A BOLD NEW CURRICULUM
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This is an academic year of powerful momentum for VSB. We received a record number of undergraduate applications for this year’s incoming class, and mid-range SAT scores among typically-accepted students rose from 1310–1410 last year to 1360–1440 this year. At the graduate level, we enrolled the largest Executive MBA class in the program’s history and saw a 50 percent increase in Professional MBA program enrollment, while we maintained and increased student quality. The VSB Master of Science in Church Management program has matriculated its inaugural class, and has been receiving a high level of media interest. Lastly, VSB continues to show strong performance on the national rankings stage at all program levels, affirming the outstanding quality of our faculty, staff, and educational programs.

This edition of VSB Magazine focuses on the new VSB undergraduate curriculum, which was introduced to incoming freshmen in fall 2008. This new curriculum is creative, agile, and highly relevant to global business practice. It emphasizes four areas of business excellence: a global mindset, innovation, ethics, and technology. The curriculum incorporates fresh approaches to team teaching, guest speakers, simulations, and multidisciplinary projects—all of which are designed to further enrich the learning experience of VSB students.

As we seek to achieve increasingly higher levels of excellence, we are motivated by those at the heart of the VSB community: our students. The recognition, faculty and staff quality, and resources that we seek are all integral to one larger goal: to provide our business students with an extraordinary education that will benefit them for a lifetime. The new curriculum, in its scholarly and pedagogical richness, brings this goal to life.

I hope that you enjoy reading this edition of VSB Magazine. As always, I welcome your questions, comments, and suggestions.

James M. Danko
The Helen and William O’Toole Dean
Villanova School of Business
REALIZING A STRATEGIC VISION FOR EXCELLENCE

This is a time of unprecedented momentum and excitement at VSB. The quality of the school’s students, faculty, and staff—and national recognition of that quality—has never been stronger. Application numbers have hit an all-time high. Financial giving to the school has quadrupled since 2005. VSB’s performance in national rankings has exceeded expectations at all program levels.

Three years ago, the Villanova School of Business community established a strategic vision: to gain global recognition as a premier business school, and to leverage our undergraduate program and multidimensional faculty to do as such. By remaining focused on this vision, the school’s community members are achieving their goals and seeing results that affirm their success, many of which are detailed in this edition of VSB Magazine.

- VSB has become a widely-recognized pioneer in educational innovation, designing and implementing a bold new undergraduate business curriculum. The new curriculum was introduced to VSB freshmen in fall 2008.
- VSB has welcomed five new faculty members—Lynn Brooks, Dean Diavatopoulos, Christopher Kilby, Patrick Maggitti, and Quinetta Robertson—all of whom are respected in their fields as exceptional scholars and teachers.
- With the 2008 additions of Madonna Marion-Landais and Robert Bonner as associate deans, VSB has added new strength to its leadership team in the areas of external relations and graduate programs.
- VSB is now implementing a strategic effort to bring all graduate programs under one operational and financial umbrella, and plans to aggressively move these programs forward on all levels—curricular, reputational, and fiscal—with the next two years.
- Through the new Daniel M. DiLella Center for Real Estate, a new undergraduate minor in Real Estate is now available to VSB students.
- The international experience participation rate among VSB undergraduates has reached nearly 50 percent, while the national average is 1 percent.
The new Master of Science in Church Management program—established through the VSB Center for the Study of Church Management—has been successfully launched. This 24-month, 30-credit, international program has 28 students in the inaugural class.

The Summer Business Institute (SBI) continues to grow, with VSB’s undergraduate curricular innovation directly shaping the SBI student experience. Applications increased 12 percent this year, and enrollment increased by 7 percent.

SUCCESS METRICS: UNDERGRADUATE PROGRAM

The Clay Center at VSB has become a hub of undergraduate activity, providing nearly 500 VSB students per week with services including academic advising, professional development events and experiences, and internship placement and guidance. In addition to the new curriculum and the thriving Clay Center, the undergraduate program achieved exceptional admissions results this year.

- Applications increased from 3,978 last year to 4,500 this year.
- Early action applications grew from 1,430 last year to 1,696 this year.
- SAT mid-range scores among typically-accepted students moved from 1310–1410 last year to 1360–1440 this year.

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<thead>
<tr>
<th>YEAR</th>
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<td>Fall 2007</td>
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<td>Fall 2008</td>
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Mid-Range SAT Scores Among Typically-Accepted Students

- Fall 2006: 1270–1380
- Fall 2007: 1310–1410
- Fall 2008: 1360–1440
SUCCESS METRICS: GRADUATE BUSINESS PROGRAMS

VSB’s graduate business programs have seen a surge in enrollment and student quality. Program administrators and student services staff members are now located in newly-renovated offices in Bartley Hall, as well as in The Villanova Conference Center, as they manage operations across programs. In response to student feedback, the graduate business programs are gearing up to offer extensive career development services to students. In addition to these positive changes, the graduate business programs—like the undergraduate program—achieved exceptional admissions results this year.

- Professional MBA applications grew nearly 30 percent and Full-Time Equivalent MBA applications increased nearly 25 percent this year, resulting in increased enrollment while maintaining student quality.

- In October 2008, the VSB Executive MBA program was ranked #24 among US-based programs, and #64 among programs worldwide, by the London-based Financial Times.

- Executive MBA program enrollment this year was the highest ever—with 40 students—marking an increase of nearly 35 percent from last year while maintaining student quality.

### Average GMAT Scores Among Accepted Full-Time Equivalent MBA Students

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- Average GMAT scores among accepted full-time equivalent MBA students.
THE VILLANOVA SCHOOL OF BUSINESS is pleased to announce the appointment of five new faculty members: Lynn Brooks, Dean Diavatopoulos, Christopher Kilby, Patrick Maggitti, and Quinetta Roberson. VSB is committed to providing a world-class business education to all VSB students, both today and in the future. To do this, VSB must have the best and brightest faculty—those who are top-level researchers as well as caring and dedicated teachers. These five new faculty members bring this commitment to life through their exceptional scholarship and the national recognition they have earned in their fields.
Lynn Brooks
ASSISTANT PROFESSOR, MANAGEMENT

Lynn Brooks earned her master’s degree at Villanova University and her PhD at the University of Nebraska–Lincoln. Brooks’s areas of expertise include leadership development, leadership and diversity strategies, changes in organizational culture, and international management. Her current research focuses on corporate leadership development.

Prior to her VSB appointment, Brooks served as a Villanova University adjunct faculty member. Her professional career also has included 15 years in international corporate management roles. Additionally, Brooks has served as an international corporate consultant and speaker with her sister, Donna Brooks, EdD, with whom she has authored three books published by McGraw-Hill: *Ten Secrets of Successful Leaders: The Strategies, Skills, and Knowledge Leaders at Every Level Need to Succeed* (2005), *Ten Secrets of Successful Men That Women Want to Know* (2002), and *Seven Secrets of Successful Women: Success Strategies of the Women Who Have Made It—And How You Can Follow Their Lead* (1997).

At VSB, Brooks will teach courses including International Comparative Management, Management Essentials, and Business Dynamics at the undergraduate level, and Leadership and Team Building in the MBA program.

Dean Diavatopoulos
ASSISTANT PROFESSOR, FINANCE

Dean Diavatopoulos earned his master’s degree in statistics and his PhD in finance at Florida State University. His areas of expertise include investments, empirical asset pricing, and derivatives. His current research focuses on these topics, as well as corporate and behavioral finance. Diavatopoulos is a member of the Phi Kappa Phi honor society and serves as a referee for *Review of Futures Markets*.

Diavatopoulos has published in academic journals including *The Journal of Futures Markets*. His industry experience includes positions at the Chicago Board of Trade and the Chicago Mercantile Exchange. His teaching goals are to integrate relevant financial research and news into the classroom, and to provide his students with learning experiences rich in real-world insights and hands-on projects. At VSB, Diavatopoulos will teach courses including Fixed Income Markets and Valuation.
Christopher Kilby
ASSOCIATE PROFESSOR, ECONOMICS

Christopher Kilby earned his undergraduate degree at Harvard University and his PhD at Stanford University. His areas of expertise and current research topics include development economics and positive political economy with a focus on international development assistance. Specifically, Kilby is conducting empirical research on the role of domestic politics and the war on terror in shaping US foreign aid, the impact of donor behavior on aid effectiveness, and how donor country interests influence international organizations such as the World Bank.

Prior to his VSB appointment, Kilby was associate professor of economics at Vassar College. He has also been a visiting scholar at the Wharton School of Business and at Stanford University. Kilby has published extensively, served as a consultant to the World Bank, and is on The Review of International Organizations editorial board.


Patrick Maggitti
ASSISTANT PROFESSOR, MANAGEMENT
RESEARCH DIRECTOR, INNOVATION, CREATIVITY, AND ENTREPRENEURSHIP STRATEGIC INITIATIVE GROUP

Patrick Maggitti earned his MBA at Johns Hopkins University and his PhD in strategic management and entrepreneurship at the University of Maryland. His areas of expertise and current research topics include strategic management, innovation, entrepreneurship, decision making, and market and nonmarket-based competition.

Prior to his VSB appointment, Maggitti served as an assistant professor at Temple University—where he was the chairperson for the PhD program in strategy and entrepreneurship and academic chair of the entrepreneurship program—and at St. Joseph’s University, where he was rated the top teacher in management. At the University of Maryland, Maggitti received the Krowe Excellence in Teaching Award. In addition, he brings a wealth of entrepreneurial and corporate experience to VSB. He has served as a chief executive officer and board member in the steel and mining industries, where he founded two successful companies.
Maggitti has published extensively in journals including the *Academy of Management Journal*, *The Academy of Management Executive*, and *Employment Relations Today*, and has authored chapters in numerous textbooks.

At VSB, Maggitti will direct research for the multidisciplinary Innovation, Creativity, and Entrepreneurship (ICE) Strategic Initiative Group and will teach courses including Policy Formulation and Administration.

**Quinetta Roberson**  
**PROFESSOR, MANAGEMENT**

Quinetta Roberson earned her MBA in finance at the University of Pittsburgh and her PhD in organizational behavior at the University of Maryland. Her areas of expertise include organizational behavior and human resource management. Her current research focuses on strategic diversity management and organizational justice within groups and teams. Prior to her VSB appointment, Roberson served as an associate professor at Cornell University, where she won numerous research and teaching honors including the Faculty Research Award from the School of Hotel Administration; the General Mills Award for Innovation in Teaching; James A. Perkins Prize for Interracial Understanding & Harmony Honorable Mention; and the Fraternity and Sorority Community Outstanding Faculty Award. Roberson has also served as a visiting professor at Bocconi University in Milan, Italy.

Roberson has published extensively in top journals including the *Academy of Management Review*, *Organizational Behavior and Human Decision Processes*, and the *Journal of Applied Psychology*, and has corporate experience as a financial analyst and small business development consultant. In addition, Roberson is an associate editor for the *Journal of Applied Psychology* and has served on the editorial boards of *Personnel Psychology*, *Academy of Management Review*, and the *Journal of Organizational Behavior*.

At VSB, Roberson will teach courses including Human Resource Management.
With the credit crunch, home foreclosures, and other economic issues dominating business headlines, recession was a top-of-mind topic for the VSB class of 2008. Across the nation, business students were faced with the possibility of failing to secure positions upon graduation or having offers retracted due to closings and downsizings. Despite the uncertain state of the economy, VSB graduates—such as Jerica Youngken ’08—have continued to thrive. Youngken exemplifies the value of a business education firmly rooted in ethics and social responsibility.

During her time at VSB, Youngken was an active member of the Villanova Sophomore Service Learning Community and Campus Ministry. She took advantage of the university’s international service trips, reaching destinations as distant as South Africa and Cambodia. In May 2008, Youngken completed her undergraduate studies in finance and accountancy. Like many VSB students, Youngken was offered a position in her field prior to completing her undergraduate requirements. She gratefully accepted her offer from Ernst & Young, but remarkably, opted to defer her new position for one year so that she could perform nonprofit work. Ernst & Young agreed to this plan, and Jerica will begin as an auditor in October 2009.

This year, Youngken is engaged in youth ministry work in South America for the Salesian Lay Missioner Program, a Catholic association dedicated to alleviating child abandonment and poverty. The Salesian Lay Missioners have implemented programs in dozens of countries across the globe. Youngken has been deployed to Hogar Maria Auxiliadora orphanage, located on the outskirts of Cochabamba, Bolivia.

“What I recognized most during my time at VSB is that there is room for ethics and compassion in business,” said Youngken. In her Corporate Social Responsibility course at VSB, for instance, Youngken became aware of post-graduate possibilities that would allow her to combine a world-class business education with a calling to do service work. “Learning about emerging business trends—such as microfinance—and the application of business skills to help impoverished regions, I began to create opportunities to merge business with what I truly enjoy doing—helping others.”
On May 29th, the Center for Marketing and Public Policy Research (CMPPR) hosted leading scholars, business leaders, and government experts from across the country in Philadelphia for the annual three-day American Marketing Association (AMA) Marketing and Public Policy Conference.

CMPPR thought leaders, including faculty experts in the food, pharmaceutical, and financial services arenas, examine the impact of government initiatives on business and consumer welfare. The center is home to the Journal of Public Policy & Marketing, one of the world’s leading marketing journals.

“This year’s AMA conference was an opportunity for the center to bring VSB’s national leadership in marketing and public policy to the forefront,” said Professor John Kozup, CMPPR director. Having previously hosted the event twice in Washington, D.C., the conference co-chairs—VSB senior associate dean Ronald Hill, the Richard J. and Barbara Naclerio Chair and Raymond Taylor, the John A. Murphy Professor of Marketing at VSB—felt that Philadelphia would provide an impressive new venue.

Research presented during the conference spurred vigorous debate on a variety of pressing issues such as subprime mortgage lending, environmental sustainability, childhood obesity, financial literacy, and deceptive weight loss advertising. Scholars and experts from the nation’s most recognized business institutions took part in the discussions, along with members of key federal agencies central to the debates, including the Federal Reserve, the Federal Trade Commission, and the Food and Drug Administration. Distinguished CMPPR advisory council members, including Joseph Del Raso ’74 (chair), Mark Valente ’78, Denise Devine ’77, Brett Loper ’95, Murray Kessler ’81, Doug Lioon ’78, and Gerry Banmiller ’69, generously supported and took part in the event.

VSB presenters included Professors Angela Cerino and Ronald Hill discussing the broader implications of Massachusetts v. EPA; Professors Peggy Chaudhry and Stephen Stumpf presenting their findings on government anti-counterfeiting efforts; and Professor Jeremy Kees presenting research on the use of thin models in advertising.
In April, six teams of graduate students from top business schools in the Philadelphia region went head-to-head in a demanding business case competition. Organized through the Association for Corporate Growth (ACG) and sponsored by KPMG, this year’s case focused on a complicated corporate growth transaction. Students presented their recommendations to a committee of seasoned professionals from varying business sectors. At stake—beyond bragging rights and the right to take home the ACG Cup trophy—was a $10,000 cash prize.

VSB Master of Science in Finance (MSF) 2008 graduates Elisabeth Albertus, Scott Williams, Bo Diamond, and Sanjay Khindri were selected to represent VSB after winning a school-wide challenge against other graduate teams. At the Philadelphia competition, the group faced MBA teams from schools including the Wharton School, Temple’s Fox School of Business, and Drexel’s LeBow College of Business.

Explained Scott Williams, “In addition to applying our valuation skills, the case required us to think strategically and consider ‘soft’ issues such as management conflict and a sell-side client’s personal objectives.” With only 20 minutes to sell its recommendations, the VSB team was succinct but thorough. The students were able to secure first place in the final round of the competition, bringing home the top prize to VSB.

Mike McAleer, case competition judge and KPMG partner said, “While each of the teams in the final round were well-prepared, gave careful consideration to the case questions, and had well-reasoned responses, the Villanova team’s presentation was more polished and the team was better prepared to answer questions and support their conclusions.”

The VSB team felt that the experience helped them better understand the applications of their classroom learning. Said team member Sanjay Khindri, “Without a doubt, the ACG Case Competition helped me transition to my current position as an investment analyst.”
The Villanova School of Business hosted its annual Graduates’ Recognition Ceremony on May 17th during Commencement weekend. General Anthony C. Zinni VSB ’65, retired Four-Star General and Commander of U.S. Central Command, United States Marine Corps, offered the keynote address. General Zinni reminded the graduating class of the unique code that has been embedded in them as Villanova students—that their business education be used for the greater good of humanity.

The ceremony proceeded with expressions of gratitude to retiring faculty members Michael Walsh and Peter Sanchez; the awarding of the Gerald A. Dougherty Teaching Excellence Medallion to Finance Professor Gerard Olson; and remarks from graduating senior Jerica Youngken. Youngken addressed her fellow graduates and reflected upon the bonds that now exist among VSB classmates and professors. Echoing the sentiments of General Zinni, she stated, “Now we must take these gifts of passion, sincerity, and friendship, and use them to create community wherever we may go.”

VSB continued its tradition of awarding Bartley Medallions for Academic Excellence to graduating students from each of the undergraduate academic disciplines and graduate business programs. The ceremony concluded with the singing of the university alma mater, led by graduating senior Katherine Kroll, and a benediction by graduating Executive MBA student Jose Palomino.
In recent years, the Villanova School of Business has reinvented itself. VSB faculty, staff, students, and alumni have driven a series of aggressive changes—from the school’s overall strategic goals to its specific educational objectives. Today, VSB is nationally recognized as a top business school and a pioneer of curricular innovation.

VSB’s most dramatic change is a comprehensive redesign of its undergraduate business curriculum, which was introduced to freshmen in fall 2008. The VSB Undergraduate Curriculum Task Force—led in its first year by Associate Professor of Finance Andrea DeMaskey and in its second year by Associate Professor of Management and Operations Walter Tyman—set out to identify opportunities for radical change and improvement that could be achieved without sacrificing the successful curricular components that were already in place.
Overview of the Curriculum

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<tr>
<th>OLD CURRICULUM</th>
<th>NEW CURRICULUM</th>
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<td>Principles of Finance</td>
<td>Competitive Effectiveness (6 credits)</td>
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<td>Management Essentials</td>
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<td>Principles of Marketing</td>
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<td>Managerial Accounting</td>
<td>Christian Theology/Christianity in History*</td>
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“A completely new approach to business education is the only way to adequately prepare our students.”

Walter Tymon,
VSB Associate Professor and Director of Undergraduate Curriculum

A FRESH APPROACH TO BUSINESS EDUCATION

Nearly all recent undergraduate business curricula in the nation—including Villanova’s—were built upon an educational model that grew out of the 1950s. While this approach was acceptable within a US-centric manufacturing economy, it is no longer suitable within the global knowledge and experience economy that students face today. Although curricular modifications had been made through the decades—for example, to better prepare students for the service economy—DeMaskey, Tymon, and other VSB task force members knew that such modifications were no longer sufficient. “It’s a completely different world today, and it will only continue to change with increasing rapidity,” says Tymon. “A completely new approach to business education is the only way to adequately prepare our students.”
In the course of its work, the task force invited the input of academicians, corporate leaders, and students. The group studied new pedagogical models, business trends, and market needs. The ultimate result of the task force’s work is VSB’s new highly integrated, rigorous curriculum, infused with team teaching, guest speakers, simulations, global perspectives, and hands-on projects. The task force also identified four areas of pedagogical focus, which are critical to adequately preparing students for successful business careers: a global mindset, innovation, ethics, and technology.

**PROVIDING A MEANINGFUL BUSINESS CONTEXT**

The new curriculum will continue to provide students with the two most distinctive components of a Villanova business education: outstanding technical business skills and an emphasis on the liberal arts in the Augustinian tradition. The difference in the new curriculum is the connection of these components to a big-picture understanding of business within a global context. For example, the new Business Dynamics course for freshmen is an integrated, year-long course with one objective: to provide VSB students with a context for their entire business learning experience. “When students begin their first semester of college with an accounting course, it’s extremely difficult to understand how debits and credits relate to the larger world of business practice,” says James M. Danko, The Helen and William O’Toole Dean. The goal of Business Dynamics, Danko explains, is to emphasize the overarching purpose of business within society.

The course highlights the skills of effective leaders, and emphasizes innovation and openness to change as fundamental business and personal skills. It further integrates global, political, ethical, and technological dimensions of business. “Once students understand the overarching purpose of business in society—and start to view challenges in context—they are on the right track,” Danko adds. “Then functional knowledge not only makes sense; it serves a larger purpose.”

“Once students understand the overarching purpose of business in society—and start to view challenges in context—they are on the right track. Then functional knowledge not only makes sense; it serves a larger purpose.”

*James M. Danko,*
The Helen and William O’Toole Dean
### Business Dynamics: The First-Year Learning Foundation

Business Dynamics is an integrated, 6-credit, year-long course with one overarching objective: to provide VSB students with a context for their entire business learning experience. The course emphasizes the purpose of business within society, and the manner in which business vision is actualized. The course explores the dynamic nature of business in an experience economy. It highlights the skills of effective leaders, and emphasizes innovation and openness to change as business and personal skills. Lastly, the course integrates global, ethical, and technological dimensions of business.

#### FALL SEMESTER

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**WEEK 2**

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<td>• Discussion: Professional etiquette and attire</td>
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<td>• Debrief: <em>Pour Your Heart Into It</em> discussion</td>
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<td>• Discussion: The Starbucks “experience” and other companies that offer experiences, e.g., Apple, Disney, theme restaurants</td>
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<td>• Group Project: All teams assigned a research topic related to Starbucks, e.g., competition, free trade, global expansion</td>
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**WEEK 6**

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<td>• Chapter 4, textbook: <em>Multinationals and the Global Environment of Business</em></td>
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<td>• Video: Friedman on globalization</td>
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**WEEK 7**

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<tr>
<td>• Discussion: International issues and ethics</td>
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<td>• Guest Speaker: Starbucks Senior VP Katharine Lindemann</td>
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<tr>
<td>• Article and Discussion: Delivering powerful business presentations, <em>Global Hip-Hop Diaspora: Understanding the Culture</em></td>
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<td>• Midterm Assessment</td>
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**WEEK 8**

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<td>• Chapter 5, textbook: <em>Business Ethics and the Legal Environment of Business</em></td>
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<td>• Discussion: The image of corporate America</td>
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**WEEK 9**

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<td>• Classroom debate: Ethics challenge</td>
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<td>• VU Ethics Department resources: Ethical framework/questions</td>
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<tr>
<td>• Case: “Is Digital Piracy Unethical? Or Just Illegal?”</td>
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**WEEK 10**

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<td>• Chapter 6, textbook: <em>Leadership, Influence, and Communication in Business</em></td>
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<tr>
<td>• Writing Center: Review research paper drafts</td>
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<td>• Second Assessment</td>
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**WEEK 12**

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<td>• Chapter 7, textbook: <em>Motivating and Managing People and Groups</em></td>
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<td>• Article and Discussion: “How to Speak So Others Listen”</td>
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<td>• Group Presentations</td>
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**WEEK 13**

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<td>• Chapter 8, textbook: <em>The Structure and Culture of a Business Organization</em></td>
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<td>• Group Presentations</td>
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**WEEK 14**

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<td>• Chapter 13, textbook: <em>Human Resource Management: Acquiring and Building Employees’ Skills and Capabilities</em></td>
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<td>• Group Presentations</td>
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<td>• Business Dynamics I Wrap-Up</td>
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**SPRING SEMESTER**

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<td>• Business Dynamics II Overview</td>
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<td>• Team Building: Implementing concepts from Business Dynamics I</td>
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<td>• Article and Discussion: Value chains</td>
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**WEEK 2**

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<td>• Article and Discussion: Case analysis method</td>
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<tr>
<td>• Group Project: All teams assigned an integrative case for analysis</td>
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<td>• Assignment: QVC case</td>
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<td>• Chapter 14, textbook: <em>Accounting: Measuring How Efficiently and Effectively Resources Are Creating Value and Profit</em></td>
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<td>• Analysis: Annual reports</td>
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<td>• Discussion: <em>Fuzzy Numbers and Profit As We Know It Could Be Lost With New Accounting Statements</em></td>
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**WEEK 4**

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<td>• Video: CNBC CEO</td>
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<td>• Chapter 15, textbook: <em>Finance: Balancing Risk and Return</em></td>
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<td>• Supplementary Reading</td>
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<td>• Assignment: Excel-based case</td>
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<td>• Reflection: Roles of accounting and finance in the value chain</td>
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**WEEK 6**

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<td>• Chapter 10, textbook: <em>Marketing and Product Development: Creating and Positioning Goods and Services</em></td>
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<td>• Video: IDEO product development</td>
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<td>• Guest speaker: Counter-intuitive marketing expert</td>
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<td>• Analysis: Copernicus newsletter</td>
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<td>• Discussion: Corporate versus personal brands</td>
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<td>• Product Development Challenge: Trash bag product</td>
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<td>• Chapter 11, textbook: <em>Sales, Distribution, and Customer Relationship Management: Reaching and Satisfying Customers</em></td>
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<td>• Exploration of CRM: “Sugar” demo and ERP module</td>
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<td>• Status Updates: Simulation tool assignments</td>
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**WEEK 9**

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<td>• Chapter 12, textbook: <em>Operations and Materials Management: Managing the Production and Flow of Goods and Services</em></td>
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<td>• Discussion: QVC case</td>
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**WEEK 10**

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<td>• Guest speaker: QVC executive</td>
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<td>• Chapter 13, textbook: <em>Information Technology and E-Commerce: Managing Information, Knowledge, and Business Relationships</em></td>
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<tr>
<td>• Article: <em>WSJ How to Tap IT’s Hidden Potential</em></td>
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<td>• Video: CVS</td>
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**WEEK 12**

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<td>• Introduction: Mike’s Bikes</td>
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<td>• Assignments: Mike’s Bikes Strategic Planning Assignments</td>
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<td>• Presentations and/or Site Visits: Research projects</td>
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<td>• Mike’s Bikes Summary Report Due</td>
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**WEEK 14**

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<td>• Business Dynamics II Wrap-Up</td>
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*Content subject to change*
The new curriculum will continue to provide students with the two most distinctive components of a Villanova business education: outstanding technical business skills and an emphasis on the liberal arts in the Augustinian tradition.

REAL-WORLD LEARNING FOR REAL-WORLD CHALLENGES

Throughout the VSB curricular redesign process, the real-world intersections of disciplines that have been traditionally separated within business education were a recurring discussion. In their initial work, task force members focused on the intersections between finance and financial accounting, between operations management and managerial accounting, and between management and marketing.

The outcome of this focus was the creation of three new team-taught, six-credit courses: Financial Management and Reporting; Business Processes; and Competitive Effectiveness. “In the real world of business leadership, problems are not isolated to particular academic areas. Challenges, goals, and teams overlap in complex business systems,” says Tymon. “We’re trying to capture this as much as possible within the new curriculum.”

Changes in the Student Learning Experience:
A Holistic, Integrated Understanding of Business

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<tr>
<th>OLD CURRICULUM</th>
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<td>Business Law</td>
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<tr>
<td>Management Information Systems</td>
<td>Technology Literacy (1 credit)</td>
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<td>Business Statistics</td>
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<td>Managerial Accounting</td>
<td>Financial Management &amp; Reporting (6 credits)</td>
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<td>Principles of Finance</td>
<td>Competitive Effectiveness (6 credits)</td>
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<td>Management Essentials</td>
<td>Strategic Information Technology</td>
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<td>Marketing Principles</td>
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<td><strong>JUNIOR</strong></td>
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<tr>
<td>Operations Management</td>
<td>Business Processes (6 credits)</td>
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<td>International Economics</td>
<td>Global Political Economy</td>
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<td>Three Business Major Electives</td>
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<td>Corporate Responsibility and Regulation</td>
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<td>Policy Formulation &amp; Strategy</td>
<td>Strategic Thinking &amp; Implementation</td>
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<td>Three Business Major Electives</td>
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THE CLAY CENTER AT VSB:
EMPOWERING STUDENTS TO REACH THEIR POTENTIAL

The Clay Center at VSB, located on the first floor of Bartley Hall, is the hub of all undergraduate program activity and advising at the school. The mission of the Clay Center is to facilitate the intellectual, professional, and personal growth of all undergraduate business students throughout the four-year VSB experience. The center staff provides services including academic advising and planning, internships and CoOps, and professional development programs and resources.

“Our goal is to empower our students to reach their potential,” says Clay Center Associate Director Ellenbeth Pepe. “We’re here to provide information, guidance, and a positive environment that encourages students to spread their wings and venture into the professional world.”

One of the greatest challenges that VSB students face, explains Pepe, is the sheer volume of opportunities and options available to them. “It’s more than choosing majors and minors,” she says. “Students often need to choose one internship over another, or one study abroad opportunity over another, in a given semester. All these decisions can be difficult, and many students are making choices of this magnitude for the first time in their lives. We’re committed to providing each student with the tools he or she needs to set priorities, plan carefully, and make sound decisions as an individual.”

With the new undergraduate curriculum unveiled in 2008, the Clay Center continues to serve as the center of activity at the school. The center has modified its credit-auditing system and its academic advising services to help freshmen plan for their four years within the new framework. “We’re here to answer any questions that students and parents may have about the new curriculum, right from the start,” says Pepe.

“In the real world of business leadership, problems are not isolated to particular academic areas. Challenges, goals, and teams overlap in complex business systems. We’re trying to capture this as much as possible within the new curriculum.”

Walter Tymon,
VSB Associate Professor and
Director of Undergraduate Curriculum
VSB READ TO LEAD:
INTEGRATIVE LEARNING AT ITS BEST

The VSB Read to Lead program is an integral part of the new undergraduate curriculum. Its goal is to connect and inspire all VSB freshmen class members around a common, highly-relevant business theme through the collective reading of one book. During the 2008–09 academic year, it is the Starbucks story. Over the summer, VSB mailed incoming freshmen a copy of Pour Your Heart Into It: How Starbucks Built a Company One Cup at a Time by Starbucks Chairman and CEO Howard Shultz and Dori Jones Yang. The book serves as a foundational thread throughout the year, weaving together concepts from the freshman Business Dynamics course.

Like so much of the new curriculum, the VSB Read to Lead program provides students with a real-world context for learning. “We chose the Starbucks story in part because it’s exciting and engaging. But more importantly, we chose it for the depth and breadth of the business lessons it conveys,” says Melinda German, associate dean of undergraduate programs and member of the VSB Undergraduate Curriculum Task Force. “Starbucks is an amazing case study, whether one analyzes the company’s successes or its challenges.” Pour Your Heart Into It provides a launching point for integrative student discussions, projects, and analyses of topics—including entrepreneurship, global expansion, human resources, and responsible leadership—all within the freshman year.

The VSB Read to Lead program also provides undergraduates with new opportunities for discussions with high-level corporate leaders. During the fall semester, VSB Executive MBA alumni conducted workshops with VSB freshmen to explore the complex leadership topics highlighted in Pour Your Heart Into It. Further, Starbucks Senior Vice President Katharine Lindemann came to campus to speak with VSB students about the book, her perspectives on global leadership, and the Starbucks approach to management, marketing, and ethical business practices.

German explains that within the new VSB curriculum, students will be required to master a more rigorous set of technical business skills and analytics than ever, so they are prepared to successfully compete for jobs after graduation. But their time here is about friendships and personal growth, too. “The value of Read to Lead is pedagogical—but it goes deeper than that,” German adds. “It bonds a diverse group of VSB class members together as one community of learners with a shared experience and frame of reference.”
EXPANDING THE FRONTIERS OF BUSINESS EDUCATION

The dramatic organizational and curricular changes occurring at VSB are remarkable—not just within the Villanova University community, but within the larger business education community.

Business schools nationwide have received criticism over the past decade. Many experts believe that business schools are operating within outdated functional silos, and are not adequately preparing their students for global leadership. Such criticism has naturally led to deep introspection at business schools. Accordingly, the implementation of changes at VSB has piqued the interest of other business school leaders. During the past academic year, Dean James Danko was invited twice by AACSB International—the worldwide business school accrediting body—to speak at conferences about the progressive changes and curricular innovation occurring at VSB. News of VSB’s work was met with overwhelming interest and enthusiasm.

“My goal is to see VSB recognized as the top Catholic business school in the US, and among the top 10 premier business schools nationwide,” Danko says. “Such affirmation from our peers underscores the fact that the curricular changes we’re making are, in fact, highly attuned to market needs.”
The Villanova School of Business is pleased to announce the appointment of Sheila Klehm VSB ’83 as the new chair of the Dean’s Advisory Council. In this key leadership role, Klehm will provide strategic guidance to the VSB dean, advisory council colleagues, and school stakeholders as VSB seeks to achieve increasingly higher levels of excellence and national recognition.

Klehm, who has been listed in Barron’s list of Top 100 Women Financial Advisors, brings a background of exceptional business success to her role as chair. She is an executive director in Morgan Stanley’s Private Wealth Management Division, where she provides comprehensive wealth management solutions to ultra-high-net-worth individuals, family offices, trusts, foundations, and endowments with significant pools of wealth and liquidity. Prior to joining Morgan Stanley, Klehm was a managing director at the JP Morgan Private Bank, where she ran the Private Bank’s business in New Jersey and upstate New York.

In the spirit of a true Villanovan, Klehm is extremely active in community charities. She is the vice president and trustee of The Women’s Association of the New Jersey Performing Arts Center. In 2007, she raised over $3 million as co-chair of the center’s 10th Anniversary Gala, which former Governor Thomas Kean called the most successful fundraising event in the history of New Jersey. In 1992, she co-founded the Student Partner Alliance, a Newark-based nonprofit providing financial assistance and mentoring to economically-disadvantaged high school students, where she remains a trustee. As a trustee of The Hank Klehm Foundation, Klehm, along with her son Hank, provides financial support to improve the lives of teens undergoing cancer treatment. Klehm and her son also speak on behalf of the New York Blood Center. In addition, Klehm has done extensive fundraising for The Christopher Reeve Paralysis Foundation, where she co-chaired events that raised over $1.8 million for spinal cord research.

Sheila Klehm and her husband Henry Klehm III VSB ’80—who serves on the VSB Center for Global Leadership Advisory Council and is a member of the Villanova University Financial Club—have long been active members of the Villanova alumni community. Mr. and Mrs. Klehm reside in New Jersey with their two sons, Hank and Bryce. The VSB community is deeply grateful to the Klehms for contributing their time, service, and support to the school as it seeks to provide the highest quality of business education to its students.

THE VSB DEAN’S ADVISORY COUNCIL

The VSB Dean’s Advisory Council, established in 1998, is a group of business leaders who collaborate with the dean to further VSB’s educational mission. The council provides guidance to the school on important strategic issues and is committed to performing the following services in support of the school:

- advise the VSB dean on appropriate strategies to enable the school to distinguish itself in the business and general communities;
■ ensure that all VSB initiatives are executed within the context of Catholicity and the Augustinian values of truth, community, caring, and service;

■ review the school’s strategic plan and its integration into the plans of Villanova University overall;

■ share professional knowledge and expertise in identifying current trends in business and their potential impact on the school’s educational programs;

■ signal emerging shifts in business use of technology and assist in structuring educational use of that technology;

■ act as advocates, both internally and externally, for the mission, needs, and strategic initiatives of the school;

■ become directly involved in the establishment and cultivation of corporate partnerships with regard to securing internships, faculty research, placement, MBA enrollment, and executive education;

■ provide advice and assistance in the establishment, refinement, and implementation of strategies for student, faculty, and school recognition;

■ personally support the Dean’s Fund for Strategic Initiatives, earmarked for the dean’s highest-priority initiatives, and encourage one’s company and fellow alumni to support VSB; and

■ assist the dean with identifying potential corporate and individual sources of revenue to support VSB’s funding needs.

DEAN’S ADVISORY COUNCIL MEMBERS
Sheila F. Klehm VSB ’83, Chair
Executive Director, US Private Wealth Management Division
Morgan Stanley
William K. Bacic VSB ’78
New England Managing Partner
Deloitte & Touche, LLP
Daniel H. Batson, Jr. VSB ’76
General Partner and Chairman
Windspeed Ventures, LLC
Robert Calderoni
President and CEO
Ariba, Inc.
William A. Carpey VSB ’76
Executive Vice President
Profit Recovery Partners, LLC
George Coleman VSB ’78
Managing Director
Credit Suisse
John P. Costas
Managing Member
Costas Holdings, LLC
Kevin M. Curley VSB ’80
President and CEO
Curley Financial Group, LLC
Kathie De Chirico EMBA ’08
President and CEO
Visionary Strategies
Daniel M. DiLella VSB ’73
President and CEO
BPG Properties, Ltd.
Stephen Furnary VSB ’72
Chairman and CEO
ING Clarion Partners
Justin M. Gmeich VSB ’90
Partner—Fixed Income, Currency and Commodities
Goldman Sachs Group, Inc.
Mark A. Graham
Executive Vice President and Head of Wealth Advisory Services
Wilmington Trust of Pennsylvania
John Idol VSB PA ’09
CEO
Michael Kors, Inc.
Thomas Klein VSB ’84
Group President
Sabre Travel Network
Jonathan L. Lange
Partner
Accenture
Jeffrey C. LeSage VSB ’82
Northeast Area Managing Partner—Tax Services
KPMG
Elizabeth T. Mazzeo VSB ’81
Manager of Global Data
Bloomberg Financial Markets
Robert J. McCarthy VSB ’75
President, North American Lodging Operations
Marriott International
William McDermott
President and CEO
SAP America, Inc.
Donough McDonough VSB ’81
Managing Director
Boomerang Capital, LLC
Robert McMahon VSB ’79
President, US Pharmaceuticals
Merck & Co., Inc.
Robert M. Melchioni VSB ’69
Private Investor
Patrick Meyer VSB ’74
CEO and Founding Partner
Now, Inc.
Donald J. Musso VSB ’81
President
FinPro
Gerard Petry VSB ’72
Executive Vice President, Administration
NBC Universal Television Group
Michael A. Policano VSB ’77
Private Investor
William T. Powers, III VSB ’82
Executive Vice President and CFO
Rolls Royce North America, Inc.
Tom Quindlen VSB ’84
President and CEO
General Electric
Peter J. Smail VSB PA ’09
Private Investor
Milissa M. Tadeo EMBA ’04
Senior Vice President
Federal Reserve Bank of Philadelphia
Thomas M. Venables VSB ’78
CEO
Taramax USA, Inc.
Susan H. Wofford A&S ’77
Managing Director
Business Services
BMO Capital Markets
Richard J. Zannino
Private Investor
VSB Student Entrepreneurs Connect with Alumni to Launch Internet Video Venture

Undergraduate students Jake Klinvex VSB ’09, Christopher Foley VSB ’09, and Dan Kervick A&S ’09 are up-and-coming members of a new generation of successful Villanova entrepreneurs. The group has invented a Professional Internet Video product called Personation, innovative software developed to enhance business communication. Personation has grabbed the attention of companies seeking to raise the bar in business communication, including eMoney Advisor, a web-based wealth management and client enhancing software solution firm founded by Edmond Walters A&S ’83.

The inspiration for Personation originated with Klinvex’s internship at Select International, a human resources consulting firm in Pittsburgh. Charged with the responsibility of soliciting new clients and generating increased revenue, he developed a software prototype that allowed personalized video presentations to be sent to potential clients via email. This prototype version of Personation helped Select International secure contracts worth approximately $2 million.

In light of this success, Klinvex began to vet the idea with others—eventually bringing Foley and Kervick on board as business partners. Start-up costs for the venture tallied well into six figures—all of which, in true entrepreneurial style, was independently raised by the students themselves from personal savings and initial sales.

Now, just two years after Klinvex’s internship with Select International, Personation is a reality. Personation provides a value-added approach to business communication through features which have proven more effective than the conventional telephone call, email, or slide presentation. Rather than utilizing these traditional modes of communication, a published Personation delivers four different layers of engagement—video and sound, text and images, extended information, and file attachments—all with one click through the incorporation of Professional Internet Video.

Last year, Klinvex, Foley, Kervick presented their Personation idea to VSB Dean James Danko. After learning about the students’ venture and viewing a demonstration of the product, Danko forged a connection between the budding entrepreneurs and alumnus Edmond Walters. “I was so intrigued by the quality and potential of this product,” said Walters, “that I purchased Personation for eMoney Advisor and made a request for the Personation management team to present their product at an eMoney Advisor conference in Napa Valley.”

With strong support from Walters, Personation is now reaching a level of success that the student team has repeatedly referred to as “unimaginable.” “With no guarantee that this endeavor would be profitable, we reached a point where we were faced with blind risk,” said Christopher Foley. “Backing and encouragement from Mr. Walters has allowed us to make this project a full-time priority without any hesitation.”

Personation has secured an official business location within eMoney Advisor office space and has moved into the next phase of development. The start-up venture has obtained exclusive enterprise solutions contracts with eMoney Advisor and BPG Properties, Ltd. (founded by Daniel DiLella VSB ’73), and the
students have successfully negotiated contracts with several top-tier wealth management and law firms.

To further increase their chances of success, the students tapped internal VSB resources, namely direction from entrepreneurship expert James Klingler, Assistant Professor of Management. Professor Klingler met with the students on a weekly basis to offer advice, entrepreneurship literature, and his perspectives. He also offered product demonstrations to industry leaders whenever the opportunity presented itself. “Without the expertise, guidance, and support of Professor Klingler, we would not have reached nearly the level of success we’ve achieved thus far,” said Klinvex.

The enhanced version of Persontation—complete with new features, increased security, and video enhancements—is scheduled for release later in the year. The Persontation team foresees $600,000 in revenue by year end.
On May 15th, the Villanova School of Business community gathered for an elegant cocktail party and dinner at the Overbrook Country Club to celebrate the achievements of VSB students and alumni who were inducted into Beta Gamma Sigma (BGS), the international business honor society created to recognize and promote business excellence. The Villanova alumnus honored with BGS membership alongside VSB students this year—Herbert F. Aspbury A&S ‘67—was recently named Chairman of the Villanova University Board of Trustees and serves as a vibrant example of leadership for the Villanova community.

Herbert Aspbury’s Villanova education served as the foundation of his success in the world of banking. In addition to leading the North American Division at Manufacturers Hanover, he was the London-based head of Europe for Chemical Bank following the 1991 merger of the two institutions. Aspbury retired in 2000 from Chase Manhattan Bank, where he served as the senior managing director for Europe, Africa, and the Middle East.

Currently, Aspbury serves on the Board of the Royal Oak Foundation, the US arm of Britain’s National Trust, and is a member of the Board of Directors of Exide Technologies, where he also heads the finance committee. Since 2002, he has held the position of Adjunct Professor at the Fisher Graduate School of International Business of the Monterey Institute of International Studies, where he teaches an international finance course.

A member of Villanova University’s Board of Trustees since 1999, Aspbury was named chairman in April 2008. He was also a member of the steering committee and chair of the major gifts committee for The Campaign for Villanova, the University’s $300 million capital campaign. Aspbury served on the Villanova University Alumni Association Board of Directors for 10 years, and currently serves as chair of the advisory council for the VSB Center for Global Leadership. In 1992, he was awarded an Alumni Medal for outstanding and extended service to the university. He has directly contributed to Villanova’s overall success and has benefitted many students through his support of scholarships and the Center for Global Leadership. Aspbury’s lifelong commitment to Villanova exemplifies the honor, wisdom, and courage for which he has been awarded induction into Beta Gamma Sigma.

At the May 15th BGS Ceremony, the Rev. Peter M. Donohue, OSA, Villanova President, praised Aspbury’s contributions and encouraged the student inductees to look to him as an embodiment of Villanova’s spirit: success achieved through integrity and service.

The events of May 15th were made possible through the dedication of VSB Associate Dean and BGS faculty leader Debra Arvanites, who has worked tirelessly with BGS since 1990. Professor Arvanites is presently serving on a BGS board of governors committee to plan events for the 2014 BGS centennial.
Business Leaders in the Classroom

VSB alumni can be found all over the world and across a wide range of professions. VSB graduates are known for business acumen as well as their exceptional integrity, leadership, and team-building talents. Many well-known VSB alumni remain closely connected to the school, serving as guest speakers on a variety of topics. In addition, hundreds of other business leaders from a wide range of industries come to the school to share real-world perspectives with the VSB community. Below is a small sampling of recent VSB guest speakers.

Robert Arrix A&S ’82
Managing Director and Principal Bear Stearns

Joseph Azrack VSB ’69
Managing Partner Apollo Global Real Estate

Zareh Baghdasarian ENG ’83
President and CEO Tahoe Associates

Donald Barca
First Vice President Merrill Lynch

Timothy C. Boyle
Partner KPMG, LLP

Tracy Braha VSB ’90
Senior Brand Manager Campbell’s Soup Company

William Brennan
President and Managing Partner Aqua Terra Asset Management

Robert Carfagno VSB ’72
President and CEO American Radiology Services Inc.

Chris Castano A&S ’91
Managing Director Merrill Lynch

Arnold Cohen VU PA ’05
Senior Vice President, Marketing American Eagle

George Coleman VSB ’78
Managing Director Credit Suisse

Malcolm Dahn
Partner KPMG

Tom Davenport
Author and President’s Chair in Information Technology and Management Babson College

Kathie De Chirico EMBA ’08
President and CEO Visionary Strategies

Denise Devine VSB ’77
President and CEO Nutripharm/Devine Foods

Daniel M. DiLella VSB ’73
President and CEO BPG Properties, Ltd.

William Donnell VSB ’77
First Vice President Merrill Lynch

Christopher Driscoll VSB ’93
Managing Director Bear Stearns

Charles Ellinwood VU ’73
Senior Managing Director Bear Stearns

Bruce Fisher
Senior Vice President Sunoco Chemicals

Frank Frabizzio VSB ’91
Partner PricewaterhouseCoopers LLP

Sean Hagerty
Principal The Vanguard Group

Thomas W. Hofmann
Senior Vice President and CFO Sunoco, Inc.

John Idol VSB PA ’09
CEO Michael Kors (USA), Inc.

Christine James VSB ’91, MBA ’95
Chief Operating Officer Evergreen Investment Management Company

Sheila Klehm VSB ’83
Executive Director, US Private Wealth Management Division Morgan Stanley

Mark Kropilak EMBA ’02
Senior Vice President Aqua America, Inc.

Kathleen Leidheiser VSB ’89
Senior Vice President Verizon

David Marberger
Executive Vice President and CFO Tasty Baking Company

James McAndrew
CEO Magic Media, Inc.

Bowen “Buzz” McCoy
Author and President Buzz McCoy Associates, Inc.

Steve McCraney VSB ’85
President McCraney Property

Donough McDonough VSB ’81
Co-Founder and Managing Partner Boomerang Capital, LLC

William McDowell
Chief Accounting Officer Cigna

Lizann McGowan VSB ’91
First Vice President CB Richard Ellis, Inc.

James O’Donnell VSB ’83
CEO American Eagle Outfitters, Inc.

Stephen Padovano VSB ’89
Managing Director Merrill Lynch

Charles Pizzi
President and CEO Tasty Baking Company

Thomas Quindlen VSB ’84
President and CEO General Electric Corporate Lending

Dennis Shea A&S ’75
Managing Director Morgan Stanley

Gary Shugrue VSB ’76
President and Chief Investment Officer Argos Partners, Ltd.

Gail Steinel
Executive Vice President BearingPoint, Inc.

Mark Stieber VSB ’81
Vice President GVC, Inc.

Howard B. Stoeckel
President and CEO Wawa, Inc.

John Stoner VU PA ’08, ’11
Principal McKinsey & Company, Inc.

Suzanne Tavani A&S ’80
Senior Vice President Tierney Communications

Kara Valentine VSB ’92
Director Merrill Lynch

Erika von Hoyer EMBA ’06
Vice President SkillSurvey, Inc.

Edward Wallace VSB ’81
President The Relational Capital Group

Ann White A&S ’84
First Vice President Merrill Lynch

Susan Wolford VSB ’77
Managing Director BMO Capital Markets

Richard D. Wood, Jr., Esquire
Chairman of the Board Wawa, Inc.
The Villanova School of Business is pleased to announce that Robert F. Bonner has been named Associate Dean of Graduate & Executive Programs. Bob joins VSB with a strong track record of entrepreneurial leadership at top MBA programs and extensive experience in all facets of graduate business education.

For the last six years, Bob has led the graduate programs at Temple University’s Fox School of Business. As Assistant Dean of MBA & MS Programs, he transformed these programs—dramatically increasing admissions standards, re-engineering the school’s MBA curriculum, and re-structuring the Fox School’s Graduate Division. Bob raised the average GMAT of incoming full-time MBA students to the top 14 percent in the world in less then four years and dramatically increased selectivity in the school’s part-time MBA program. He spearheaded dramatic curricular change in the school’s full-time and part-time MBA programs, created the school’s first Graduate Career Management & Corporate Relations Center, and launched the school’s annual alumni conference.

Prior to joining Temple, Bob worked in the MBA Program at the Wharton School of the University of Pennsylvania from 1994–2002. While at Wharton, he was the youngest director in the nation at a top-10 MBA program. During his tenure, Wharton achieved three consecutive #1 rankings in BusinessWeek. Bob led the Wharton team in achieving the highest placement rate in school’s history, presented workshops to Wharton alumni worldwide, initiated technological change to more effectively serve Wharton stakeholders, and created Wharton’s Career Trek program—which today connects over 1,000 students with companies around the globe.

Bob has served as an executive officer of the MBA Career Services Council and on the Graduate Management Admissions Council Industry Conference Advisory Board. Recently, Bob’s work in graduate business education was recognized by the Philadelphia Business Journal (PBJ) when he was named one of the top “40-Under-40” in the Greater Philadelphia region. PBJ recognized Bob for his record of service and dedication to the Philadelphia community through his outstanding achievements at the Fox School and the Wharton School. Bob was publically recognized at their awards ceremony earlier this year.

Bob holds a master’s degree in higher education administration from West Chester University and an undergraduate degree in English communications and political science from Cabrini College. He is completing his doctoral degree in education at the University of Pennsylvania.

Bob and his wife Colleen, A&S ’91, have four children and reside in Havertown, Pennsylvania.
**How to manage talent in fast-moving labor markets: some findings from India**

What is the biggest and most intractable hindrance to growth faced by companies doing business in India today? For many organizations, the answer is employee retention. As more organizations expand their operations, the need for talent has skyrocketed, and organizations are now seeking strategies that will be effective in fast-moving labor markets. VSB professors Jonathan Doh, Stephen Stumpf, and Walter Tymon have partnered with leading integrated consultancy firm Right Management to explore these strategies. Twenty-eight Indian companies and 4,811 employees participated in the research, across five broad industry groupings: Business Process Outsourcing, Information Technology, Engineering and Manufacturing, Pharmaceuticals, and Banking and Financial Services. The fall 2008 issue of the MIT Sloan Management Review summarized some of the study’s findings, which include the discovery of a significant gap in basic management skills. Respondents expressed dissatisfaction with management’s inability to provide constructive criticism and to lead teams effectively. It also pinpointed employee engagement as critical to retention and highlighted four human resources practices—performance management, professional development, manager support, and an organizational commitment to a larger social purpose—as playing a particularly crucial role. Simultaneously, the study found that employees who felt their companies offered clear prospects for immediate growth were more likely to indicate a willingness to remain with their current employer. Finally, the researchers found a strong correlation between retention and a positive assessment of a company’s performance management systems.

**The use of thin models in advertising: the moderating effect of self-monitoring on female’s body esteem and food choice**

New research by VSB professor Jeremy Kees finds a definitive link between the use of thin models in advertising and women’s eating habits. The controlled study of 194 women ages 18–24 finds that after seeing an advertisement featuring a thin model, young women are twice as likely to decline a snack or opt for a lowfat alternative. Interestingly, despite
feeling worse about their bodies after seeing images of slim models, women prefer these advertisements as opposed to those featuring models with more “normal” figures. The study’s key findings show that, when exposed to ads containing thin models (versus ads without models), all participants were more likely to choose a reduced-fat snack or opt for none at all. The women exposed to the models were nearly four times more likely to decline a cookie and 42 percent more likely to choose reduced-fat snacks. High self-monitoring women expressed more negative feelings about their attractiveness and weight than they expressed prior to seeing the thin models. All study participants rated the advertisements with thin models more favorably than those with “normal-sized” models and indicated that they were more likely to buy products that appear in advertisements with slim models.

HOW CAN FIRMS RETAIN FEMALE EMPLOYEES?
WHAT WE CAN LEARN FROM JOB SATISFACTION

Since 2000, more women have been leaving the labor force or choosing not to enter. VSB professors Cheryl Carleton and Suzanne Clain investigated factors that firms can address to increase job satisfaction among women and the likelihood that women will remain in the labor force. Their findings are based on original analysis of the 2006 General Social Survey (GSS) data using techniques from the sociology and economics disciplines. Overall, Carleton and Clain found that the key factors firms can control—and that affect job satisfaction—including opportunities for women to develop their own abilities, the availability and use of flex policies, and measures to address subtle forms of discrimination. Based on these findings, the authors recommend that firms provide more effective work-family policies; educate senior managers about the retention of highly trained and skilled workers; and implement policies to combat subtle discrimination in the workplace. This includes altering current personnel protocols and formalizing practices in hiring and promotion to create less reliance on informal networks to fill jobs, thereby putting more women in top positions. 

SUEZANNE CLAIN
CHERYL CARLETON
Making Connections

**VSB LINKEDIN ALUMNI GROUPS**
Search for the new Villanova School of Business Alumni, MBA Network, and Executive MBA Alumni Association groups on LinkedIn. Alumni are invited to join to expand their business and professional networking opportunities.
www.linkedin.com

**NOVANETWORK CAREER CONNECTIONS**
Career Connections is a NovaNetwork tool that allows students and recent graduates to contact established alumni for career advice and employment opportunities. Complete your profile to become a career advisor, or search the database of Villanova alumni and take advantage of the networking, advising, and résumé-posting tools.
www.villanova.edu/advance/alumni/vuonline.htm

Explore the VSB Website
www.business.villanova.edu

**LEARN THE LATEST FROM VSB FACULTY**
VSB faculty members are a community of thought leaders with a reputation for high-quality research and curricular innovation. Visit the new VSB Academic Area websites to learn more.
www.villanova.edu/business/facultyareas

**NOW PLAYING: VSB TV**
Watch Dean Danko’s *BusinessWeek* interview on the new undergraduate curriculum. Learn more about cutting-edge research from VSB faculty. See VSB’s church management programs profiled on CNBC. Watch the latest VSB TV segments, located throughout the VSB website.
www.business.villanova.edu
INVEST IN EXCELLENCE

As recent economic events have shown, making investments can be a risky endeavor. Investing in the students of VSB, however, will guarantee you an excellent return. You have it within your power to shape tomorrow’s business leaders. By providing VSB students with top-quality faculty, curricula, and academic services, you will have a direct role in the education of bright, talented, and socially-responsible business men and women... Villanovans who will change the world.
THE VSB DEAN’S FUND FOR STRATEGIC INITIATIVES

Through a donation to the Dean’s Fund for Strategic Initiatives, you can provide our students with a rigorous curriculum, top-notch faculty, and professional development opportunities—and enable VSB to respond to its most pressing needs.

CURRICULAR INNOVATION

An innovative business curriculum is one that lives and breathes, one that sees our entire planet as the classroom. With its new undergraduate curriculum, VSB has created a multidisciplinary learning experience that embraces a global mindset, innovation, ethics, and technology. This bold new curriculum, which teaches students how to think holistically and solve problems creatively, puts our young people in a position to succeed both professionally and personally.

FACULTY EXCELLENCE

At many of the nation’s top business schools, courses are regularly taught by teaching assistants. Not at VSB. All courses are taught by professors and, in keeping with the Augustinian tradition—the hallmark of a Villanova education—faculty members are hired not just to excel in research, but to excel in the classroom as caring, accessible, and committed teachers.

STUDENT SERVICES

The Clay Center at VSB provides top-quality undergraduate program services—including academic advising, professional development events and experiences, and internship placement and guidance—to nearly 500 students per week. With a job market that is more challenging than ever, VSB students face tough decisions. Whether they are choosing a major or minor, an international service experience, or an internship, students need accurate information and outstanding guidance from experienced student services staff.

INVEST NOW

Make your gift now and invest in VSB’s Dean’s Fund for Strategic Initiatives. For more information, please contact Sherri Weston, VSB Director of Development, at sheryl.weston@villanova.edu, by phone at 610-519-4593, or make a gift online at www.villanova.edu/business/giveagift.
## VSB Calendar

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| JANUARY 29 | Northern California Alumni Chapter Reception  
   Guest Speaker: James M. Danko, The Helen and William O'Toole Dean |
| FEBRUARY 3 | Business and Arts Career Fair                                       |
| FEBRUARY 13| Business of Sports Conference                                       |
| FEBRUARY 21| Executive MBA Open House                                             |
| FEBRUARY 24| Marketing Professionals Showcase                                       |
   *Keynote Speaker: William McDermott, President and CEO, SAP America, Inc.* |
| MARCH 11  | Joseph L. Lucia Public Policy Lecture                                 |
   *Keynote Speaker: John Taylor, Stanford University Professor and Hoover Institution Fellow* |
| MARCH 12  | Commercial Real Estate Conference                                     |
| MARCH 19  | Economic Summit: The Regional Workforce—2009 and Beyond              |
| MAY 2     | MBA Open House                                                       |

For additional details, please visit [www.business.villanova.edu](http://www.business.villanova.edu)

To learn more about important VSB initiatives, network with other alumni, receive email updates and news, and find opportunities to get involved, please email your updated information to vsb@villanova.edu or update it on the NovaNetwork at [www.villanova.edu/advance/alumni/vuonline.htm](http://www.villanova.edu/advance/alumni/vuonline.htm).