality of programs that we offer.

Center for Excellence in Supply Chain Management

For more than 25 years, Duquesne has been a leader in Supply Chain Management education and garnered regional and national recognition in the process. The new Center is focusing on how information systems and technology can enhance the management of complex, integrated supply chains. This will boost both our undergraduate program as well as our new Master of Science and Certificate in Supply Chain Management launching in Fall 2018.

Our supply chain students will learn how to improve the overall effectiveness and efficiency of supply chains by using advanced planning, scheduling, procurement management, transportation, and warehouse management systems and technologies.
The School extends a special thank you to the following 4th floor donors:

- **Marvin Balliet (B’79),** Managing Director, Citibank Center for Leadership in Professional Selling Lobby
  **Marvin Balliet Family**

- **Steven P. Daniels (B’91),** CEO, Daniels Industries Center for Leadership in Professional Selling
  **Daniels Industries Simulation Lobby**

- **Richard B. Hodos (B’82),** Vice Chairman, CBRE Center for Leadership in Professional Selling
  **Richard Hodos Simulation Conference Room**

- **Robert Mallet, son of Louis D. Mallet (B’40),** Former Chairman, Mallet & Company Center for Excellence in Entrepreneurship
  **Louis D. Mallet Entrepreneurship Zone Bob’s Launch Pad**

- **Dan McCann**
  Center for Leadership in Professional Selling
  **Coach Dan McCann Sales Training Room supported by members of the Sheik Social Club**

- **Redevelopment Assistance Capital Program (RACP),** Commonwealth of Pennsylvania

**Next Big Rockwell Renovation: The 6th Floor**

The next and most ambitious project in Rockwell Hall is the renovation of the 6th floor. This phase will focus on building Centers of Excellence in Ethics, Investment Strategy and Sustainable Business Innovation as well as gathering spaces for students and a small café.

After the 6th floor is complete, we also hope to upgrade, if not expand, our Rockwell bridge to the bluff. The idea would be to treat the bridge as an extension of the Institute for Sustainable Business Innovation and the School of Business with expanded spaces for events and collaborative work. This will help us give our true front door and underscore our commitment to green innovation.

**The 6th floor initiative is part of a $32 million building renovation master plan for Rockwell Hall.**

The conceptual design has been finalized and the architects for the floor are LGA Partners. We hope to begin construction sometime in 2019.

Please help us make our vision for Rockwell come alive by giving to the Innovation Fund.

If you would like to make a gift commitment, please contact Adam Viers.

**412.396.1322**

**viersa@duq.edu**

**duq.edu/make-a-gift**

Watch the video:

**duq.edu/transformative-experiences**

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**Young Alum and Entrepreneur Successfully Pitches Walmart**

Indeed, many of our students and young alumni, regardless of their majors, are having an impact by acting entrepreneurially. That means being able to recognize and seize outstanding opportunities to solve problems and create value.

And that’s exactly what alumnus Nathan Failla did. In 2017, he successfully pitched his PocketGel instant hair gel at Walmart’s headquarters. The small, 5-milliliter packet of hair gel Nathan invented is eco-friendly and easy to carry. Nathan developed the idea in his capstone entrepreneurship class—PocketGel is now being tested at hundreds of Walmart stores. Nathan’s success underscores the impact of our entrepreneurship program and its professors. We wish Nathan continued success as he moves forward with PocketGel.

“I was told that Walmart only accepted 5% to 10% of all the products there.”

— Nathan Failla, B’16, Founder and CEO, PocketGel
Mark Swaggard (B’17) Wins ADP Innovation Challenge

Mark Swaggard’s first contact with Automatic Data Processing, Inc. (ADP), was at the annual Duquesne University job fair. After talking with ADP recruiters and engaging in a series of intensive interviews, Mark landed an internship that eventually led to a full-time position as District Manager after he graduated.

Indeed, just four months after graduating from Duquesne, Mark won the National ADP Idea Challenge. The challenge, open to over 50,000 ADP employees, solicits innovative ideas to improve the company. Mark was selected as one of the top five idea makers. He presented his plan to ADP’s executive team in New York City. Following his presentation, the judges opted to forgo the Q&A Session and instead began bouncing around ideas to support Mark’s pitch.

Mark’s innovative idea won first prize! His idea involves the use of data analytics that will improve the firm’s bottom line and increase brand awareness for ADP. After Mark was announced the winner, an ADP executive commented that she had never been more impressed by such a young talent. Mark is now working to implement his idea across ADP.

While developing his idea for the challenge, Mark worked closely with his professor, Dr. Peter Gianiodis, Merle E. Gilliland Professorship in Entrepreneurial Finance at the School of Business. Serving as his mentor, Peter met with Mark to develop his research, presentation and pitch. After winning the competition, Mark immediately called Peter to share his exciting news.

Congratulations to Mark for Impacting ADP!

“I always believed I would make a difference because of my work ethic and dedication, but I didn’t know it was going to happen at the age of twenty-two.”

– Mark Swaggard, B’17, District Manager, ADP

Watch the video: duq.edu/mark-swaggard
The First Year Innovation Experience is an intensive experiential learning course for new freshmen that pushes them out of their comfort zone and enhances their ability to recognize and seize opportunities. Part of the redesigned undergraduate business core, the School’s new “cornerstone” course introduces students to design thinking and challenges them to apply it creatively to solve real-world problems.

The class has several learning objectives that are consistent with the themes in the School’s strategic plan. Launched in Fall 2017, all 370 freshmen students developed entrepreneurial thinking, enhanced influence skills, and a broader understanding of sustainability principles. In addition, students learned that they have the power to make changes in their communities.

The centerpiece of the course is an “Innovation Challenge” involving an immersive experience that engages students with the Pittsburgh community, professors and alumni. Client organizations included the City of Pittsburgh and Sustainable Pittsburgh. Students worked with these clients and were asked to develop a plan to improve the Uptown neighborhood adjacent to campus.

During the fall semester, over 60 teams were formed to attack the challenge, with each student developing an idea and presenting it in an elevator pitch format. Working with an assigned mentor, each team selected the best idea in the group and then spent the semester brainstorming, observing, researching, pitching and creating a detailed plan to address the challenge.

Judges from the City of Pittsburgh planning department and Sustainable Pittsburgh attended finalist presentations and evaluated their plans. The judges were very impressed with the ideas put forth and the amount of information provided. Indeed, representatives from both organizations expressed an interest in working with the School of Business and Duquesne to pursue implementation of finalists’ ideas.

The key course leader was Leslie Mansfield, one of our new Executive-in-Residence members. Leslie has almost 40 years of experience in project management and innovation leadership roles at Bombardier and Westinghouse. Leslie was supported by Christine Hughes, Training Manager for the Small Business Development Center and Bill Spangler, Associate Dean for Undergraduate Programs.

“These were sophisticated presentations, with ideas to match. It’s amazing what these freshmen have accomplished—they should be very proud of their work and we should be very proud of them.”

– Dr. Dean McFarlin
The five finalist teams earned scholarship prizes for their performances.

**1ST PLACE TEAM: You Have Been Skooled**

**Plan:** Create a Duquesne-supported tutoring group for schools and learning centers.

**Students:** Colleen Higgins, Gabrielle Lapointe, Chris Lewis, Kaylee Mateer, Nick McKinney, Annie Michalski

**Mentor:** Bobby Luke

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**2ND PLACE TEAM: Emergency Poles**

**Plan:** Place safety poles at strategically identified locations to improve perceptions of security.

**Students:** Catherine Lis, Lan Nhi Le, Gianna Mancino, Tara McKissick, Hayden Posencheg, Daniel Reinhold

**Mentor:** Teresa Barber

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**3RD PLACE TEAM: Uptown Initiative to Improve Aesthetics**

**Plan:** Develop a student volunteer organization dedicated to neighborhood improvement.

**Students:** Ashley Dutillo, Jacob Hebda, Tyler Hitt, Daniel Hughes, Brian Girman, Vincent Gullo, Jillian Helmick, Janet Tracy, Vit Vincent

**Mentor:** Tom Burg

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**4TH PLACE TEAM: Uptown Greenwalls**

**Plan:** Create vertical gardens on selected buildings to improve visual appeal as well as air and water quality.

**Students:** Molly Miller, Missy Moore, Cooper Myers, Joel Provost, Greg Scolieri, Brayden Tarolli, Hannah Zimmerman

**Mentor:** Joseph Winkler

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**5TH PLACE TEAM: Café Galley**

**Plan:** Build a food court incorporating up and coming local chefs with affordable prices.

**Students:** Patrick McDonell, Lindsey Mockbee, Jinal Patel, Olivia Quirici, Marquest Rainey, Zack Rosa, Hannah Reed

**Mentor:** Leslie Mansfield
In the latest data sets released by the Internal Revenue Service in 2016, it was estimated that the total amount of underreported Federal Income taxes for the years 2008—2010 was $458 billion. Of this amount, about $329 billion was related to individual taxpayers who reported and paid taxes in a timely fashion. These taxpayers underestimated their tax liability by one of many possible methods, some of which included negligence, tax evasion, or simple errors and mistakes.

One of the main factors that enables individuals to underreport income is the use of cash payments in a business. Such payments create opportunities for taxpayers to have income that is difficult or impossible to track. For example, when a server in a restaurant receives a cash tip, it is unlikely that anyone besides the server will know exactly how much was received. Similarly, when a person visits a casino and wins, no one tracks the individual gambler’s winnings (unless the winnings are above thresholds that are unique for each type of game in the casino). In these circumstances, it is possible for the person who received the cash to pocket the profits or winnings with no one’s knowledge of those monetary receipts and unreported income. In both of these circumstances, it is possible that the individual taxpayers did not know that a tax liability existed and did not intend to underreport and underpay their taxes.

Currently, a professor at the Palumbo-Donahue School of Business is examining some of the causes related to these types of underreporting and is trying to determine what can be done to better educate the general public about tax laws and increase compliance. Bryan Menk, Assistant Professor of Accounting, has been investigating the reporting behaviors of individuals in these situations: underreporting of tip income and underreporting of casino winnings. Bryan has collected extensive data from both servers and casino patrons located all across the country.

The results of recently published journal articles yield evidence that much of the non-compliance with the tax laws is a result of some consistent issues. First, tax compliance rules can be confusing, and the majority of restaurant servers and casino patrons involved had very little understanding of the rules. Those who did know the rules typically complied and reported taxable income at a much higher rate. Second, the perception of the fairness of taxes was found to be a highly significant indicator of taxpayer compliance. If a person felt that tax laws were unfair or that the government was using taxes inappropriately, they were much more likely to underreport their income and their taxes. Interestingly, the ethical position of a person was not seen to impact the taxable income reporting behaviors.

Bryan stated, “Because the results were consistent across both studies, the perception of the fairness of taxes directly impacts whether a person would consider underreporting income as an ethical action. In a case where a person believes that taxes are immoral or used in an inappropriate manner, that person may see tax evasion or non-compliance with the law as the ethical behavior.” In order to increase tax law compliance and tax revenues, better education about the reporting requirements, more transparency about governmental spending, and efforts to improve the public’s perception of taxation is required.
Faculty Impact

New Master’s and Certificate Program in Supply Chain Management

The Palumbo-Donahue School of Business will offer a new M.S. in Supply Chain Management program in Fall 2018.

Designed for working professionals who may complete the program at their own pace, this 30-credit blended program includes both online and evening classes on site. The hybrid format provides flexibility and convenience as well as opportunities to collaborate on real projects and network with supply chain leaders.

“Our outstanding faculty have created a distinctive set of new graduate offerings aimed at developing confident, well-rounded supply chain leaders who are guided by a strong ethical framework,” said Dr. Dean McFarlin, dean of the Palumbo-Donahue School of Business.

Also beginning in Fall 2018, the School of Business is offering a 15-credit Master’s Certificate program designed for working professionals who have earned a bachelor’s or graduate degree or who have business experience and want to improve their knowledge of supply chain management.

Our new Center for Excellence in Supply Chain Management will feature specialized supply chain labs that will highlight the new graduate programs’ initiative to integrate information systems material into the supply chain curriculum.

“We are excited for the opportunity to introduce a program that will be differentiated from other graduate supply chain programs by the integration of information systems as it enables supply chain management,” said Dr. John Mawhinney, director of Duquesne’s supply chain management program. “Students will be positioned to pursue additional credentialing opportunities that will further set them apart in the marketplace.”

Learn more: duq.edu/msscm
New Executive-in-Residence Program Expanding


The School’s Executive-in-Residence (EIR) Program outlines roles for both sitting and retired leaders who have remarkable career accomplishments. EIRs can offer their expertise in a variety of capacities on either a full-time or part-time basis for specific periods of time. They can bring tremendous energy, insights, passion and value to bear in helping us develop our curricula, expand our corporate engagements and enhance student experiences and learning.

The EIR Program aligns with a strategic priority of the School: To provide transformative experiences for our students that are reflective of the real world into which they will graduate. From student research projects to outreach and relationship building to career advice for students, the School’s EIR Program brings an applied focus to student learning as well as enriched interaction opportunities with business partners.

We expect to appoint several EIRs over the next few years to help with everything from program development to corporate relationship building to student mentoring and teaching. For instance, the School is recruiting EIRs for specific roles in the 2018-2019 academic year.

The School’s newest EIRs include three outstanding senior executives appointed as EIRs beginning in the 2017-2018 academic year:

**Mary Jo Dressel, MBA ’86**
*Executive-in-Residence for MBA Project Courses*
*Former COO for HR at BNY Mellon*

**Educaton**
- B.S., Indiana University of Pennsylvania
- M.B.A., Duquesne University
- Certificate in Six Sigma, Villanova University

Mary Jo is the former Chief Operating Officer for Human Resources at BNY Mellon. She was the co-head of the Human Resources Project Management Office for the integration of BNY and Mellon HR products and services.

**Susan P. Eppley**
*Executive-in-Residence for International Business*
*Former Executive at Hewlett Packard*

**Educaton**
- B.A., Edinboro University
- M.S.B.A., Robert Morris University
- Certificate in Project Management, George Washington University

Susan held a variety of leadership positions at Hewlett Packard, including in systems engineering, technical consulting, project management and international sales. Previously, Susan worked for Westinghouse in Pittsburgh as a systems analyst.

**Leslie Mansfield**
*Executive-in-Residence for the First Year Innovation Experience*
*Former Senior Executive at Bombardier*

**Educaton**
- B.S., Carlow College
- M.S., Carnegie Mellon University
- Women’s Executive Leadership Program, Duquesne University

Leslie has almost 40 years of experience in large-scale project management and innovation leadership roles at both Bombardier and Westinghouse.
New Faculty Faces

Our newest faculty members are strengthening the School in diverse areas, including finance, information systems management and supply chain management.

**Dr. Charles Favreau**  
**Assistant Professor of Finance**

**EDUCATION**  
- B.A., University of Central Florida  
- M.S., University of South Florida  
- Ph.D., University of Arizona


Charles is sharing the lessons he learned from industry and the practical applications of financial theory with students in his Business Finance and Financial Management classes.

Prior to joining Duquesne, Charles worked as a Senior Project Manager for the Liberty Building Forensics Group. Charles also started his own consulting firm, Delphi Building Science, after becoming a Certified General Contractor.

**Dr. Rui Liu**  
**Assistant Professor of Finance**

**EDUCATION**  
- B.A., Dongbei University of Finance and Economics, China  
- M.B.A., M.Sc., Auburn University  
- Ph.D., University of Houston

Rui researches empirical asset pricing and macro-finance with an emphasis on fixed income markets. She studies the dynamics of the Treasury yield curve, including Treasury risk premia and interest rate volatility.

Her research also addresses the effects of monetary policy on financial markets, the term structure of commodity futures, and the financial econometrics.

Rui’s teaching interests are primarily in investments, portfolio management, fixed income, derivatives, and financial management. She is currently teaching Business Finance and Derivatives.

**Dr. Karoly Bozan**  
**Assistant Professor of Information Systems Management**

**EDUCATION**  
- B.A., M.B.A., Ph.D., Kent State University

Karoly’s current research focuses on information systems in the healthcare industry and understanding the needs of the elderly. Karoly also studies the effect of information systems in project management of virtual teams.

Previously, Karoly was an Assistant Professor of Informatics at Idaho State University where he played a leading role in the design and launch of new undergraduate and graduate degree programs in Health Informatics.

Before joining academia, Karoly held numerous technical and management consulting positions for companies such as NASA, Bayer, DuPont, Goodyear and Harley-Davidson.

**Dr. Pinar Ozturk**  
**Assistant Professor of Information Systems Management**

**EDUCATION**  
- B.S., University of Istanbul  
- M.B.A., University of Hartford  
- M.S., University of Hartford  
- Ph.D., Stevens Institute of Technology

Pinar’s research interests include computer-supported cooperative work, crowdsourcing and online collaborations. Specifically, she focuses on understanding origins and dynamics of collective group behavior on mass collaboration systems and social media platforms.

Pinar’s research won the best dissertation award from the Stevens Institute of Technology and the best paper honorable mention award at the Computer-Supported Cooperative Work and Social Computing Conference.

At Duquesne, she teaches the information systems introductory core courses, Business Information Systems and Data for Decision Making.

**Dr. Ryan Atkins**  
**Assistant Professor of Supply Chain Management**

**EDUCATION**  
- B.S., M.S., Pennsylvania State University  
- Ph.D., Queen’s University Belfast, Ireland

Ryan’s current research focuses on ethics and sustainability in supply chain management. He is a certified Six Sigma Black Belt.

Prior to joining Duquesne, Ryan served as the faculty lead for the Supply Chain Management program in the H. Wayne Huizenga College of Business & Entrepreneurship at Nova Southeastern University. He also previously lectured in the Department of Management at the University of Georgia’s Terry College of Business.
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