SUSTAINING THE NEXT CENTURY
I had the distinct privilege and honor to work with professors and alcan from the Tepper School. I believe in the potential of CMU to continue to be a leader in health care operational research. I was intrigued by Judy Lave in the early 1970s on what I call the “Road to Wellville” article in the recent Tepper Magazine. While it is true that the health care industry is now wakening in big data and for the first time a great deal of clinical analysis is now available to clinicians, I’m afraid I have to disagree with the notion that the data will be used to change the way clinicians practice. I’m afraid I have to disagree with the notion that the data will be used to change the way clinicians practice.

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Based on Judy Lave’s work, my position is that data will be used to change the way clinicians practice. I understand that data can make a major impact through organizations like Tepper and CMU. However, the future is much more uncertain. I continue to champion each other.

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Based on Judy Lave’s work, my position is that data will be used to change the way clinicians practice. I understand that data can make a major impact through organizations like Tepper and CMU. However, the future is much more uncertain. I continue to champion each other.
In August, I announced my decision to step down as dean of the Tepper School at the end of this academic year and return to the faculty full time. Serving as dean has been one of the most rewarding and meaningful experiences of my life, and I am grateful for all the support you have given me and the school during my tenure. I am also proud of all that we have accomplished as a school and the impact that our students, faculty, and alumni are having in their careers. This is truly a special place, with very special people.

The Tepper School continues to be a leader and innovator in business education, with our undergraduate and graduate programs ranked among the best in the country. At the undergraduate level, we have nearly doubled the size of our business program, developed a university-wide minor in Entrepreneurship, and launched a new major in Economics and Politics. At the graduate level, we have introduced two new master’s degree programs—one in Business Analytics and the other in Product Management (in partnership with the School of Computer Science)—and developed a new Ph.D. program in Behavioral Economics (in partnership with the Dietrich College of Humanities and Social Sciences). In executive education, our portfolio of programs has expanded in the areas of Strategic Leadership, Technology, Innovation, and Advanced Analytics. At the same time, we continue to work on developing our Lifelong Learning Initiative to provide valuable learning opportunities for our alumni throughout their careers.

In the research domain, our faculty continue to provide intellectual leadership and develop new knowledge that is having significant impact on business and society. The Tepper School has launched four new research initiatives to highlight the work our faculty are doing in areas of Blockchain, Health Care, Sustainability, and Inclusive Growth and Prosperity. (I invite you to read about some of our recent research initiatives in the following pages, including our cover story on sustainability practices.) This past September, the Tepper School hosted the second annual Intersect@CMU conference, which brought together CMU faculty and alumni, along with industry and government leaders, to discuss and debate the promise of health care innovation.

We should all take great pride in the fact that Tepper School faculty continue to receive recognition, awards, and honors for their important research contributions and lifetime achievements. As I enter my final year as dean, I remain committed to advancing the global impact and reputation of the Tepper School. We will continue our efforts to innovate and grow our world-class educational programs, expand our interdisciplinary research initiatives, and launch a major university-wide capital campaign in support of our people and programs. Your support of these important initiatives will help solidify the Tepper School’s reputation as a leader in business education and research.

Thank you for all that you do in support of the Tepper School. I look forward to making this year a memorable one.

With appreciation,

Robert M. Dammon
Dean
Ph.D. Students Receive Research Awards

This spring, seven doctoral students at the Tepper School were recognized for research awards during a special Tepper Tea Ceremony at the end of the academic year.

The premise behind the project is simple: Existing research shows that students who excel in these courses are statistically more likely to pay back student loans. Lenders are well aware of this fact; what they lack is the data that would allow them to reward high-performing students.

Though platform-based businesses such as Google and Amazon have been monetizing customer data for years, privacy concerns—particularly about information as sensitive as a student’s grades—have heightened public awareness, and access to such data has been limited. The beauty of the capstone project is that it places students in charge of controlling their own access, and instead of the third-party company solely benefiting from the information, the user (in this case, the student) can profit, too.

With student loan rates skyrocketing, giving people a way to reduce costs while incentivizing them to achieve and driving performance in these courses is what blockchain does best—what is expected.

Already, many companies are using their own blockchain models to understand what can be done in this space. What we don’t yet know, but are determining through projects like this course, is what blockchain does best—and what its limitations are. For example, we do know that current technology is too slow to process financial transactions that our society expects to happen instantly. Customers are unlikely to use cryptocurrency to buy a cup of coffee when it could take 15 minutes to process the sale. Similarly, one of our experiments used blockchain to process live option trades. We managed a whopping total of two trades in two hours, so we probably won’t see a blockchain option revolution anytime soon.

But courses such as this encourage scientific inquiry that quickly leads to real-world, problem-driven applications. Teaching concepts like Bitcoin or blockchain involves deep exploration of two highly complex disciplines: economics and technology. The only way to truly understand them is to pull them apart and see how they work under the stresses of the real world. That is our sweet spot: when our students and faculty work together on a project that pushes the boundaries of knowledge beyond what is expected.

BY PARAM VIR SINGH
Carnegie Bosch Professor of Business Technologies and Marketing
TO CHALLENGE THAT IDEA. PARTICULARLY AT THE BUSINESS EDUCATION MOVES IN BUSINESS AND FINANCIAL SENSE LONG ARGUED ENVIRONMENTAL BUT BIG, COVER FEATURE Chabot says. nimble as a startup. But our goal is huge: Mitsubishi Hitachi Power Systems — a global existing as a wholly owned subsidiary of based Oriden Power, a clean power startup She interned this summer with Pittsburgh-energy sector is her home and her path. Energy Business Track, Chabot feels even Now, studying within the Tepper School option nor realized this was an realized renewables were a viable electricity solar panels and other technologies. The projects. Chabot's job was teaching locals off-the-grid farmers develop electricity and partnered with a nonprofit to help Chulalongkorn University in Thailand 2013, she and 19 other engineers traveled to Maldives, building a sea wall to protect the coast cost $2.2 billion. Even after 10 years of maintenance costs, it remains four times cheaper to preserve the natural reef," she notes. "Poignant facts like this become vital when wanting to improve operations and lower costs." NICHOLAS MULLER, Associate Professor of Economics, Engineering, and Public Policy; Lester and Judith Lane Development Chair in Economics, Engineering, and Public Policy, worries too few of us stay attuned to troubling patterns, such as rising levels of fine particulate matter, an air pollutant also known as PM2.5, which had been steadily decreasing in the U.S. for 10 years. In another study, Muller and co-authors found an EV can cause up to $1,000 more damage than a gas vehicle would when driven in the Midwest. That's because coal-fired power plants proliferate there. In California, where the grid is cleaner, EVs can yield the same figure in environmental benefits. The renewable energy sector becomes part of a growing trend in America at a time when the desire to combat climate change has never felt stronger: National Oceanic and Atmospheric Administration data show July 2019's global temperatures averaged 0.7 degrees over the 20th century average. Current Tepper School MBA student GIOVANNA CHABOT always envisioned a career in science or engineering. Growing up, her father, who worked in the labs helping ensure New York City's water supply remained clean, and her mathematical grandmother inspired her. Then, in spring 2015, she and 19 other engineers traveled to Chulalongkorn University in Thailand and partnered with a nonprofit to help off-the-grid farmers develop electricity projects. Chabot's job was teaching locals — sometimes elderly women — how to use solar panels and other technologies. The work felt life-changing, she says, "I hadn't realized renewables were a viable electricity option nor realized this was an active industry." Now, studying within the Tepper School Energy Business Track, Chabot feels even more focused — more convinced the energy sector is her home and her path. She interned this summer with Pittsburgh-based Origen Power, a clean power startup existing as a wholly-owned subsidiary of Mitsubishi Hitachi Power Systems. — a global leader in the power sector. "We're small and nimble as a startup. But our goal is huge to provide a path forward into the next generation of energy technology," Chabot says. Chabot's passion and drive for the renewable energy sector becomes part of a growing trend in America at a time when the desire to combat climate change has never felt stronger: National Oceanic and Atmospheric Administration data show July 2019's global temperatures averaged 0.7 degrees over the 20th century average. THE TRUE STORY OF ENVIRONMENTAL IMPACT Chabot feels pained when skeptics deny the science showing global warming and its threats. Nor does she see media highlighting enough of the scientific facts. "In the Maldives, building a sea wall to protect the economy cost $2.2 billion. Even after 10 years of maintenance costs, it remains four times cheaper to preserve the natural reef," she notes. "Poignant facts like this become vital when wanting to improve operations and lower costs." NICHOLAS MULLER, Associate Professor of Economics, Engineering, and Public Policy; Lester and Judith Lane Development Chair in Economics, Engineering, and Public Policy, worries too few of us stay attuned to troubling patterns, such as rising levels of fine particulate matter, an air pollutant also known as PM2.5, which had been steadily decreasing in the U.S. for 10 years. In another study, Muller and co-authors found an EV can cause up to $1,000 more damage than a gas vehicle would when driven in the Midwest. That's because coal-fired power plants proliferate there. In California, where the grid is cleaner, EVs can yield the same figure in environmental benefits. In another study, Muller and co-authors found urban counties — where most EVs are registered — saw considerably lower air pollution damage from electric vehicles. Rural counties experienced significantly more. "Our power plants tend to exist in rural locations. So when you charge that car, emissions disproportionately impact lower-income folks," Muller says. LISA HALEY (MSIA 1985), Director of Supply Chain and Logistics at Nacero, anticipates a transition period before we see widespread EV use. "Let's clean up our processes for making gasoline while we're reducing our dependence on fossil fuels. Nacero is the first company in the U.S. to plan to make gasoline from natural gas. The process becomes cleaner, and the pump-ready product doesn't contain sulfur, she explains. "As a society and planet, we are going to continue to need gasoline for some time, so why not make it cleaner and from a cleaner product?" she asks.

THE VIABILITY OF CLEAN FOSSIL FEUls Haley grew up in the small Pennsylvania town of Springdale, famously home to environmentalist and writer Rachel Carson. Two coal-fired power plants sat within its borders. "As a child, my job was to wipe the fly ash off the windowills, which accumulated even when the windows were closed," she recalls. Decades later, Haley worked on building an off-shore wind farm in the North Sea. "The monopoles alone required over 100,000
"IF THOSE BUYING YOUR PRODUCTS DEMAND SUSTAINABILITY, YOU MUST PROVIDE THAT. THAT DEMAND WILL GET MORE AMPLIFIED AS MY GENERATION GETS OLDER."

GIOVANNA CHABOT, MBA STUDENT

Muller finds coal “fading in relevance” as an energy source, but at least in the developed world, due to fighting market forces such as cheap natural gas and consumers avoiding disadvantages. 6. Also, firms rely on coal face policy constraints related to extraction and the environment, and both present obstacles to its future competitiveness in the energy landscape.

“The use of coal generates costs not fully captured in market prices up and down the supply chain, from mining safety to the water quality impacts from mining, all the way up to combustion and greenhouse gases,” Muller notes. “It paints a difficult picture to imagine it presents a viable option to us in the future.”

JAY APT, Professor and Co-Director of the Carnegie Mellon Electricity Industry Center, says though technically feasible, economic, social, and environmental reasons make sense. We can feasibly capture carbon dioxide and conventional pollutants when in a coal plant. But without a carbon on carbon dioxide, those plants become economically unviable. “It’s unlikely the costs for low- pollution coal will compete with the costs of nuclear, solar, and wind.”

Muller notes that with the current nuclear generation fleet aging, if we replace that capacity with natural gas, we’ll see big increases in emissions. If we keep fleet with renewables, we must invest in battery tech. Storage remains expensive. Muller worries if we hang our hat on those energy sources to displace traditional fossil fuels, we must work toward reliability and think more on material needs for batteries. “I’m not sure about global supply to develop those technologies at a scale needed to displace fossil fuels,” he says.

THE WORRY ABOUT MOVING AWAY FROM FOSSIL FUELS

Worries exist around the reliability and intermittency of renewables, whether it’s the wind, solar, or hydro. NICOLA SECOMANDI, Professor of Operations Management, head of the Ph.D. Program, points to recent research that suggests that in some regions, climate changes may negatively impact hydro power production and may limit opportunities to integrate it with wind energy. The paper foresees that changing weather will make hydro power operations more erratic.

“You need a base load of generation you can rely on 24/7, yet renewables are intermittent. The grid doesn’t like that big drop in production when a cloud bank moves over or the wind dies,” says JON HOUGLAND (MSIA 1997), Chief Financial Officer for Lower Valley Energy in Wyomissing, northeastern Wyoming’s utility supplier. His utility doesn’t deal in fossil fuels; it provides customers with hydro and nuclear energy. Technology companies providing battery storage to solar or wind energy have become increasingly important. Battery storage helps cut carbon emissions and slow climate change by providing vessels for the “wind,” adding batteries to wind energy means that managing these systems becomes more complex. And it may negatively impact the environment. “In some cases, according to research co-authored by Muller, those issues also become relevant for solar energy generation facilities.” Secomandi said.

Students in the Energy Business MBA Track completed a recent capstone project with Fluence, an energy storage and services technology company headquartered in Arlington, Virginia. With Apt and CHRIS TELMER, Associate Professor of Financial Management and lead of EcoMetrics, as advisers, the students explored the economic viability of solar-plus-storage power plant as viable alternatives to natural gas peaking plants.

After analyzing data from hundreds of natural gas plants nationwide, the students determined that solar-plus-storage facilities could provide the same grid services as so-called “shoulder plants,” existing gas facilities that live somewhere between base load and peak power generation. “Nobody had asked questions like this before,” Muller says. “I think when the students and Fluence published their white paper showing that solar and storage may have already become cost-competitive with mid-merit gas plants on wholesale electricity markets, leading publications (including Energy Storage News and PV Magazine) highlighted the significant work. Telmer noted that Fluence B2B and consumer getting published in leading industry magazines is “really significant and changes implications” for them as job seekers.

But not all consumers embrace renewable energy—at least not in close proximity. Recall Muller advocates for a renewable energy grid, according to a recent survey of neighborhood residents resisted the look of solar panels the company provided. She has also encountered consumer research on 24/7, yet opposing generation facilities recently because “I need to get over this (not in my backyard) attitude,” Chabot says. utilities wouldn’t provide cost-effective panels nor ease restrictive rules. Therefore, the utilities lost business when consumers installed their own solar. By the time 2015, Hawaii had the nation’s highest residential electricity prices — more than twice the nation’s average. “The solar panel’s Energy Information Administration — but its electricity sales per customer became the nation’s lowest.” At the end of the day, you serve a market and market demand, if you don’t meet that, your customers will switch product,” Hougland says.

And while 15 years ago, renewables remained cost-prohibitive — as high as 10 times more expensive — costs now have dropped. Hougland sees pricing parity in some states; in others it’s close or equivalent. He says improved technology lowers costs and reduces need for subsidies, consumers now demand more from the business they buy from. “These days, if ‘those buying your products demand sustainability, you must provide that. That demand will get more amplified as my generation gets older.’”

Hougland finds consumers dirving the demand for renewables, and in his experience, consumers typically absorb any additional cost. While sunny Hawaii remains conducive for rooftop solar, local

THE BUSINESS CASE FOR MORE RENEWABLE ENERGY

Consumer appetites and trends are growing and changing. From individuals who are customers seeking organic products to fashion consumers rejecting manufacturers that source cotton from end may flip by impacts the environment, consumers now demand more from the business they buy from. “These days, if ‘those buying your products demand sustainability, you must provide that. That demand will get more amplified as my generation gets older.’”

"YOU NEED A BASELOAD OF GENERATION YOU CAN RELY ON 24/7. YET RENEWABLES ARE INTERMITTENT. THE GRID DOESN’T LIKE THAT BIG DROP IN PRODUCTION WHEN A CLOUD BANK MOVES OVER OR THE WIND DIES."

JON HOUGLAND (MSIA 1997)

Researchers at the Tepper School are helping push these conversations forward. The new Sustainability Research Initiative (SRI) will bring together students and coursework around environmental issues. As Apt said in an Andy Talk titled “Renewable Energy — a Revolution,” the nation’s lowest. “At the end of the day, you serve a market and market demand, if you don’t meet that, your customers will switch product,” Hougland says. solar panels has also improved from 200- to 350-watt panels today. Businesses play a huge role in improving our environment, and that starts with businesses adopting a more expansive view of value — including things happening outside the traditional view of financial flows, Muller says. When examining profits, he suggests looking at what activities impact others. “That idea may sound crazy to businesses, but I’ve seen that the significant reductions in pollution emissions coming from manufacturing, transportation, and other sectors are not adequately valued and what the market rewards other than the value of businesses and products,” he says.

He adds he’s long argued we need to redefine value to include financial flows within the market boundary and then market services valuable to other firms and the market. “The goal becomes: When we think of the bottom line, what are the values, we’re thinking of the full range of benefits and costs associated with those activities.”
ow can graduate school include meeting people, working hard, and a life beyond study? As incoming students, that holistic goal felt vital to Ann Marie Petach (MSIA 1984) and Patricia Little (MSIA 1984). This question occupied their walk through autumnal Pittsburgh streets back to their Shadyside apartments, post-orientation. As those walks became routine, and their friendship grew, the question extended: How do we secure a thriving career, a supportive, amazing family — and friends?

And yet both leaders achieved this deceptively tricky goal. When asked (in a joint interview) what makes them feel proudest today, both echoed the same response. "I got to have it all," says Petach, now Senior Advisor to Google. "I feel very fortunate that this myth that you and I both feared at the beginning (that women had to give up something) did not come true for me — for either of us," she says.

The corporate America into which they graduated wasn’t easy. And yet, both women rose to senior financial roles; Petach’s include Chief Financial Officer for BlackRock and Treasurer at Ford Motor Company. (Her financing helped keep the company from bankruptcy — which also makes her proud.)

Little recently retired as The Hershey Company’s Chief Financial Officer following a six-year career at Kelly Services, the staff and recruiting company, as CFO and Executive Vice President. Little also had a 24-year career at Ford, as did Petach. Both women serve as Directors and Audit Committee Chairs at public companies.

In the ’80s, they encountered few women leaders (or managers) and felt compelled to look and sound — and even dress — like men. (Petach devoted an entire dresser drawer to different colored bow ties.) And when attending 500-people events as managers, only a handful of women existed. "We joked of no line at the ladies’ room. But there were biases; you had to be aware of them," Little says.

A FRIENDSHIP AND RECIPE TO SUCCEED

Success came from their upbringings, their friendship, their Carnegie Mellon training, their hard work — and their mindset: how they viewed and defined themselves as women.

Neither can recall any “feminist” ideals growing up, but both learned of gender equality from their families. Little’s mother held a principal role at a leading insurance company. Her father often supported the family from home; her parents viewed themselves as equal partners. The Petachs encouraged women (especially) to become independent and educated, and to work. “It took me many decades to appreciate that ideal wasn’t the norm,” she says.

The camaraderie they provided one another began at the Graduate School of Industrial Administration (now the Tepper School), where teamwork, one computer lab, and a smaller class brought everyone close. Their parents welcomed them each as an “extra daughter,” and once work began, they remained close, confiding personal worries and feelings, but also brainstorming on business strategy. Email prevailed over costly phone calls — sometimes three correspondences daily. (Later, Little gifted to Petach printouts of all the email messages they had exchanged.)

That contact helped them navigate struggles and situations they mightn’t have handled so well solo. They also pondered life’s
biggest questions. Several emails, which Petach read for the interview, illustrate. When Petach worked as assistant treasurer at AutoLatina in Brazil in 1993, she asked Little (philosophically) if the rules of life and relationships differ for men and women. “I tried for years to believe the same rules should apply to both. But I’m accepting or conceding that isn’t true. Not just because of society, but because of emotional differences between the sexes.”

Little responded she wasn’t sure whether fundamental differences exist versus cultural and hormonal ones. If it’s cultural, men and women are just accepting their different gender roles. “Yes, and I wasn’t raised this way.”

ENCOURAGING STRATEGY IN BUSINESS

Even before entering leadership roles, the friends knew they might go places and do things they loved to succeed — but how? Their emails reveal careful plans to resist comfort — to build themselves out with rotations and more training, and to navigate unequal pay. “We led each other through those moments and difficult work decisions,” Petach recalls.

Selecting the best possible bosses became vital, too. When Little had multiple, wonderful options before her, she defined to Petach her best future boss as a “non-opinionated, people are very influenced and welcoming. You get into such great conversations.”

A LEGACY OF EQUALITY AND LEADERSHIP

With Little now retired from Hershey and Petach consulting, neither sees true gender equality in America, yet. And both feel less patient than before for change. The statistics aren’t where they should be. Teams don’t have diverse enough and naive still exists on the impact diversity brings, they agree.

Also, numbers must change at the senior level. Little’s former employer has a woman CEO, but she finds that unusual. “We’re in a small circle and know a lot of success stories, but there aren’t enough success stories relevant to the talent and skills out there.”

What feels vital to success? Both women value maintaining friendships, advocating for one another, and staying strategic as key. That balance Little and Petach strive for on their return to ShadySide still feels authentic, too. “You can’t do great work without a full life — and that includes family and true, personal friendships,” Petach says. “Our success and emotional resilience depended on that.”

In their 35 years in business, Patricia Little and Ann Marie Petach have tried — and tested — strategies that helped them secure their place as business leaders. These women developed (and refined) these tips together, throughout their 35-year friendship.

1. Educate teams to show diversity. When Petach hosts meetings where others bid for roles, she tells teams out where no women have been before. “Honest confidence can’t harm you when you’re the best with your diversity on the team.”

2. Push out colleagues suggesting they’re your team. What diversity you expect to see.

3. Avoid feeling negative. Provide light and hope for one another. “One of the biggest contributions of our friendship is when I say, hey, it’s not that true,” Little says. “She’ll push you and help you just think about it differently.”

4. Encourage one another. Speak up about inequality. When needed, “Don’t just think about it.”

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12. Encourage one another. Speak up about inequality. When needed, “Don’t just think about it.”

Petach finds the core takeaways still working, for her, even now when advising Google. “If you go in as a team member respecting one another (and Carnegie was a place of little hierarchy) and you are data-based versus opinionated, people are very influenced and welcoming. You get into such great conversations.”

Recent data shows a total 33 women have been CEO in the past 24 years. Last year, 50% of top fortune 500 CEOs representing only 6.6% of CEOs.

The Ph.D. program is an important component of the Tepper School. I give every year to help ensure that well-qualified Ph.D. students can study at Tepper, regardless of ability to pay, just like it helped me. I’ve made contributions with a bequest so that a remaining portion goes to Tepper as well.
**ENTERPRISING LEADERS**

**JJ XU (MBA 2018)**
FOUNDER AND CEO, TALKMEUP
PITTSBURGH, PENNSYLVANIA

As a Tepper MBA student, JJ Xu (MBA 2018) took every entrepreneurial course she could find, hoping to fulfill a lifelong dream of being an entrepreneur. She excelled as a James R. Swartz Entrepreneurial Fellow, collecting academic and professional accolades and earning second place at the 2018 McNorris Venture Competition. Xu is building her competition-winning company, TalkMeUp — an AI-based web app designed to help build communication skills — from a maker space in the Swartz Center for Entrepreneurship at the Tepper Quad.

**John Levinson (MSIA 1980)**
FOUNDER AND CEO, WESTWAY CAPITAL LLC
WESTPORT, CONNECTICUT

Throughout his career, John Levinson (MSIA 1980) has been identifying and investing in applied technology companies. He was a technology analyst at Goldman Sachs for 13 years and founded TechWantage Partners, a tech fund at Westway Capital.

Since 2002, Levinson has been a seed-stage venture capitalist and advisor in young enterprises. He has invested in more than 50 early-stage technology services and health care companies. He says he doesn’t invest in products; he invests in ideas.

**Bruce Gebhardt (MSIA 1984)**
PARTNER, PATHFINDER CAPITAL ADVISORS LLC
NEW YORK

A Tepper School alumni event in New York City, Dean Robert Dammon told Wall Street banker Bruce Gebhardt (MSIA 1984) that he should return to Pittsburgh and get involved in local startups. Gebhardt found an opportunity in 2016 when he met with Fifth Season CEO and co-founder Austin Webb (MBA 2017) at a Swartz Center for Entrepreneurship event and told Webb he was fascinated with their indoor vertical farming concept. From there, Gebhardt has continued seed funding organizations he believes in.

**Daphne Carmeli (MSIA 1991)**
CEO AND FOUNDER, DELIV
PALO ALTO, CALIFORNIA

A day in his life before the COVID-19 pandemic was a very normal day. Carmeli (MSIA 1991) considers herself a “unicorn” among the twentysomething male tech entrepreneur founders of Silicon Valley. She estimates that she has raised more than $350 million for companies in her career — including Deliv and Metriex, a pricing software company she started in the early 2000s, as well as several companies for which she serves on advisory boards and boards of directors.

**ALUMNI STARTUPS // BEGINNINGS AND BACKSTORIES**

**What is your elevator pitch?**

A I want to deal with organizations that provide a societal good. So I like to pick people who I think are going to be giving back in addition to just making money, because if you’re not, then you’re not part of the bigger social network to make sure that things are being done right.

**What is your elevator pitch?**

A I invested in startup health care companies that use information technology to improve care. Most are applying IT and data analytics to facilitate better health outcomes — via modernizing the diagnosis of disease or streamlining the delivery of care — at much better prices.

**Why CMU?**

A CMU is a relatively smaller and more collaborative campus with a smaller MBA program, which means you get more focus from the advisers and professors, and you have the chance to work with other brilliant students from other schools.

**Q.** What is your elevator pitch?

A I invest in startup health care companies that use information technology to improve care. Most are applying IT and data analytics to facilitate better health outcomes — via modernizing the diagnosis of disease or streamlining the delivery of care — at much better prices.

**Q.** Why CMU?

A Back in the late 1970s, CMU was one of the very few business schools — and the highest rated — committed to using quantitative techniques in business and management science. CMU’s business school was indeed a pioneer. I was thrilled to be accepted and come to Pittsburgh.

**Q.** Why CMU?

A I don’t know that the analytical methodology was totally appreciated in my time, but certainly it has come into its own now. And there are more people doing quantitative analysis, so Carnegie Mellon was and is a trendsetter. Without that, I don’t know that I’d be here today or able to do what I’m doing.

**Q.** Why CMU?

A The mini system is brutal. It says mini, but it’s really the same content in half the time, and I think that just sets a cadence that matches work in Silicon Valley and work in startups. That’s just standard. The cadence that I was working at since 1989 hasn’t really changed.
Neal Rajdev had never heard of the “AgTech” sector before his former client, David Perry, reached out to him with a proposal in 2015. That’s because the “AgTech sector” — shorthand to describe companies that harness technology for use in agriculture — was nascent and undergoing significant change with the applications of modern technology.

Fast-forward just five years, and AgTech is now a $17 billion industry that counts Rajdev, Senior Vice President of Corporate Development for industry pioneer Indigo, among its greatest innovators. This year, CNBC named Indigo the world’s most innovative company — a spot held previously by SpaceX, Airbnb, and Uber — and Forbes named Indigo one of “The 25 Most Innovative AgTech Startups in 2018.”

Rajdev (MBA 2009) shepherded the company’s growth from zero clients and 15 employees working out of a former Polaroid laboratory in Boston to a multibillion-dollar valuation, with over 10,000 customers and more than a thousand employees across the globe. Like a well-watered crop, Indigo and Rajdev have no plans to stop until the company meets its goal: to harness nature to help farmers sustainably feed the planet.

Just five years in, Indigo has raised over $650 million in capital and aspires to transform the modern agricultural system.

A VISION OF A HEALTHY PLANET

Indigo’s central tenet and aspirations can be expressed in just 10 words: “What if a healthier planet began with a healthier farm?” It’s a question Indigo answers by using technology to revolutionize the agriculture industry. From Indigo Marketplace, a digital platform that connects growers and buyers, to Indigo Transport — think Uber for grain transportation — to Indigo Research Partners, the world’s largest agriculture lab, Indigo’s businesses are far-reaching and complex. Indigo’s goals are similarly ambitious: transform how food gets from growers’ farms to your table, increase the profitability of global farmers all over the world, and combat climate change by capturing and storing a trillion tons of atmospheric carbon dioxide in agricultural soils.

Like most big ideas, it began with a small one: Around 2015, Indigo’s CEO, David Perry — a successful entrepreneur with three multibillion-dollar companies in his rearview mirror — and his researchers developed a way to use technology to coat seeds with natural microbes that could improve crop yields and protect against environmental stresses. Indigo’s microbial technology allows for food and fiber production that requires less water and less synthetic fertilizer. Using Indigo’s microbes, farmers can simultaneously and sustainably improve crop health and productivity.

Perry put a call in to Rajdev, whom he had met several years prior. Though Rajdev didn’t have any specific agriculture experience, he had helped dozens of clients in multiple sectors to transition through growth phases including initial public offerings, merger and acquisition transactions, and other equity and debt financings. That resume included Rajdev’s time at Citigroup, where the two met in 2010 when Rajdev helped Perry take his health care company public. “It was an extremely challenging public offering, but it ended up being successful. The company was later sold to Pfizer for over $5 billion. We realized we should continue to work together,” recalls Rajdev.

Once Perry explained Indigo’s breakthrough, Rajdev immediately recognized the opportunity: “We wanted to be the leader and the pioneer. There was no way we could lose with second place given the size of the opportunity.”

NEAL RAJDEV (MBA 2009)

NEAL RAJDEV (MBA 2009)

BEYOND

VERSATILE PATHFINDER

NEAL RAJDEV (MBA 2009)

A VISION OF A HEALTHY PLANET

By Nick Ducassi
QUARTERBACKING TOWARD GROWTH

Rajdev jumped on board and got to work — a six-month sprint of hundred-hour weeks that involved weekly red-eye flights from his San Francisco home to Indigo's Boston headquarters. Above all, Indigo needed basic infrastructure. “We needed to set some goals, find a new office space, and write a business plan,” Rajdev says that while he was new to agriculture, his analytical background — honed at Tepper — was invaluable in its flexibility. “I had developed analytical and quantitative skills over time. I just had to figure out how to apply that background to general business problems.”

Once Indigo’s business plan was in place, it was time for finance and capitalization, drawing upon the general finance education Rajdev gained at Tepper and honed in his investment banking career.

Rajdev was charged with raising Indigo’s first $25 million, and while the enormity of the business opportunity for investors was clear to him, one of Indigo’s main early challenges was simply explaining what sector Indigo was working in. “Back then, there wasn’t a thriving AgTech ecosystem,” says Rajdev. “We had to explain what it is to be a tech company within agriculture, and educating banks, partners, and suppliers — every single connection for our partners. Eventually, Indigo was able to raise over $31 million in Indigo’s B round.

“THE GOOD NEWS IS WE DON’T HAVE IT ALL WORKED OUT YET,” says Rajdev. “IN FACT, THERE IS A STRONG SENSE OF PURPOSE THAT DRIVE IDEAS WITH IMPACT AT CMU AND AT TEPPER. BY EXTENDING THE DYNAMIC RESEARCH AND APPLICATIONS ON CAMPUSS TO OUR PARTNERS IN INDUSTRY, WE CAN HELP THEM FIND ANSWERS TO THE CHALLENGES THEY FACE NAVIGATING AN EVOLVING BUSINESS LANDSCAPE. OUR FACULTY HAVE DEEP EXPERTISE IN TOPICS SUCH AS EMERGING TECHNOLOGIES, ADVANCED MODELING, AND OPTIMIZATION. WE DESIGN AND DELIVER PROGRAMMING THAT LIVES AT THE INTERSECTION OF BUSINESS, ENGINEERING, COMPUTER SCIENCE, HUMANITIES, AND PUBLIC POLICY — OFFERING OUR PARTNERS A UNIQUE BLEND OF RESEARCH AND BUSINESS TOOLS TO DRIVE CHANGE WITHIN THEIR ORGANIZATIONS.”

“THE HUMAN TOUCH...”

Part of what makes the company so revolutionary is that its profits are tied to its farmers’ profits. “We work directly with growers as a partnership capacity,” says Rajdev. “We say, ‘let’s work together. You tell us what’s valuable, let’s build that future together.’”

“Rajdev ended up being the most important thing for Indigo’s marketplace, his challenges leading to its farmers’ profits. “We work directly with growers as a partnership capacity,” says Rajdev. “We say, ‘let’s work together. You tell us what’s valuable, let’s build that future together.’”

“I HAVE DEVELOPED ANALYTICAL AND QUANTITATIVE SKILLS OVER TIME. I JUST HAD TO FIGURE OUT HOW TO APPLY THAT BACKGROUND TO GENERAL BUSINESS PROBLEMS.”

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Tepper Executive Education Welcomes New Executive Director Nicholas Hamilton-Archer

There has never been a better time to discuss your Executive Development needs.

Contact Us

Exec-director@andrew.cmu.edu

412-268-2304

Where would you like to take Executive Education at CMU in the future?

There is a strong sense of purpose that drive ideas with impact at CMU and at Tepper. By extending the dynamic research and applications on campus to our partners in industry, we can help them find answers to the challenges they face navigating an evolving business landscape. Our faculty have deep expertise in topics such as emerging technologies, advanced modeling, and optimization. We design and deliver programming that lives at the intersection of business, engineering, computer science, humanities, and public policy — offering our partners a unique blend of research and business tools to drive change within their organizations. Please visit our Open Enrollment site to learn more about our programs. Lastly, our team can help our alumni bring their Carnegie Mellon experience to their organizations and design custom tailored programming to train and develop their teams.

How do you see alumni engaging with Executive Education?

Alumni are important members of our community and we invite alumni to participate in our Open Enrollment and certificate programs. As our alumni progress within their careers, Executive Education offers an opportunity for them to stay current with the latest research and applications that can help advance their professional development and the teams they lead. Additionally, we are building a core of alumni subject matter experts that can deliver industry focused workshops and sessions within our programs. Lastly, our team can help our alumni bring their Carnegie Mellon experience to their organizations and design custom tailored programming to train and develop their teams.

What is the value of being located in Pittsburgh?

Pittsburgh has maintained its position as a dynamic, innovative, and resilient city. That mindset flows through our campus, and the research developed at CMU reflects a deep desire to bring about meaningful change within our world. I am excited about the opportunities ahead and welcome our alumni to join us as we partner with our colleagues in the city to build a hub for engaging and enriching content for western Pennsylvania and beyond.
COMPANIES MAY TAKE MORE RISKS WHEN CAPITAL CAN BE TRANSFERRED ABROAD

The U.S. corporate income-tax rate is higher than that of many other countries where multinational companies conduct business, so firms are incentivized to maximize their profits abroad as compared to their U.S. income. This remains true even after the Tax Cuts and Jobs Act lowered the corporate tax rate, particularly given the availability of tax havens.

Foreign subsidiaries of U.S. companies typically operate as distinct legal entities from their U.S. parents and foreign subsidiaries, so long as the income from such projects can be transferred abroad below market price.

The models predict that when the domestic tax rate rises, companies will invest more in projects than even in an alternative case of zero taxes. In terms of policy decisions, the researchers suggest that a lower corporate tax rate on multinational firms may encourage them from investing in larger or riskier endeavors.

HOW WILL TECHNOLOGICAL ADVANCES IMPACT WORKERS? IT DEPENDS

Although technological change can affect workers adversely, how much impact it has — and on whom — depends on the nature of both the technology and the job description.

In their paper “Not All Technological Change Is Equal: Disentangling Labor Demand Effects of Automation and Parts Consolidation,” LAURENCE ALES, Associate Professor of Economics, and his co-authors offer a detailed picture of how changes in design and production affect labor.

The research seeks to peek behind fears about automation, asking who is affected and what broader implications are at play. Ales and his co-authors — Christophe Combemale and Erica Fuchs from the Department of Engineering and Public Policy at the College of Engineering and Kate Whitefoot from the College of Engineering and Public Policy — Christophe Combemale and Erica Fuchs from the Department of Engineering and Public Policy at the College of Engineering and Kate Whitefoot from the College of Engineering and Public Policy — Christophe Combemale and Erica Fuchs from the Department of Engineering and Public Policy at the College of Engineering and Kate Whitefoot from the College of Engineering and Public Policy — Christophe Combemale and Erica Fuchs from the Department of Engineering and Public Policy at the College of Engineering and Kate Whitefoot from the College of Engineering and Public Policy — Christophe Combemale and Erica Fuchs from the Department of Engineering and Public Policy at the College of Engineering and Kate Whitefoot from the College of Engineering and Public Policy — Christophe Combemale and Erica Fuchs from the Department of Engineering and Public Policy at the College of Engineering and Kate Whitefoot find that the researchers suggest that when machine changes, what skills will be needed to operate it, and what skills will become obsolete?

What they found was that automation is most detrimental for middle-level workers, who doesn’t affect low- and high-level labor. Consolidating parts, however, has the opposite effect: It benefits mid-level workers at the expense of those with high and low skills.

Overall, someone who loses their job to a machine is much less likely to find another position in the same company, but when the company consolidates by reducing the number of parts it uses to make a product, those workers may find new positions within the same workplace.

The co-authors found that both consolidation and automation are cost-competitive, implying that companies might have a choice about how they’ll impact their workers.

RESEARCH SEE THE

EBAY BUYER PROTECTION IMPROVES CONSUMER EXPERIENCE BUT MAY UNDERMINE REPUTATION SIGNALS

The eBay Top Rated Seller program evaluates vendors on eBay based on how much they sell and how buyers rate them. Sellers who achieve high performance metrics are rewarded with a profile badge and earn more prominent placement in search results.

In “Reputation and Regulations: Evidence from eBay,” — published in Management Science — MARYM SAREDI, Assistant Professor of Economics, and co-authors Xiang Hui, Zeqian Shen, and Neel Sudaresan study whether the addition of a purchase guarantee undermines this reputation boost.

When a buyer has an issue with an eBay sale, such as receiving an item that doesn’t match the description, and they are not able to make a product, those workers may find new positions within the same workplace. The co-authors found that both consolidation and automation are cost-competitive, implying that companies might have a choice about how they’ll impact their workers.

The researchers found that this buyer protection incentivizes all sellers to provide better service or to leave the marketplace if they are unable or unwilling to improve their service. Buyers are therefore more willing to risk making a purchase with any vendor, because the overall seal on the site is improved and because they will receive a refund for unsatisfactory service.

This means there is less value for a seller to invest in building their reputation, as experienced buyers know their purchases will be protected even if the seller has not proven reliable.

However, novice buyers who are not familiar with eBay’s policies rely more on the reputation signal, and sellers with the badge on their profile see a slight increase in average sale price over those without the badge.

RESEARCH SEE THE

AUTONOMOUS VEHICLES MAY REDUCE COMMUTE TIME SPENT IN HIGHWAY TRAFFIC

Autonomous vehicles are able to travel more closely together on highways than those operated by human drivers, since the vehicles communicate with one another and use sensors to move and brake more smoothly.

As a result, several studies have investigated their ability to reduce highway congestion.

In “A Queuing Model and Analysis for Autonomous Vehicles on Highways,” Tepper School researchers apply a queuing model along with highway data to compare the effects of two kinds of autonomous vehicle deployment on multilane highways: one in which autonomous vehicles and human-driven vehicles travel together on all lanes and one in which autonomous vehicles travel exclusively in a dedicated lane.

NEDA MIRZAEIAN, a Ph.D. student in operations management, SOO-HAENG CHO, Associate Professor of Operations Management, and ALAN SCHELLER-WOLF, Richard M. Cyert Professor of Operations Management, Sensor Associate Dean of Faculty and Research, applied a Markov-Arrival Process to model the “platooning process” — the phenomenon of vehicles tending to travel in clusters on highways. Autonomous vehicles are able to form larger clusters, allowing more vehicles to travel faster along a given stretch of highway.

The researchers found that the effects depended on the proportion of autonomous vehicles relative to the number of human-driven vehicles. In all cases, an integrated model in which autonomous vehicles shared all lanes with human-driven ones allows more vehicles through and reduces average travel time for all drivers versus a model without any autonomous vehicles.

When autonomous vehicles comprised one in every 10 more than half, integrating autonomous vehicles in all lanes increases throughout, and decreases average travel time more effectively than a dedicated lane.
The generosity and engagement of our alumni, students, faculty, staff, and friends is remarkable. Without our donors and volunteers, the Tepper School could not continue to attract top-notch students and enhance the extraordinary educational experience they receive or support its faculty in their groundbreaking teaching and research.

On behalf of the Tepper School, I want to thank the more than 4,000 donors who supported us this past year. I also extend our gratitude to the hundreds of volunteers who speak to prospective and current students about career paths, as well as contacting friends, classmates, and colleagues as part of our annual giving program.

Having successfully surpassed our building campaign goal last year, we look ahead to the next phase in our fundraising efforts. In conjunction with the university, the Tepper School is entering a comprehensive campaign that will further bolster support of our people and programs. We have dual goals of providing much needed annual operating funds for the school as well as building our endowment.

Please invest in the people and programs that make Tepper a world-class business school.

Thank you in advance for your ongoing support.

Jonathan Stern
Associate Dean, Advancement

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DEAN’S CIRCLE
$100,000 and ABOVE
Anonymous
Andrea (P) and Joel P. Adams (P, T, MSIA 1986)
Lawanda and Darryl F. Britt
(CBA, BI/CT 1981, MSIA 1982)
Cynthia L. and Eric Butler
(BBA, BS/CIT 1981, MSIA 1986)
Anne McDermott and Robert F. Byrne
(MSIA 1984, MS Finance 1992)
Cynthia (P) and Robert Citrone (P)
Shrinivas V. Dempo (T, MSIA 1995)
Keishi Hotsuki (BBA, MSIA 1989)
Gunjan Kedia (BBA, MSIA 1994) and Sridhar R. Tayur (F)
Sandra (P) and William M. Lambert
(PT, BBA, MSIA 1990)
Brigitte J. and Jack McGrath (T, BBA, MSIA 1961)
The Nicoli Ridge Foundation
Susan and Brian T. Olsavsky (BBA, MSIA 1989)
Sally and Marc Onetto (BBA, MSIA 1975)
Jon Robert Kinol (BBA, MSIA 1992)
John C. Levinson (MSIA 1980)
The Litzenberger Family Foundation
Cynthia B. Padnos (BBA, MSIA 1980)
Mary L. (BS/MM 1957) and William W. Sick Jr. (BS/CT 1955, MSIA 1957)
Nita (P) and Soni T. Wadhwa (P, T, MSIA 1976)

The incoming MBA Class of 2021 participated in their BasicCamp orientation.

The new class of Innovation Scholars includes undergraduate students from across CMU.
Laurie W. (P) and De Lyle W. Bloomquist  
Anonymous
Gloria C. (P, BS/MM 1960) and Christine E. Phillips and Donald J. Burns
Lisa M. and John P. Burke (MSIA 1994)
Julie M. and Joseph J. Bradley (MSIA 1998)
Gérard P. Cornuéjols (F)
Christina and Robert E. Cochran (BS/MCS 1987)
Adrian Chen (BS 1996)
Tanyaruck (P) and Kraisee Chawaldit
Richard A. Greenawalt (MSIA 1968)
Tracy L. (BA/DC 1986) and William M. Grathwohl
Robert C. Glosner (P, MSIA 1994, MS/HC 2017)
Aileen May P. Santos-Gatmaytan (P)
Paul R. Fonteyne (MSIA 1987)
Edward S. Duh (MSIA 1993)
Robert A. DeAngelis (AB, MSIA 1985)
Donald A. Casey (P, BS 1959) (BS/CIT 1984, MSIA 1987)
Carlos P. Gatmaytan III (P) (BS 1977, MSIA 1978)
Kathleen and Christopher A. Potter (MSIA 1973)
Vorasit Pokachaiyapat (BS/DC 1986)
Jon T. Panzer (MSIA 1996)
Robert J. Ostrowski (MSIA 1987)
Joyce C. Eaby and John J. O'Neill (MSIA 1980)
Lesley B. (P) and Ronald L. O'Kelley (P, MSIA 1969)
Richard A. Noll (MSIA 1985)
Kathy (P) and John J. Namovic (P, MSIA 1990)
Mickie and Jeffrey A. Nagel
John E. McCue (BS/CIT 1981, MSIA 1987)
Linda Dubois (P, MSIA 1980) and David R. Martin (MSIA 1981)
Tonya Y. and Finn Erling Kydland
Seungwoo Kwon (MSIA 1997, Ph.D. 2001)
Rekha Koita (MS/CIT 1993)
Rimmo Jolly (MSIA 1995)
Maureen (P) and Steven A. Joachim
Elka Looks and Matthew W. Joachim (BS 2008)
Bruce I. Jacobs (MSIA 1974)
Lori M. Heinel (AB, MSIA 1992)
Annie and Matt Healey (MBA 2001)
Ligia (MBA 2001) and Edward Harrington
Professor Laurence Ales was named Director of Undergraduate Business Research in Economics.
PARTNERS | $5,000 to $9,999

Laura Schroeder (MSCIT 2011) and Daniel Tread (MBA 2012)

George Lin-Kai Tong (MBA 1998)

Steven S. Vezina (MBA 1989, Ph.D. 1990)

Cheung Volco (MSCIT 2003)

Nina Wang (MBA 2003)

May Chen and Brian W. Larson (MBA 2012)

Kathleen M. Mervissey (MSCIT 1993) and John S. Winters (MBA 1995, Ph.D. 1998)

Michael L. Yu (MSIA 1992)

Yiyun Zhao (MSIA 1999)

Dee Zilla (MBA 2001)

Hemang Thota (MSIA 2001)

David A. Zinner (BS 1991)

Anita Saha (MSCIT 2003) and Christopher A. Zinkendorf (MBA 2003)

PARTNERS | $5,000 to $9,999

Annette Tepper Spirit Day this fall welcomed new Ph.D. students gather with Tepper faculty and returning students to Tepper.

PARTNERS | $5,000 to $9,999

Tepper Team Day at Camp Guaymas is the highlight of East Campus.

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The MBA Class of 2019 presented their class gift at the May Family and Friends Reception during graduation weekend.

During graduation weekend, Dean Robert Dammon spent time with CMU Alumni Association Honorary Life Member (1978-2009) and CMU Trustee (1987-2016) Bill James (BSIM 1978), and Paul Weilenner (MBA 1986).

The MBA Class of 2019 prevailed their class gift at the May Family and Friends Reception during graduation weekend.
The following corporations and foundations supported the Tepper School during fiscal year 2019.

**CORPORATIONS and FOUNDATIONS**

**DEAN’S CIRCLE**

- $100,000 and ABOVE
  - Amazon
  - BNY Mellon
  - Deloitte
  - Ewing Marion Kauffman Foundation
  - Houston
  - The PNC Financial Services Group, Inc.
  - Richard King Mellon Foundation

**DIRECTOR ASSOCIATES**

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  - Alpaca
  - American Electric Power Service Corporation
  - Google LLC
  - Optra
  - Philips Sleep and Respiratory Care
  - Principal Financial Group
  - Robert Bosch LLC
  - Salesforce.com, Inc.
  - Principal Financial Group
  - Philips Sleep and Respiratory Care
  - Optum
  - Google LLC
  - The PNC Financial Services Group, Inc.
  - Infor, Inc.
  - Ewing Marion Kauffman Foundation
  - Deloitte
  - BNY Mellon

**EXECUTIVE ASSOCIATES**

- $15,000 to $24,999
  - Hewlett
  - Luxon & Watkins LLP
  - National Rural Electric Cooperative Association
  - North American Electric Reliability Corporation
  - PwC

**SENIOR ASSOCIATES**

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  - Eaton Corporation
  - France
  - IEX Group, Inc.
  - Net Health Insurance, Inc.
  - Tiptop Foundation
  - Union Pacific Corporation
  - UPMC Enterprises

**ASSOCIATES**

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  - AlliPartners
  - American Water
  - Covishield
  - Donald & Sylvia Robinson Foundation
  - Emerson
  - Flexil Ground
  - General Motors Corporation
  - Highland Health
  - Milliken & Company
  - Philips
  - Target Corporation
  - VMware, Inc.

**PRINCIPAL ASSOCIATES**

- $25,000 to $49,999
  - ABB Corporate Research
  - Alfred P. Sloan Foundation
  - Amtrak Corporation
  - Boeing
  - Dispatch Light Company
  - Environmental Defense Fund
  - The Henry Ford
  - The Home Depot Inc.
  - King Baudouin Foundation

**DONOR SPOTLIGHT**

Eric Butler (E 1981, MSIA 1986) spoke at the 2019 Tepper School graduate diploma ceremony.

Michael Hsu (BSIM 1986) spoke as part of the Tepper School’s quarterly alumni event.

The Class of 1986 endowed a fellowship in honor of professor Ilker Baybars.

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32% of individuals in reunion classes made a gift.

2.3 million total contributed to the Tepper School by individuals in a reunion class.

7% increase in reunion giving over reunion 2018.

38 gift committee volunteers.

1984
The Class of 1984 reunion campaign established a fellowship in honor of Ilker Baybars, Deputy Dean Emeritus, George Leland Bach Chair, Professor of Operations Management, Dean and CEO Emeritus of Carnegie Mellon University in Qatar. Robert Byrne (MSIA 1984) pledged $100,000 if the Class of 1984 and others in the Tepper community rose to the challenge of raising $40,000 for the fellowship. The campaign was a success; the class saw a 95% increase in donors, and the fellowship was endowed at more than $183,000 (including support from the Tepper community). The 1984 Reunion Giving Committee recognized Baybars and the establishment of this fellowship in a room full of Baybars’ former students and colleagues.

1989
The Class of 1989 Reunion Gift Committee used their 30th Reunion as the impetus to grow the Class of 1989 Endowed Fellowship, originally created during their 25th reunion year. The committee challenged the class to raise an additional $75,000 toward the fellowship in honor of this reunion. To motivate the class, two anonymous classmates matched every gift of $1,000 or more to the fellowship. The Class of 1989 exceeded their campaign goals, increasing the total Fellowship to more than $148,000. Further, this initiative spurred a 122% increase in donors to the Tepper School compared with 2018.

1994
The Class of 1994 Reunion Gift Committee focused their Reunion campaign on Tepper General Fellowship as a way to give back while also directly supporting current and future students. The 1994 Reunion Gift Committee pledged $65,000 to the Tepper School, $50,000 of which was directed to Tepper General Fellowships if 70 classmates contributed to the Tepper School during their 25th Reunion year. The class exceeded this goal, reaching 75 total donors, more than doubling their giving participation from 2018.

In total, $200,000 in matching funds incentivized fellow classmates to set new records and support Tepper fellowships.

The Class of 2014 celebrated a successful and record-breaking five-year graduating MBA Class gift campaign with a ribbon cutting during Reunion Weekend. The MBA Class of 2014 succeeded at raising $100,000 in less than five years to name the MBA Commons stairs between the second and third floors of the Tepper Quad.

CLASS GIVING PARTICIPATION RATES

<table>
<thead>
<tr>
<th>Year</th>
<th>Goal</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>32%</td>
<td>33%</td>
</tr>
<tr>
<td>2004</td>
<td>34%</td>
<td>33%</td>
</tr>
<tr>
<td>1999</td>
<td>34%</td>
<td>33%</td>
</tr>
<tr>
<td>1994</td>
<td>34%</td>
<td>33%</td>
</tr>
<tr>
<td>1989</td>
<td>35%</td>
<td>41%</td>
</tr>
<tr>
<td>1984</td>
<td>35%</td>
<td>41%</td>
</tr>
<tr>
<td>1979</td>
<td>22%</td>
<td>22%</td>
</tr>
<tr>
<td>1974</td>
<td>29%</td>
<td>40%</td>
</tr>
<tr>
<td>1969</td>
<td>46%</td>
<td></td>
</tr>
</tbody>
</table>

CLASS OF 2004 RIBBON CUTTING

Three reunion classes — 1984, 1989, and 1994 — used matching challenges to encourage their class to reach either a dollar or participation goal.

In total, $200,000 in matching funds incentivized fellow classmates to set new records and support Tepper fellowships.

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Attending my 20th Tepper Reunion this spring, the first time I’d returned to campus since graduating, was more than just a chance to connect with old friends I hadn’t seen in two decades, but a reminder of what made my time at Tepper so special and why it was and still remains such a formative experience in my career and my life.

KEITH LAW (MSIA 1999)

This is more than just a reunion — it is a celebration of the Tepper community and a look at the bright, bold future of our business school.

ANTHONY LIM (MSIA 1989)

Reunion was a perfect combination of reacquainting with classmates, being updated on current facilities and research, and seeing the vision for the future of Tepper.

DAVID STREHLOW (MSIA 1989)
Autumn has always been my favorite time of year. I was one of those rare kids who actually liked school. I usually had to hold my enthusiasm at the first day. But at Tepper I never felt isolated, because everyone else was just as passionate about learning as me. Each of us is part of this spirit and community, we can all thank Bob for his commitment to collaborate and innovate together. The Tepper Quad is a microcosm of management education by creating an environment for students to lead, manage and collaborate, much like Herb Simon pioneered management education by creating an environment for students to lead, manage and collaborate.

Finally, a heartfelt and profound thank-you to Bob Dammon for class socials, lifelong learning opportunities, and a support system that is Tepper.

Keep your eye out for a trek coming to a city near you. If you are in Boston, Seattle, Austin, Silicon Valley, or New York City, reach out, forge a new connection with a Tepper student, and strengthen your alumni network.

Also, I’ve got to put a plug in for my fellow Os and Sts. It’s Reunion time! Come back to campus April 17-18, 2020, for class socials, lifelong learning opportunities, and a memorable all-class celebration. I have even heard the class of 20000 is preparing to crush the attendance record set by the class of 1999.

Claudia Jury is a member of the Federal Reserve Bank of New York’s Foreign Exchange Committee and previously was Chair of the Global Foreign Exchange Division of the Global Financial Markets Association, an industry group that provides a forum for systematically important banks to develop policies and strategies on issues related to the global regulatory environment. She is a member of the Tepper Business Board of Advisors.

Cathy Oh is the new Global Head of Marketing and Analytics for Samsung Ads, capitalizing on over 15 years of integrated marketing experience with Fortune 100 companies. In her new role she is responsible for the U.S., Canada, Latin America, European Union, and Asia-Pacific regions across Samsung’s five core divisions: strategic marketing, product marketing, analytics and insights, creative services, and marketing operations. Her team focuses on driving revenue through partnerships with advertisers across over 35 million smart TVs and connected devices in the U.S. alone, as well as the global expansion of Samsung Ads into these new markets.

As one of the first employees of Samsung Ads, she was integral to building the Samsung Ads brand from the ground up, and under her leadership, the organization is redefining the advanced TV landscape. Throughout her career, Oh has built a record of accomplishment in developing global brands, large-scale marketing strategies and activations, sales initiatives, and marketing programs for global sales teams.

Prior to joining Samsung Ads, Oh served as Head of Marketing for Idaho Global Brands, and Agencies (a division of Apple), where she developed multi-platform marketing programs that yielded more than $20 million in revenue, and successfully drove relationship management for global advertisers such as Procter & Gamble, Pepsi, Unilever, American Express, and Macy’s. In addition to Apple, where she managed a global team, she has held marketing positions at companies that include WebMD and NBC Universal.

Benjamin J. Garber named Vice President at 7 Mile Advisors

Benjamin J. Garber (MSIA 2011) Vice President and Head of its Healthcare Delivery and Provider Services practice based in Pittsburgh. 7 Mile Advisors is headquartered in Charlotte, North Carolina, with offices in Chicago, Houston, and West Palm Beach. The bank’s investment bank is expanding its footprint in Pittsburgh and the Northeast region. Garber’s Tepper School classmate Neil Churman (MSIA 2011) directs the Houston office for 7 Mile Advisors, where he focuses on mergers and acquisitions advisory and raising private capital for the infrastructure, energy, and technology services industries.

Prior to joining 7 Mile Advisors, Garber led corporate development at MedExpress, an Optum subsidiary of UnitedHealth Group. He was responsible for MedExpress acquisitions and joint ventures, and cultivating relationships with health systems, physician groups, insurers, and business partners. As head of MedExpress’s Innovation Program, he chaired the Executive Innovation Committee and served as player and coach working with teams across MedExpress, Optum, and UnitedHealthcare to develop new product and service lines that aligned with enterprise strategic objectives.

Before joining MedExpress in 2016, Garber spent five years with Grouse Ridge Capital, a lower middle market private equity firm, where he was responsible for new investments in heavy industrials, robotic automation, and technology, and oversaw the turnaround of two distressed manufacturing companies acquired separately through bankruptcy and receivership. During his time with the firm, he managed four control acquisitions, seven minority investments, and two de novo startups, and raised over $40 million of outside equity financing.

Starta has been living in Shanghai with his family for the past five years and serves as Managing Partner for A.T. Kearney Greater China, as well as serving as the Board of Trustees Chair for Shanghai American School. During his time in China, he has also worked with the G20/B20 Employment Task Force as well as serving clients across a range of industries. He spent the previous 10 years in Hong Kong and the U.S., in healthcare, as well as serving as a leader in a number of industries, from engineering to technology and media. Starta joined A.T. Kearney in 2006 and has worked in Shanghai, London, Boston, New York, and Beijing.

Prior to joining A.T. Kearney, Starta was the SVP of the Corporate Development Group of MedExpress, a joint venture between UnitedHealth Group and Empire Blue Cross/Blue Shield. He was responsible for MedExpress acquisitions and joint ventures, working with health systems, physician groups, insurers, and business partners.

Starta is an expert in the area of business development in support of government initiatives, automotive, petrochemicals, high tech, oil and gas, process and manufacturing industries, utilities, pharmaceuticals, and consumer products.

Starta has an MSIA with honors from the Tepper School, a master’s degree in engineering and mathematics from the University of Pittsburgh, and a Bachelor’s degree in engineering from Carnegie Mellon. In addition to consulting, he has published numerous articles and has been quoted in the Economist, Businessweek, and numerous other leading publications.

PATRICK SLATTERY APPOINTED ASIA PACIFIC CFO TO COOPER TIRE & RUBBER COMPANY

Patrick Slattery (MSIA 1994) was appointed Asia Pacific CFO for Cooper Tire & Rubber Company, a leading global competitor in the tire industry. Cooper Tire has manufacturing facilities on three continents, with sales and distribution networks around the world. Slattery’s new role is based in Shanghai, China, building on his previous international experiences in Brazil, Turkey, India, and Thailand.

Prior to joining Cooper Tire, Slattery had a 25-year career with the Ford Motor Company, most recently serving as the Executive Vice President and Chief Financial Officer for Auto Alliance Thailand, a Ford/Mazda joint venture. Earlier he served as Director of Global Financial Analysis at Chema in, India, and as CFO for Ford Land in Dearborn, Michigan.

He received his undergraduate degree in finance and economics from the Raymond A. Mason School of Business at the College of William & Mary and his MSIA from the Tepper School.
JOHN DIMLING (MBA 1962) retired as CEO of Nielsen Media Research years ago and now serves as an advisor to two companies: C3 Metrics and Simulmedia Inc.

JUDITH BIRKEN GERTLER (BISM 1967). MSIA 1968) participated in Ride For The Living, a 60-mile bike ride from Auschwitz-Birkenau to Krakow to raise funds for JCC Krakow.

KEN DEROV (BISM 1969, MSIA 1970) recently published his 100th editorial letter and his 30th in The New York Times. Letter writing is a cherished pastime for Ken, and he submits them multiple times per week. Ken’s other post-retirement passion has been writing a diet lifestyle book, titled “Take 5: Count Your Weight Loss, Better Health & Improved Wellbeing.” With new co-author Dr. Moaghe Gerega on board, he’s hopeful of getting it published.

MICHAEL MARVIN (MSIA 1971) is CEO and chairman of one startup through IPO and is involved in more than 100 others as an advisor and board member. He is currently working with a drone-powered clearing company, going a second round with two longtime partners in a new company in the game entertainment space, and serving as an advisor to a company revolutionizing the electric motor. Michael joined the board of trustees of the American University of Bulgaria and is an advisor to the Bulgarian Entrepreneurship Center.

JUDITH BIRKEN GERTLER (BISM 1967) has served as an adviser to a company revolutionizing the electric motor. She is currently working with a drone-powered clearing company, going a second round with two longtime partners in a new company in the game entertainment space, and serving as an advisor to a company revolutionizing the electric motor. Michael joined the board of trustees of the American University of Bulgaria and is an advisor to the Bulgarian Entrepreneurship Center.

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PETER MCINTOSH (MSIA 1976) lives in Orinda, California, with his wife of 30+ years, Ann. He retired from his corporate career some years ago (PricewaterhouseCoopers and Charles Schwab) and started a second career teaching math in Oakland, California, high schools. He is currently teaching AP Calculus and PreCalculus at Oakland Unity High School, serving a population of mostly minority students. All those quantitative classes at GSA are being put to good use, with some of the highest test scores in the state.

KATHY (HEGBERT) KREAV (BS 1983) published the third book in her Gourmet Cat Mystery series by Kensington Books, “The Trouble With Talent,” in June 2019. It centers around a college admission scandal. She’s also the author of the bestselling Chocolate Covered Mystery series by Berkley/Penguin Random House under her pen name Aarons. Kathy serves on nonprofit boards including Playwrights Project, the San Diego Chapter of Sisters in Crime, and a San Diego political club. She also helps coordinate the CCA Writers’ Conference, the only free writing conference for high school students in the United States.
CLASS OF 1985

Ilker Yener (MSIA 1984) and his and his wife, Jane, are the proud parents to Desmond and Aidan (twins about to enter their second year at the University of Pennsylvania), and their youngest son, Emmet, a junior at LaSalle College High School.

CLASS OF 1984

ROSS AHLGREN (MSIA 1988) began investing out of Kriss Capital’s sixth fund. It is a $700 million euro fund. After moving from a busy ex-pat job in Paris to London to start Kriss Capital 21 years ago, Ross has now invested more than 2.4 billion euros in almost 600 startups and high growth companies across all of Europe and Israel. With a bit of internal recycling, the company should be able to invest well over 1 billion euros out of this new fund.


PAULA DIGIOIA DEASY (BSIM 1988) has been helping to grow DIYsia Gray Inc., an engineering consulting firm focused on power delivery. The firm is headquartered in Pittsburgh, with offices in Charlotte, Philadelphia, Phoenix, and Roanoke. Paula is proud to have many Carnegie Mellon graduates among its ranks and is always looking for more!

CLASS OF 1986

As CFO at Energy Advisors, ANTHONY AMENDOLA (BSE 1984, MSIA 1986) helps to pursue turnkey building improvement solutions through the development and funding of energy efficiency and capital improvements in Hawaii and the mainland. They are implementing “Efficiency as a Service” (EaaS) and Renewables as a Service (RaaS) approaches across their client base to help companies navigate the payer landscape.

CLASS OF 1987

SCOTT HEMAN (MSIA 1987) has been working on a family business which he revamped the undergraduate training process. He continues to reside with his husband and two sons in the San Francisco Bay Area, where she has been since graduating from Tepper.

CLASS OF 1993

KAREN (DYER) MCDONALD (MSIA 1993) recently joined Gallagher Research & Insights as Vice President in their New York office. Her work is centered on helping life sciences companies navigate the payer landscape.

CLASS OF 1991

DEBBIE (JACOBS) COHN (BSIM 1991) and DAN COHN (CS 1994) are excited to be sending both their sons off to CMU. Ari is entering his junior year in computer science and Eitan is entering his first year as a stats major.

KEVIN YOUNG (MSIA 1991) is proud to announce his business expansion into the Pittsburgh market and his new partnership with Patricia G. Milligan of UBS Financial Services in Sewickley, Pennsylvania. Kevin is a senior portfolio manager and has developed his own asset allocation model based on his extensive experience managing individual fixed income and equity portfolios. With 28 years of experience at UBS, Kevin combines his Tepper degree, UBS’s in-house research, and his own asset allocation modeling to personally manage client portfolios. He and his wife, Jane, are the proud parents to Desmond and Aidan (twins about to enter their second year at the University of Pennsylvania), and their youngest son, Emmet, a junior at LaSalle College High School.

CLASS OF 1988

WENDI ATRO (BSIM 1990) is publishing “9/11: A Nation’s Duty.” Wendi has been appointed by the New York governor to serve on its state Veterans Affairs Commission and has established her volunteer work on legislative issues.

JACK W. BURGESS (MSIA 1990) fully retired after 22 years of railroad work and is now providing volunteer support for IOS For Warriors, a 501(c)(3)( nonprofit organization) that is dedicated to providing service canines to our veterans suffering from post-traumatic stress disorder, traumatic brain injury, and/or military sexual trauma as a result of military service post-9/11. They are the nation’s largest provider of service dogs for disabled American veterans. Activities involve community outreach and presentations as an ambassador while also raising a puppy in support of their initial training process.

DAVID GOLDREICH (MSIA 1990, Ph.D. 1997) is Professor of Finance at the Rotman School of Management at the University of Toronto. He recently completed a term as Director of Rotman Commerce in which he revamped the undergraduate business program for 2,860 students. David and Deborah are enjoying being new grandparents to Lily (12 months) and Adam (4 months).

NANCY HULLIHEN (BSIM 1990) was recently chosen across the country from a pool of 18 General Electric Co. Reagan Scholars chosen across the country from a pool of over 16,000 applicants for leadership, academic, and civic accomplishments. Wendi has been appointed by the New York governor to serve on its state Veterans Affairs Commission and has established her volunteer work on legislative issues.

TERRI GRIFFITH (Ph.D. 1990) is honored to join Simon Fraser University as their Keith Beedie Chair in Innovation and Entrepreneurship. She is looking forward to connecting with the Vancouver community and kicking off new research helping all of us gain from automation in our work.

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CLASS OF 1994

JANET JASWAL (MSIA 1994) recently took a role as SVP of Marketing at a startup called ZineOne, based in Silicon Valley, where she will lead its marketing function. The role allows her to combine her love of technology, especially artificial intelligence, with marketing. ZineOne provides an AI-powered personalization platform which allows companies to understand buyer intent by the fifth click or tap with accuracies above 90%. She is also an advisor to Islemet, a provider of testing for tick-borne illnesses, including Lyme disease. She continues to reside with her husband and two sons in the San Francisco Bay Area, where she has been since graduating from Tepper.

CLASS OF 1993

KAREN (DYER) MCDONALD (MSIA 1993) recently joined Gallagher Research & Insights as Vice President in their New York office. Her work is centered on helping life sciences companies navigate the payer landscape.
CAPRICE THORSEN (BSBA 1994) recently launched a transformative leadership and sales coaching program. It is based on the understanding that the mindset of people is the most important asset for a company. After 20 years of strategy consulting and leadership coaching, Caprice has learned that what companies need most is team members who are on fire about the company mission and feel genuinely inspired to create happy customers.

CLASS OF 1995

ERNIE ARTEGA (BSBA 1995) has recently been named Vice President, Head of North American Foreign Exchange Sales at Northern Trust Bank in Chicago. His appointment comes after he spent 11 years at Northern Trust Securities trading structured notes, fixed income and currencies. Prior to joining Northern Trust, he was in various sales and trading roles in foreign exchange at Morgan Stanley First Chicago and Bank One. Lehman Brothers, and Lotus Capital.


KUSHAGRA BAJAJ (BSBA 1993), a fourth-generation son of the 125-year-old Bajaj Group, heads the $2 billion family business, which has interests across power generation, consumer staples, and sugar manufacturing. He is a dedicated parent of a Special Olympics family, who are on fire about the company mission and feel genuinely inspired to create happy customers.

FREE E-BOK-

Donor Spotlight

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CHAPTER HIGHLIGHTS, AWARDS, AND ACCOLADES

KHANG HIU THIEL (MBA 2001), and ANJUM AGARWALA (MBA 2003), KHANG HIU (MBA 2001), CHARLES YANG (MBA 2001), and AUSEH BRITT (MBA 2001).

JAY SHIN (MBA 2013) recently had the opportunity to tag along with his 16-year-old son, Jayson, on a goodwill mission to Nicaragua that his son organized. With his desire to help underprivileged youths through sports, Jayson collected over 500 pieces of used donated baseball equipment and distributed them to children in Nicaragua. It was a great, and humbling, life experience. Back home in the States, Jay and his lovely wife, Susan, have been busy raising their three boys — Jayson, Jayden, and Jakob — in the great state of New Jersey.

AYSE ELIF TUTEK (MBA 2003) was elected to a three-year term as Chair of the Board for the Science and Arts Academy school her two boys attend in Des Plaines, Illinois. Ayse Elif is excited to lead the school as it implements its first long-term strategic plan.

RAMEZ QUBAIN (MBA 2004) was appointed as the Senior Vice President of Head of Capital Markets, for C2FO. C2FO is the world’s largest market for working capital. Ashish will drive to expand C2FO’s offering and capabilities worldwide. Most recently, Ashish had been at Soft.

MERCEDES HARRIS (MBA 2008) received a $200,000 grant from the National Science Foundation (NSF). She is developing a framework for a technology development and implementation of the first open-source software for autonomous driving. She oversees marketing and sales, project management, product management, brand management, and external communication as well as strategic global partnerships.

JAY SHIN (MBA 2013) and Jessica Lee are excited to announce that they got married on the island of Maui in April 2019. They can’t wait to spend a month together on their honeymoon in Europe this fall. Darren, a senior manager in Deloitte Consulting’s mergers and acquisitions practice, and Jessica, a manager in Deloitte’s advisory practice, both live in Seattle. Be sure to stop by and say hi next time you visit the area!

KIRAN GUDDIEN’S (MBA 2005) consulting company, X Consulting, which focuses on business solutions, due diligence, and commercial and residential real estate, expanded its clientele to Turkey’s biggest conglomerate, Koc Holding, the only Fortune 500 Company from Turkey to do business in the U.S. With his knowledge and experience of business development, real estate, accounting, and finance, X Consulting will be offering “one stop shop” business solutions and expanding to new clients. Ibrahim has been providing his services to the Koc family already in addition to BTU and other ultra-high net worth individuals and families in the U.S.

ANDREW SUTHERLAND (MBA 2007) was recently promoted to Associate Professor and Ford International Career Development Professor at the Massachusetts Institute of Technology Sloan School of Management.

PScuts

DAISUKE TANAKA (MBA 2012) recently started a new Pittsburgh-based investment firm. Localize Capital Management integrates an income strategy and a patient growth strategy, connecting the interests of individual wealth, large family-owned businesses, and entrepreneurs who are building revenue-focused businesses. For entrepreneurs, Localize provides new options to allow them to build their companies on their own terms, creating jobs in our region. For large, family-owned businesses, Localize delivers a way to unlock the value of their business, while supporting the local economy.
After four years as the CMO of identified Technologies, BARRY BARKIN (MBA 2014) transitioned over to lead marketing for Near Earth Autonomy. Founded by CMU robotics professors, Near Earth engages with organizations like Airbus, Boeing, DARPA, and NASA that use its technology to enable transportation and inspection vehicles to autonomously avoid collisions and to make accurate, accurately without GPS. Barry is excited to help create a future where autonomous flight is safe and accessible!

BRENT HEARD'S (BSE 2015) research study comparing the environmental impacts of home-delivered meal kits with traditional grocery store meals was featured by the news outlets NPR, TIME, Forbes, and The Guardian, among others. Brent is wrapping up his Ph.D. at the University of Michigan in the Center for Sustainable Systems. He also recently gave an invited presentation at the National Academies of Sciences, Engineering, and Medicine on the use of autonomous vehicles and drones for sustainable food distribution.

WILL SANDERS, who earned a Bachelor of Arts in Economics in 2015, started Recruiting from Scratch earlier this year. Recruiting from Scratch is a recruiting agency and has grown to seven team members. The company primarily works with technology startups in the Bay Area. Will also has worked on CMU Tech & Entrepreneurship Bay Area (pmeetu.com) for the past few years, a community for alumni in the Bay Area with a Slack group, events, and happy hours.

HANIM ARAS (MBA 2016) and ROBERT BRAWNER (MBA 2016) are happy to share that they got engaged on a small island in the Caribbean on June 1. ADEAN MARTY (BSB 2017) is Partner/COO at Rubyride. He is approaching one year at Rubyride, a seed stage MedX (Mobility as a Service) business that provides door-to-door, app-based ride services for populations living in suburban and rural communities, with a focus on improving access to health and human services for vulnerable populations. Next month, Rubyride begins a six-month pilot project in the South Hills of Pittsburgh, to demonstrate the value — both tangible and intangible — that this ride-hailing model can create for users and the estimations they need access to. The pilot is supported by a grant from a Pittsburgh-area foundation. Rubyride is also operating in the city of North Mankato, Minnesota.

GOLAHAN ‘MOY’ Shyillon (MBA 2017) and Titilayo Ayefele were married in a civil ceremony on Thursday, July 11, 2019, at The Old Marylebone Town Hall, Westminster, London, UK. The reception was held at the Dorchester Hotel, Park Lane. Their religious ceremony on Friday, July 12, 2019, was held at the Methodist Cathedral of Peace and Excellence, Lagos, Nigeria. Golahan and Titilayo currently reside in the United Kingdom.

After leading marketing efforts for two high-growth technology companies, LAUREN OTHON (MBA 2018) has launched Nouz, a consultancy to help innovation-driven companies align their sales and marketing efforts. Nouz leverages a combination of go-to-market strategy, communications consulting, sales enablement, and customer insights to help companies bring in higher-quality leads, close sales, and drive profitability.

THIAGO SERRA (Ph.D. 2018) has recently joined the Freeman College of Management at Bucknell University as Assistant Professor of Business Analytics.

TEPPER GRADUATES MICHAEL LAI (MBA 2017) married Aalgerd Olson on June 1.

DANIEL SIMON LEONARD (MBA 2017) married Aalgerd Olson on June 1.

AEDAN MARTY (BSE 2017) is Partner/COO at Rubyride. He is approaching one year at Rubyride, a seed stage MedX (Mobility as a Service) business that provides door-to-door, app-based ride services for populations living in suburban and rural communities, with a focus on improving access to health and human services for vulnerable populations. Next month, Rubyride begins a six-month pilot project in the South Hills of Pittsburgh, to demonstrate the value — both tangible and intangible — that this ride-hailing model can create for users and the estimations they need access to. The pilot is supported by a grant from a Pittsburgh-area foundation. Rubyride is also operating in the city of North Mankato, Minnesota.

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AEDAN MARTY (BSE 2017) is Partner/COO at Rubyride. He is approaching one year at Rubyride, a seed stage MedX (Mobility as a Service) business that provides door-to-door, app-based ride services for populations living in suburban and rural communities, with a focus on improving access to health and human services for vulnerable populations. Next month, Rubyride begins a six-month pilot project in the South Hills of Pittsburgh, to demonstrate the value — both tangible and intangible — that this ride-hailing model can create for users and the estimations they need access to. The pilot is supported by a grant from a Pittsburgh-area foundation. Rubyride is also operating in the city of North Mankato, Minnesota.

GOLAHAN ‘MOY’ Shyillon (MBA 2017) and Titilayo Ayefele were married in a civil ceremony on Thursday, July 11, 2019, at The Old Marylebone Town Hall, Westminster, London, UK. The reception was held at the Dorchester Hotel, Park Lane. Their religious ceremony on Friday, July 12, 2019, was held at the Methodist Cathedral of Peace and Excellence, Lagos, Nigeria. Golahan and Titilayo currently reside in the United Kingdom.

TEPPER GRADUATES MICHAEL LAI (MBA 2017) married Aalgerd Olson on June 1. "I was so happy when I saw the wedding party walking down the aisle," said Michael, who was the best man.

AEDAN MARTY (BSE 2017) is Partner/COO at Rubyride. He is approaching one year at Rubyride, a seed stage MedX (Mobility as a Service) business that provides door-to-door, app-based ride services for populations living in suburban and rural communities, with a focus on improving access to health and human services for vulnerable populations. Next month, Rubyride begins a six-month pilot project in the South Hills of Pittsburgh, to demonstrate the value — both tangible and intangible — that this ride-hailing model can create for users and the estimations they need access to. The pilot is supported by a grant from a Pittsburgh-area foundation. Rubyride is also operating in the city of North Mankato, Minnesota.

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We view Carnegie Mellon University and the Tepper School as lynchpins to our success as a global society. We have always held our CMU experience to be very rewarding, not only for the professional opportunities that it fostered, but for the deep friendships we gained there. We are very pleased that our contribution to the Tepper Class of 1989 Fellowship will be used to assist future Tepper students.

SHEILA SMITH DINARDO (MSIA 1989), Vice President, General Counsel & Secretary (retired) ANSYS

GEORGE DINARDO (MSIA 1989), Colonel (retired) United States Marine Corps Reserve

Join us on Dec. 3 to be a part of #givingCMUday. Gifts of all sizes go further on #givingCMUday. Join us on social media to show your Tepper pride, make a gift, and continue your impact at the Tepper School of Business.