LATEST PHASE OF ROCKWELL RENOVATIONS: MOST SIGNIFICANT IN SCHOOL HISTORY
Dear Alumni and Friends,

This issue of the Duquesne Business Leader focuses on our new tag line—"The Business of Difference Making."

A few examples of how we are building our capacity for difference making...

We have created world-class facilities in Rockwell Hall that support the type of project-based, high-impact, difference-making education we offer our students. In August 2019, the School of Business opened its new sky bridge and renovated sixth floor to students, debuting nearly 9,000 square feet plus the addition of a soaring two-story atrium. Three institutes are the focal points for both student learning and academic research: the Albert P. Viragh (B’27) Institute for Ethics in Business, the Investment Strategy Institute and the Institute for Sustainable Business Innovation.

Our faculty are leveraging their expertise and reputations to achieve even greater impact. For instance, effective in January 2020, the editorialship of Business and Society Review (BASR), one of the leading journals in the business and society field, is housed in our Albert P. Viragh (B’27) Institute for Ethics in Business.

Our students earn distinctive opportunities in difference making...

Our students are experiencing once-in-a-lifetime opportunities to make a difference. Thanks to the Pittsburgh chapter of Citizens Climate Lobby, students from Duquesne’s MBA Sustainable Business Practices program had the opportunity to present their research on the Energy Innovation and Carbon Dividend Act before the Pennsylvania congressional delegation in Washington, D.C. This unique opportunity to shape energy policy underscores the types of impactful experiences students have in our School.

Speaking of distinctive opportunities, Brianna Dzuricsko (B’19) is the first Duquesne student awarded a prestigious two-year fellowship with Venture for America. The highly competitive program selects recent college graduates from around the country to work in start-up environments and equip them with the skills and resources needed to create jobs in American cities. Speaking of distinctive opportunities, Brianna Dzuricsko (B’19) is the first Duquesne student awarded a prestigious two-year fellowship with Venture for America. The highly competitive program selects recent college graduates from around the country to work in start-up environments and equip them with the skills and resources needed to create jobs in American cities.

Looking ahead to more difference making...

Our next big project aims to convert the entire seventh floor of Rockwell Hall into a new Center for Student Success (CSS). This will be an important driving force in helping us recruit, develop, transform and place our students so they can have maximum impact in business and the world. In short, the CSS will be the ‘beating heart’ of our School, a welcoming place focused holistically on all of our students’ needs. Preliminary design work by LGA Partners, our architects, is well underway. Our hope is that construction will begin in Spring 2021 and be completed in time for the Fall semester.

Most importantly, our many dedicated alumni, friends and donors are helping us make a difference and it is vital that we recognize their many contributions. For example, Robert (Bob) I. Mallet, Former President and Chief Executive Officer of Mallet & Company, received an honorary Doctorate of Business Leadership degree from Duquesne University during its December 2019 commencement ceremony. Bob supports the School of Business in so many ways. He regularly engages with students and faculty in classes, presentations and competitions. In 2019, he funded the launch of the Duquesne New Venture Challenge, which supports the School of Business in so many ways. He regularly engages with students and faculty in classes, presentations and competitions. In 2019, he funded the launch of the Duquesne New Venture Challenge, which supports the entrepreneurship of our fourth floor; supporting the creation of the Louis D. Mallet Entrepreneurship Zone (named for his father, Louis Mallet, B’40) and Bob’s Launch Pad (an entrepreneur maker space).

We are very grateful to all our generous donors. Your contributions are making a lasting impact and helping our School—and our students—be difference makers! Thank you.

Sincerely,

Dean B. McFarlin, Ph.D.
Dean and Professor of Management
FOR THE PALUMBO-DONAHUE SCHOOL OF BUSINESS

The Business School’s comprehensive strategic plan Palumbo-Donahue 2025: Achieving Distinctive Excellence has resulted in the most significant Rockwell Hall renovations and innovative academic programs in School history. We have created world-class facilities that support the needs of 21st century business education and the generation of impactful faculty research that will add to our knowledge and shape learning and business practice for years to come.

We are not just renovating a building—we are elevating the student experience and transforming business education. The redesigned floors of Rockwell Hall are enhancing our School’s reputation, reflecting our values, and aligning with our mission. Our goal in creating top-notch facilities is to enhance the student and faculty experience, demonstrate our competitiveness, and boost alumni, business, and community engagement.

Rockwell Hall Renovations Align with Mission

Over the past few years, we have renovated the first, third, fourth, fifth and ninth floors of Rockwell Hall. For example, our fourth floor was completely renovated and now houses Centers of Excellence in Entrepreneurship, Professional Selling and Supply Chain Management. These cutting-edge learning spaces better support applied project work ranging from solving problems for corporate clients to prototyping new products or services.

Sixth Floor Redesigned for Impact

In August 2019, the School of Business opened its new sky bridge and renovated sixth floor to students, debuting nearly 9,000 square feet plus the addition of a soaring two-story atrium. Three institutes are the focal points for both student learning and academic research: the Albert P. Viragh (B’27) Institute for Ethics in Business, the Investment Strategy Institute and the Institute for Sustainable Business Innovation. In addition, the sixth floor has sophisticated tech-ready classrooms geared toward analytics and financial software, an expansive lobby, state-of-the-art conference rooms and a café—the Business Leader Bistro.

Albert P. Viragh (B’27) Institute for Ethics in Business

The vision of the Albert P. Viragh (B’27) Institute for Ethics in Business (VIEB) is to be internationally recognized as a pioneer and leader in business ethics scholarship, education and practice. This research-oriented institute aligns closely with our values as a Spiritan University. Thanks to generous anonymous donors, the VIEB houses elegant offices for faculty, visiting faculty and researchers as well as a new professorship. Also housed in VIEB is the John and Becky Surma Library as well as the Anna and Frank Balaban director’s office, gifted by granddaughter, Elizabeth A. Balaban (B’81).

Fortunately, our faculty are already leveraging their extensive network of scholarship contacts worldwide and are pursuing large-scale, impactful research projects relevant to our vision for the VIEB and strategic imperatives related to business ethics and corporate social responsibility.

“More than ever, our brand of business education focuses on giving students impactful, real-world projects to tackle with the latest cutting-edge technology, both inside and outside the curriculum. Our facilities need to accommodate this increasing focus and that’s the thinking behind our most recent floor redesigns. Our new spaces are flexible, high-tech, and designed to promote project work, ideation, prototyping and using business analytics to make sense of information and make better business decisions.”

— Dean B. McFarlin, Ph.D., Dean, Palumbo-Donahue School of Business
Editorship of Prestigious Business and Society Journal

Effective in January 2020, the editorship of Business and Society Review (BASR), one of the leading journals in the business and society field, is now in the Albert P. Viragh (B’27) Institute for Ethics in Business. BASR is a peer-reviewed academic journal that publishes original research on a wide range of ethical issues concerning the relationships between business, society and the public good. The journal publishes papers from researchers and business professionals, members of the legal profession and government administrators, among others. 

Dr. David Wasieleski, Albert Paul Viragh Professor in Business Ethics, has been named as editor-in-chief, while Dr. James Weber, professor of business ethics and management, serves as managing editor. Bringing the editorship of BASR into the School of Business is a tremendous accomplishment and a testament to the impact of our faculty in business ethics and related areas. This journal is a fitting platform to share research on a wide range of ethical issues concerning the relationships between business, society and the public good. BASR is a peer-reviewed academic journal that publishes original research on a wide range of ethical issues concerning the relationships between business, society and the public good. 

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Sustainability is intrinsic to Duquesne University’s mission—a charge that encompasses what the Spiritans call the “integrity of creation,” a profound respect for God’s gift of the world. One of the many ways that Duquesne advances this mission is through its full-time, one-year MBA Sustainable Business Practices degree.

Building on our top-ranked MBA program, the Institute for Sustainable Business Innovation (ISBI) is expanding pedagogical innovations, marketplace impacts and thought leadership. The ISBI is focusing on the broader challenges that have risen to the top of C-Suite agendas in progressive, growing organizations, notably quantification of social and environmental assets and risks, analysis of big data for decision-making, and leveraging sustainability for innovation and competitive advantage.

By integrating cross-functional faculty strengths, in research and the delivery of content across the curriculum, the ISBI is magnifying our reputation for scholarship and teaching excellence in all critical areas that hundreds of business schools have endorsed in signing the six Principles for Responsible Management Education (PRME).

**Visionary Design**

The ISBI’s visionary design connects spaces, disciplines and people to create a new paradigm for learning. It includes a flexible classroom for sustainability-related courses, a multi-purpose room for student-faculty project work, and an array of display technologies to illustrate building performance. Stephan Schenk (MBA’99) & Jannette Cano de Schenk (MBA’99, MIS’00) made the new director’s office possible.

**State-of-the-Art Steven N. Costabile Conference Room**

The Steven N. Costabile (B’88, MBA’89) Conference Room has a great view and is a popular, welcoming place for the School’s high-level advisory council meetings, formal presentations and special events. The conference room accommodates 16 people, includes the latest videoconferencing technology and offers built-in staging spaces for catering and food presentation.

**Strengthening Corporate and Community Partnerships**

The ISBI is also expanding partnerships with a wide range of institutions from fledgling start-ups to small and medium businesses to non-profit organizations to Fortune 500 corporations. Our students and faculty are demonstrating the potential of business and sustainability principles to transform companies and communities while making a difference in the lives of others.

Your organization can tap into the talent and knowledge of our students, who work on identifying, researching, proposing and/or implementing solutions for real business problems faced by client organizations. Offered as part of graded coursework in the MBA Sustainable Business Practices program, partnership projects are completed under the guidance of Dr. Robert Sroufe, Murrin Chair of Global Competitiveness and are sponsored by organizations that face important sustainability issues and have a vested interest in the outcome.

Our students have completed more than 100 consulting projects, applying their skills in finance, business strategy, marketing, information systems and supply chain management to help client organizations with specific business challenges related to sustainability.

To apply for a company project, contact Dr. Karen Donovan, Associate Dean of Graduate Programs and Executive Education at 412.396.5788 or donovan6@duq.edu.

**Innovations**

Without dedicated alumni and friends, none of this would have been possible.

We are very grateful to all our generous sixth floor donors:

- **Anonymous Donor**
- **John Surma (Honorary ’09), Former Executive Chairman & CEO, U.S. Steel Corporation and Becky Surma, John and Becky Surma Albert P. Viragh Institute for Ethics in Business Library**
- **Elizabeth A. Balaban (B’81), Anna and Frank Balaban Albert P. Viragh Institute for Ethics in Business Director’s Office**
- **Steven N. Costabile (B’88, MBA’89) Managing Director, Global Head of PineBridge Investments Private Funds Group**
- **David R. Warco (B’79) International Tax Partner, Deloitte & Touche LLP & Kimberly J. Warco, David R. Warco and Kimberly J. Warco Investment Strategy Institute Conference Room**
- **Stephan Schenk (MBA’99) Executive Vice President & Head of Shared Services at TD & Jannette Cano de Schenk (MBA’99, MIS’00), Stephan Schenk and Jannette Cano de Schenk Institute for Sustainable Business Innovation Director’s Office**
- **Carl & June Lind Family Foundation (David A’63) and Ethel Richard), Carl V. Lind Investment Strategy Institute Manager’s Office**

**Institute for Sustainable Business Innovation**

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By integrating cross-functional faculty strengths, in research and the delivery of content across the curriculum, the ISBI is magnifying our reputation for scholarship and teaching excellence in all critical areas that hundreds of business schools have endorsed in signing the six Principles for Responsible Management Education (PRME).

**Institute for Sustainable Business Innovation High Tech Classroom**

**Institute for Sustainable Business Innovation Multi-purpose Flex Space**

**Steven N. Costabile (B’88, MBA’89) Conference Room**
Our new Center for Student Success (CSS) will be an important driving force in transforming students into ethical business professionals who make a difference. We envision the CSS as the student-focused ‘heart’ of the School of Business, a welcoming place focused holistically on all of our students’ needs. Our goal is to offer cutting-edge support for our undergraduate and graduate program recruiting efforts as well as stellar advising, outstanding career development initiatives, impactful experiential activities, top-notch placement (jobs, internships, co-ops), meaningful networking events and life-long learning opportunities.

The CSS will require the complete renovation of the seventh floor of Rockwell Hall and preliminary design work by LGA Partners, our architects for this project, is well underway. We hope construction will begin in Spring 2021 and be completed in time for the Fall semester.

Please help us make our vision for the Center for Student Success come alive by giving to the School’s 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

“Measures of a successful business education include the level of career readiness, job placement and long-term achievement of graduates—in other words, students’ return on investment (ROI). As students (and families) decide between higher education institutions, ROI is an increasingly important factor in their decision. Consequently, the CSS concept is ‘game changing’ and will provide Duquesne business students with transformational and cutting edge academic and career preparation to compete and succeed as business leaders who make a difference.”

—Karen Donovan, Ph.D., Associate Dean, Graduate Programs and Executive Education

In August 2019, after a six-month effort of gathering information and brainstorming ideas for a new tagline, the Palumbo-Donahue School of Business unveiled its new promise statement—‘The Business of Difference Making.’

Input from many stakeholders, including the Business School’s leadership team, marketing group and students as well as the University’s team of marketing managers, designers, and media relations experts, proved invaluable in the process.

We conducted a design thinking exercise and built a broad set of seed words that were categorized into theme areas. With these themes in mind, the team drafted several dozen potential taglines. Through additional small-group brainstorming sessions, those taglines were refined into the final recommendation.

Our new tagline underscores that the School itself is a difference maker, and we launch our graduates prepared to make a difference in the business world and beyond.

In collaboration with the University’s legal department, we are in the process of registering a trademark for our tagline.
The Business School’s Center for Excellence in Entrepreneurship launched its two-stage business plan competition in Fall 2019. Running through early April 2020, the inaugural Duquesne New Venture Challenge (DNVC) is an exciting new competition open to anyone in the Pittsburgh region and beyond. Structured to offer tremendous resources for those with compelling start-up ideas, DNVC cash and service prizes are valued at approximately $85,000.

### How it works:
In Stage I, participants submitted a short description of their business idea with a two-minute video “elevator pitch.” Cash prizes of $5,000, $1,500, and $1,000 were awarded to the top three video pitches. The competition judges, who are regional business leaders and members of the entrepreneurial ecosystem, decided on the winning video pitches as well as which finalist teams were chosen to advance to Stage II of the competition. In Stage II, finalists have access to the School’s Center for Excellence in Entrepreneurship maker space and receive 15 hours of free consulting services from the University’s Small Business Development Center.

Finalists will submit an executive summary, business plan, PowerPoint presentation, and a YouTube video for a panel of judges to review and rank. Cash prizes totaling $25,000 will be distributed to the finalists. The 1st, 2nd, and 3rd place finalist teams will also receive 10 hours of free legal education services from the School of Law and five hours of free consulting services from the University’s Small Business Development Center. Each team also has free access to Palo Alto’s LivePlan software—the world’s leading business plan software designed for entrepreneurs and small business owners.

### Five Finalists Selected for Inaugural New Venture Challenge
Overall, entries for the first DNVC have exceeded expectations, in terms of both quantity and quality. With nearly 70 entries representing diverse industries—including some from Duquesne as well as neighboring universities and high schools—the entrepreneurial talent and spirit, particularly here in Pittsburgh, is impressive and inspiring.

The finalist teams and their products are (in alphabetical order):
- **Biomotivate**—wearable artificial intelligence (AI) wristbands that can help counselors track patient psychological behavior patterns to encourage those being treated for substance abuse to remain in treatment.
- **LeamMed**—innovative medical equipment designed to improve access to healthcare in low-resource regions.
- **Nollapelli**—bedsheets designed to regulate moisture, temperature and friction to promote wellness during sleep.
- **Sparkwear**—a wristwatch device used during networking events to help event attendees find other guests with similar interests.
- **Talkmeup**—an AI smart coach training software that assists users with improving communication skills.

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### Leadership, Operational Changes at Duquesne’s Small Business Development Center

Changes have come to the Palumbo-Donahue School of Business’ Small Business Development Center (SBDC). The SBDC is now housed in the School of Business’ Center for Excellence in Entrepreneurship (CEE) and led by Dr. Michele Migliuolo, the Center’s executive director. Michele, a serial entrepreneur who co-founded five tech startups, has experience with Ohio University’s SBDC and is well known and respected in the regional entrepreneurship ecosystem. Moreover, after 34 years of guiding small businesses, Dr. Mary McKinney retired at the end of January, 2020 as director of the Center. In February, Richard Largo, a long-time SBDC consultant and successful entrepreneur, was named interim Director of the SBDC. A search for the permanent director will take place later this year.

“With our SBDC now integrated into the CEE, I look forward to helping our Interim Director Rich Largo seize opportunities to elevate the role of Duquesne students, add value to our consultants’ work, and enhance the SBDC’s service outreach in the region, particularly to emerging technology entrepreneurs,” says Michelle.

This integration will broaden and deepen the SBDC’s sources of grant funding, elevate its visibility and reputation, and enhance the alignment of SBDC activities with the School of Business’ strategic goals. The SBDC will also serve as a formal connection between the University and aspiring small business owners in the region.

“Housing the SBDC within the CEE will make it more agile and enable it to provide the community with more comprehensive services. This will benefit the priority neighborhoods outlined in the University’s ‘18–23 Strategic Plan,” says Vice President for Community Engagement Bill Generett, Esq.

Duquesne business students will have increased educational opportunities to serve community members as consultants, providing services such as market research. The SBDC also plans to offer more traveling workshops to surrounding counties and communities outside of the city.

“Under Dr. Migliuolo’s leadership, we will build on the Duquesne SBDC’s record of success and take it to new heights of impact and recognition,” says Dr. Dean McFarlin, dean of the School of Business. “I want to thank Dr. Mary McKinney for her passionate commitment to our SBDC over the years and wish her all the best.”

For more information on Duquesne’s SBDC, visit duq.edu/sbdc
Duquesne Awards Honorary Degree to Former Mallet & Company Chief Executive

Former President and Chief Executive Officer of Mallet & Company Robert (Bob) I. Mallet received an honorary Doctorate of Business Leadership degree from Duquesne University during its winter commencement ceremony.

Bob Mallet, who serves on Duquesne’s Board of Directors, received his honorary doctorate during the Palumbo-Donahue School of Business’ ceremony on Friday, December 20.

“It’s fitting that Duquesne University bestow an honorary degree on Bob Mallet during this special ceremony. Bob has helped to transform the Business School for a new era as a tribute to his dad’s legacy. In doing so, Bob has made a positive and profound contribution on many levels.”

- Kenneth Gormley, J.D., President, Duquesne University

Bob supports the School of Business and its students by engaging regularly with students and faculty in classes, presentations and competitions. In 2019, he funded the Duquesne New Venture Challenge, a competition which inspires entrepreneurs to develop and execute their business models. Earlier, Bob also funded the construction of the School of Business’ Louis D. Mallet Entrepreneurship Zone as well as Bob’s Launch Pad, a maker space that provides a hands-on area for students to develop and prototype products.

“Duquesne took a chance on my dad. That’s why I give to and volunteer in the Palumbo-Donahue School of Business. It has become one of the most rewarding experiences of my life.”

- Robert I. Mallet, Former President and Chief Executive Officer of Mallet & Company

Bill Douglas: Entrepreneur and Difference Maker

Bill Douglas (B’86, MBA’89), President of Kenco Corporation, knows the price of success: Have an entrepreneurial mindset, work extremely hard and possess an unwavering devotion to making a difference.

Entrepreneurial Mindset

Bill recounts walking through the Century II Mall as a young boy with his mother and watching vendors sell products from their carts. “We need to come up with something to sell on these carts,” she would tell him every time they passed through. Bill says that his mother’s enthusiasm instilled an entrepreneurial mindset within him. Years later, he became a very successful entrepreneur and business owner in his own right.

“My advice to entrepreneurs—stick with your dream! Keep your mind open to ideas that come along and don’t be afraid to pursue them. I never thought of giving up. I just kept going for it.”

- Bill Douglas, President of Kenco Corporation

From Idea to Launch

More than 30 years ago, Bill was working as a project coordinator for a highway construction company when he recognized the need for a better way to lift median barriers. He witnessed first-hand the ineffective method of moving concrete barriers by wrapping chains around them or sliding pins through them. It was difficult to pick-up barriers and set them in place safely.

Then Bill had an “aha!” moment. He saw how steel ingots and slabs were moved in a steel mill with an instrument that resembled scissor tongs. Bill then applied this principle and created a product called the “Ken-Lift”—a big set of tongs for moving, setting and placing concrete median barriers, while protecting nearby workers. This barrier lift became the flagship product for Bill Douglas and Kenco Corporation. The scissor design uses leverage, so the heavier the object the tighter the grip. It’s a gravity-driven instrument with no hydraulics or other activation.

As the years passed, this same scissor design became the standard for Kenco’s lifting attachment line of products. As a full-service manufacturer, Kenco offers a wide selection of material handling attachments for excavators, loaders, backhoes, dozers, and other equipment. The Kenco engineering team also designs custom attachments to meet specific job needs for construction and demolition projects. For example, Bill used the same principle for the Ken-Lift to create a lift for pipes, where the tongs curve around the pipe. Most importantly, every lifting device is hand tested by Kenco engineering staff before they leave the firm’s production facility.

Bill is hand tested by Kenco engineering staff before they leave the firm’s production facility.

From Guerrilla Marketing to the Discovery Channel

Bill’s business started out of his home. He put the Ken-Lifts in the back of his pickup truck and drove to construction companies in Philadelphia, New Jersey and New York. He talked with contractors and demonstrated the equipment, presenting them with flyers that he made. Bill said, “Everyone has an idea of something that they want to invent. In order to do that and be successful, you need to create a market for that product. What I did was run around the country and convince people that they needed this product. And now, it’s the only way to go.” As contractors began to realize that Bils products were the key to solving many of their problems, Kenco quickly became successful.


Duquesne’s MBA: Vital to Bill’s Success

Bill earned his Duquesne MBA in 1989 and has no doubt that the degree has been vital to his success as President of Kenco. He says the MBA sharpened his leadership and management skill set while providing an excellent ethical framework. “The classes taught me how to treat and manage people well to get the most out of them. That has always stuck in my head, and that’s what you see at Kenco,” says Bill.

In addition to helping him establish a people-oriented culture, the MBA gave Bill the practical wisdom required to move his company forward. “My Duquesne business degree basically gave me all of the groundwork that I needed to start my business, including classes in accounting, marketing, management, contracts, and transportation. I deal with these issues day in and day out. I owe the company. So without the MBA, I would be lost.”

The Kenco Corporation, based in Ligonier, PA, has 17 employees along with Bill’s two golden retrievers, Moose and Bear. For more information on Bill’s company, please visit kenco.com

“Bob is a deep thinker and his insights, suggestions and humility are appreciated and always welcome. I can’t thank Bob enough, nor can I imagine where we would be without Bob’s engagement, help and support.”

- Dean B. McFarlin, Ph.D.
Dean, Palumbo-Donahue School of Business

Mallet & Company was a market-leading North American provider of baking agents that offered innovative products and capabilities to the food industry. Bob followed in his father’s footsteps and served as president and CEO of Mallet & Company for nearly 30 years. Mallet & Company was acquired in 2016.

Bob’s father Louis Mallet graduated from Duquesne in 1940 with a degree in economics after nine years of tireless work. Louis’ family was unable to afford the lump sum of tuition, so Duquesne worked out an informal tuition plan to help him pay for school. Louis worked hard to complete his degree, attending classes in the morning, selling yeast to bakeries in the afternoon, and studying in the evening.

He also launched Home Kitchen Company out of his mother’s kitchen, developing innovative custom oil blends for the baking industry. Because of his entrepreneurial spirit, persistence and desire to succeed, the company—later renamed Mallet & Company—grew to become an international success.

“Kenco is hand tested by Kenco engineering staff before they leave the firm’s production facility."

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The Palumbo-Donahue Student Advisory Council (PDSAC) and the School of Business held the second annual Negotiating Job and Internship Offers Panel Discussion on February 5, 2020. Attended by nearly 70 students, the idea for the event evolved out of discussions with the PDSAC membership and Dr. Dean McFarlin.

The PDSAC meets with Dean six times each academic year. The Council, an engaged group of student leaders, is co-chaired by Dr. Dean McFarlin and marketing/finance double major Anna Zuefle for the 2019-2020 academic year. The president of the Student Executive Committee also serves as co-chair of the PDSAC.

This spring, students invited two distinguished Duquesne alumni to serve on the negotiating panel with Dr. Dean McFarlin.

Anne Herman (MBA’02) is Vice President of Global Operational Excellence and Chief Customer Officer for MSA—Mine Safety Appliances. Anne received the School’s distinguished Alumna Award in 2018 and currently serves on the Graduate and Executive Programs Advisory Council.

Joe Rusnic (B’82) is Senior Vice President and Commercial Associate Director for Huntington Bank. Joe is also a member of the School’s Professional Sales Advisory Council.

Negotiation Advice from Alumni

You have a job offer. Now what?

The panel provided strategies, tactics and perspectives about negotiating job and internship offers. Students learned that negotiating is a valuable part of the employment process and part of advancing their careers to a higher level from the start. They were advised to consider a variety of possibilities when negotiating and to evaluate how closely the job aligns with their career goals. Other key takeaways included:

- How you conduct negotiations is as important, if not more so, than what you are asking for (always be professional, gracious and understand the company’s perspective)
- Do your homework in advance about what similar jobs are paying
- Be flexible—many aspects of an employment offer may be negotiable besides salary (e.g., signing bonuses, vacation time, moving expenses, etc.)

After the enlightening panel discussion and question-and-answer session, moderated by Anna Zuefle, students enjoyed a networking reception.

"The Negotiations event was extremely valuable for me as a senior about to graduate from Duquesne. It opened my eyes to the opportunities available to a successful negotiator. I am thankful that I have learned skills to better prepare me for future business negotiations."

- Anna Zuefle, B’20 Candidate, President of the Student Executive Committee and Co-chair of the PDSAC

MBA Students Present to the U.S. House of Representatives in D.C.

Findings in a new Palumbo-Donahue School of Business study indicate that most Pennsylvanians would benefit from the implementation of the Energy Innovation and Carbon Dividend Act (EICDA), one of several federal bills being considered by Congress regarding regulations and prices on carbon dioxide emissions.

The revenue-neutral EICDA facilitates a market-driven implementation of clean energy technology to reduce pollution by placing a fee on the importers and producers of carbon-emitting fossil fuels, with heavy polluters paying higher fees. The revenues generated from the fees would then be returned to American citizens in the form of dividends.

Pennsylvania-specific key findings are as follows:

- An estimated 61% of all Pennsylvania households would experience a net financial benefit as a result of the dividend return within the first year (the greatest financial impact would be to low-income and family households, particularly in rural areas).
- Pennsylvania would benefit from the generation of an estimated 77,000 jobs by 2025 and 97,000 jobs by 2035.
- The EICDA would create clean energy jobs through incentivizing investment in energy innovation instead of polluting industries (these jobs are estimated to have a mean hourly wage 8-19% higher than the national average).

The study was conducted by a team of MBA Sustainable Business Practices graduate students, under the supervision of Dr. Robert Sroufe, our School’s leading expert in sustainability and holder of the Thomas J. and Marie C. Murrin Chair of Global Competitiveness.

A once-in-a-lifetime-opportunity

The team recently presented its findings to Pennsylvania delegates to the U.S. House of Representatives in Washington, D.C. Congratulations to Dana Palumbo, Allison Georgeson, Tierra Johnson and Bridig Mulholland on your well-deserved success!
Real-world learning is one of the key components in the marketing major at Duquesne. By giving students the opportunity to work on semester-long projects for client firms with important marketing challenges, they develop their skills in analyzing business models, assessing market entry options and making strategic marketing recommendations—all while earning course credit.

Winning Team Integrates Snapchat into Marketing Strategy

The winning team’s research showed that college-aged shoppers spend less time browsing the aisles and more time browsing the web. The team’s goal was to get potential customers thinking of and buying Mondelēz products. As a marketing strategy, the team engaged shoppers with unique and interactive content through Snapchat, a multimedia messaging app used globally for sharing photos, videos and messages that self-destruct.

The team utilized Snapchat geotags and designed custom filters to define store locations. Discount offers, coupon messages and promo codes were part of the strategy to interact with buyers. The team also recommended including Snapcodes on the product’s packaging.

“Tackling the Challenge

Mondelēz International actually presented several challenges to students and asked them to develop strategic marketing solutions based on scalable and innovative ideas. In particular, executives were looking for mobile device solutions that would engage potential customers in a way that enhanced the in-store retail experience with Mondelēz products.

In tackling this important project, students were formed into teams to do research and develop their ideas, mentored by a Mondelēz executive who provided feedback and guidance over the course of the semester. As they worked toward a solution, insights from the company’s sales data and observations from store visits were invaluable.

Toward the end of the term, all student teams presented their plans to internal faculty judges who selected three finalists. The three finalists then presented their marketing ideas and solutions to the Mondelēz team.

“Winning Team Integrates Snapchat into Marketing Strategy

The Mondelēz competition was an impactful and wonderful experience for me. As I learned more about the company and how to market products, what marketing segments to use, and how to capture a customer’s eye, I learned a lot about myself. I acquired more of an understanding of professionalism in the business world, how to present myself and get a direct point across, and ultimately gain confidence when speaking and presenting. Being able to work as a team and use everyone’s unique ideas to create a winning project for a real international company was an experience I will take with me as I enter the business world.”

Courtney R. Meagher, B’19

High Stakes for the Winners

The Mondelēz team was impressed with the innovative ideas that students developed to improve the firm’s approach to retailers as well as its mobile marketing strategy. While students on the top teams all won prize money to share, members of the 1st place team were also offered paid internships at Mondelēz International.

1st Place—$2,000
- Jonathan Borish
- Laura Herald
- Nathanyel Kelty
- Ryan Kincaid
- Courtney R. Meagher

2nd Place—$1,500
- Zachary Crisan
- Corey Gilmer
- Nicholas Lacoa
- Benjamin Varjasi

3rd Place—$1,000
- Amanda Venglish
- Angela Tozzi
- Alyssa Lukach
- Angelia Tizzi
- Amanda Venglish

We are grateful to distinguished alumnus, Mike Sukitch (B’85), for making the Mondelēz Competition happen!

Our Special Thanks and Appreciation to the Mondelēz Team:
- Mike Sukitch (B’85), Former Global VP, Category Planning & Activation
- Tara Hemings, Global PPOS Manager, Instore Activation
- Brandon Murphy, Region Director Retail
- Catherine Scott, Global Sales Capability Lead
- Jake Smith, Global Director, Instore Activation
- Jonathan Borish, B’19
- Tara Hemings, Global PPOS Manager, Instore Activation
- Brandon Murphy, Region Director Retail
- Catherine Scott, Global Sales Capability Lead
- Jake Smith, Global Director, Instore Activation
The Palumbo-Donahue School of Business launched a new MS in Analytics and Information Management (MS-AIM) in Fall 2019, providing students with analytical skills and business acumen to impact data-driven decision-making.

Transforming Big Data into Actionable Insights
This completely new program, designed from the ground up, includes cutting-edge experiences and the latest analytics tools. Students are learning to apply models, analytical methods and visualization tools to data, resulting in insight that leads to better business decisions.

Innovative technologies have allowed us to collect unprecedented amounts of data for companies to use in decision-making. In Duquesne’s MS-AIM program, students learn how to harness the data and how to communicate the story that the data is telling. Merging these quantitative and communication skill sets will distinguish our students in the marketplace.

Flexibility for Working Professionals
- Complete the degree on a one-year or two-year pathway
- 10 cutting-edge courses that will set you apart in this fast-growing competitive job market
- 30-credit degree program with hybrid and online classes

Outstanding Career ROI
The bottom line is that analytical judgment and digital savvy in today’s fast-paced business environment, one increasingly dominated by big data and AI, is critical. This program meets the demands of the marketplace and delivers outstanding career return on investment for graduates.

Is the Certificate Right for You?
Our 15-credit certificate program is designed for working professionals who have earned a graduate degree or have business experience and want to improve their knowledge of analytics and information management. The program is also ideal if you earned a bachelor’s degree and are interested in gaining or improving your analytics and information management knowledge and skills across all functional areas.

Learn more: duq.edu/msaim

Brianna Dzuricsko (B’19), an Entrepreneurship major with minors in Economics and Digital Media Arts, was awarded a prestigious fellowship with Venture for America (VFA). The highly competitive two-year fellowship program selects recent college graduates from around the country to work in start-up environments and equips them with the skills and resources needed to create jobs in American cities.

Brianna is the first Palumbo-Donahue School of Business graduate to receive a VFA fellowship, which involves a rigorous application and selection process during its nationwide recruitment for fellows.

VFA Fellows are graduates from the nation’s top schools including Harvard, Yale, Columbia, Cornell, Vanderbilt, Brown, Johns Hopkins and Duquesne! The fellows are driven by value creation and strive to create opportunities for their communities. Many of them, like Brianna, have a desire to become entrepreneurs and are interested in getting first-hand experience at a young startup.

“I chose the MS in Analytics and Information Management program because the curriculum combines AI with data analytics. Additionally, the startup culture and go-getter attitude encouraged by Duquesne is like no other.”
- Morgan Kaiser, Current MS-AIM Student

Through VFA, fellows receive the benefit of being matched to job opportunities in startup communities. Brianna secured an outstanding opportunity at Main Street Ventures in Cincinnati, Ohio. As a program associate, she is working with a connected board of directors and an executive director to help build the entrepreneurial ecosystem by providing grants to both startups and Main Street entrepreneurs.

VFA Values Align Well with Duquesne’s Mission
We are so proud of Brianna and her decision to launch a career that impacts the lives of others, builds on new solutions to existing problems, and works toward a greater goal. Like VFA, Duquesne believes in the power of entrepreneurship to create economic opportunities. Most importantly, both institutions know that it takes more than an entrepreneurial spirit to make things happen. It takes integrity, commitment to hard work, and the optimism to build a better world.

“My professional goal is to pursue entrepreneurial ecosystem building. I’m looking to study how cities foster innovative communities and how entrepreneurs can really make a difference in economic development.”
- Brianna Dzuricsko (B’19), Venture for America Fellow

Every organization faces the challenge of hiring new talent, whether due to expansion or turnover. Indeed, making bad hires costs money and can create negative effects throughout the firm. The financial hit is often substantial—upwards of 500% of an employee’s salary. There’s all the time, effort and money spent recruiting and training a replacement—not to mention lost productivity, damaged customer relations and other disruptions. In short, the costs add up quickly.

Job candidates and their credentials. However, when hiring professionals felt that social networking sites offered information accessible to a range of possible audiences (e.g., Facebook), it tended to increase their level of ambiguity about job candidates compared to sites with a narrower audience base (e.g., LinkedIn).

Given their ability to both increase and decrease ambiguity, a complex relationship exists between using information sourced from social networking sites and ambiguity in regard to the hiring process. Simply put, hiring professionals must be cautious when using information from these social systems since the audience context from which the information was sourced matters. Specifically, the same information that has the potential to reduce ambiguity can increase ambiguity if obtained from a social networking site like Facebook that can be accessed by a wide variety of audiences. As a result, companies may want to consider providing additional training, suggestions and guidance for hiring professionals’ use of information from a variety of social networking sites. Doing so may help prevent bias from creeping into the hiring process when ambiguous information is found on certain social networking sites.

While not the focus of the study, the results also offer recommendations for job seekers using social networking sites. While job seekers may think that sharing information with as many social networking sites as possible may help them attract attention from hiring professionals, they need to carefully consider which sites they share their information with. Information sourced from sites that distribute information to different types of audiences (e.g., friends, family, professional contacts) can lead to increased ambiguity for hiring professionals regarding a candidate. Job seekers should think through who may access social networking sites and under what circumstances before they share any information. After all, it’s important to keep in mind that information on social networking sites is persistent, searchable and may not always create the right impression in the minds of hiring professionals. Sticking to high quality information posted on professionally-oriented sites with narrower audiences (e.g., LinkedIn) may be the best bet.

As a result, making a smart hire is one of the most crucial decisions companies have to make. Quality decisions hinge upon hiring professionals’ ability to form impressions of candidates and determine the degree to which candidates are well-matched to the target position. While the hiring process is filled with ambiguity, obtaining useful and accurate information about candidates can make the difficult hiring task much easier.

In the face of high ambiguity, hiring professionals have developed practices, policies, and procedures to help identify and use high quality sources of information. Social networking sites, including Facebook and LinkedIn, have become vital sources of information over the last decade and arguably provide more opportunities to learn about potential hires than any prior source. Consider the numbers. Nearly 80% of Americans and over 2 billion people worldwide actively share information about themselves on social networking sites. This includes 2.32 billion monthly active users on Facebook and 260 million monthly active users on LinkedIn. In essence, social networking sites give users the ability to engage in many forms of communication by sharing and sourcing information. Social networking sites are persistent and searchable sources of information. But various audiences can access social networking sites, something that users may not fully understand.

Indeed, many academic and popular press articles have noted how frequently social networking sites are used during the hiring process as sources of information. Conventional wisdom may suggest that more information is simply better, with social networking sites yielding a treasure trove of useful revelations about potential hires. Yet recent research provides a more nuanced picture if not a cautionary tale for both job seekers and employers using social networking sites.

Specifically, Dr. Jacqueline Pike, associate professor of information systems management in the Palumbo-Donahue School of Business, is the lead author on an interesting study recently published in Information Systems Journal. Dr. Pike and her colleagues studied the impact of social networking sites on ambiguity experienced by hiring professionals when assessing job candidates. In doing so, Dr. Pike examined how specific aspects of information sourced from social networking sites impacted the level of ambiguity felt by hiring professionals during the hiring process.

In particular, Dr. Pike and her colleagues examined whether hiring professionals felt that the quality of information found on social networking sites was suitable for the task at hand (i.e., finding and evaluating job candidates). They also examined how the composition of multiple audience groups (e.g., friends, family, professional contacts) can access the information found on social networking sites impacting hiring professionals’ assessments. Dr. Pike’s research methodology involved an online survey-based experiment that included business students pursuing graduate degrees as participants. What Dr. Pike and her colleagues found was fascinating. Put simply, when hiring professionals felt that information on social networking sites was high quality, it tended to reduce the ambiguity they experienced about...
By the Numbers

The 5th annual Duquesne Day of Giving raised more than $400,000 for the first time in the history of this digital fundraising event. Thank you to all of our loyal alumni and friends who helped us reach this new milestone!

To learn more and see our list of generous donors, visit duq.edu/dayofgiving.

Since 2016, the year Duquesne Day of Giving began, the effort has raised $1,307,112 through 7,278 donations from alumni and friends.

THANK YOU!