

THE BULL, BEAR & LION

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THE COLLEGE OF NEW JERSEY'S STUDENT BUSINESS NEWSPAPER

November 20, 2017

WALL STREET JOURNAL EDITOR to Visit TCNJ

BEST-SELLING AUTHOR & MANAGEMENT NEWS EDITOR

JOANN LUBLIN SPEAKS ABOUT HER BOOK, *EARNING IT*, ON 11/30

To be able to convey context in one or two lines is the pinnacle of journalism.

Joann Lublin has mastered this technique. Well-versed in journalism, the 45-year *Wall Street Journal* veteran will come to TCNJ on November 30th to speak about her 2016 book, *Earning It*. Ms. Lublin is an expert on the mentalities and intrinsic rewards that drive the world's most powerful managers, yet also displays awareness of how environment can help characterize a leader. Through the interviews of 52 different female leaders, in *Earning It*, Ms. Lublin describes how businesswomen can overcome obstacles they face in the workplace.

In just the first few chapters, it is evident how Lublin uses setting to distinguish her numerous subjects, without detracting from their honesty and humility. Lublin packs enough character into the encapsulations to truly transport readers to the high-rise offices, even-keeled homes, or street-side cafés where she engages her subjects. Ms. Lublin is incredibly adept at accenting her reports on these executives with descriptions of the environments where she meets them, a strategy that is vital to her approach in writing *Earning It*.

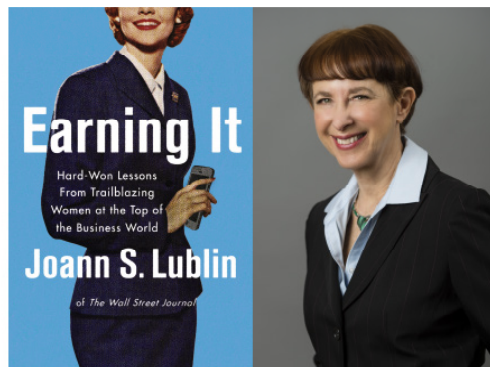
Instead of one-at-a-time profiles of each executive, Ms Lublin structures her chapters around different issues and topics. She then selects comments from each woman to provide first-hand perspectives. When *The Bull, Bear & Lion* spoke with Ms. Lublin in October, she remarked that, "Finding the best stories to illustrate the points that need to be made is the challenge of journalism." However, with so many women involved, it was important that the individual stories and messages didn't become too tangled up. By injecting her own observations about each interviewee and their surroundings, Ms. Lublin provides a center of gravity

PAGE 129: "We conversed in her Manhattan corner office, where the floor-to-ceiling window overlooked bustling Madison Avenue far below. Four television screens displaying HSN filled one wall, while a single white orchid sat aside a small side table."

BUSINESS LEADERS TALK

THURSDAY, NOVEMBER 30, 6-8 PM Library Auditorium

FEATURING MANAGEMENT NEWS EDITOR OF THE WALL STREET JOURNAL



Poster design by the American Marketing Association

Hosted by Women in Business & The BB&L

Email beaginn@gmail.com to pre-register

for the various times that each woman's commentary appears throughout the book.

Beyond the niche, vibrant settings that she conveys within her narratives, Ms. Lublin herself has honed her news craft in some of the most prominent cities in the world. Her journalism career started in 1971 at *The WSJ's* bureau in the culturally thriving San Francisco. It then led her to the socially tumultuous Chicago in 1973, and later to the pivoting political landscape in Washington D.C in 1979. By 1987, Ms. Lublin had been appointed news editor in *The Journal's* London Bureau, before returning stateside in 1990 to be a special senior writer at the publication's New York City headquarters.

Today, Lublin is *The Wall Street Journal's* management news editor. Her recent columns have explored topics such as how the White House's proposed tax breaks would impact performance-based executive pay, and how General Electric's governance changes will alter its corporate culture. She often writes about leadership, and pens her "Your Executive Career" advice column in a style that carries the same practicality found within the

PAGE 29: "Back in her high-ceilinged living room, Smith perched on the edge of a pale beige couch, ignoring the clatter from the kitchen, where her husband was whipping up pancakes for her sons."

pages of her book.

With that in mind, Ms. Lublin's skill at scene-setting is just the beginning of her scholarship in *Earning It*. In the book (see the review by Kaelyn DiGiamarino on Page A2) her examination of women in the workplace is centered in social psychology, politics, and extensive research on corporate dynamics. Lublin references calculations of salaries and office square footage, and the number of women CEOs that head Fortune 500 companies — a statistic that reached a new high in summer 2017, with 32 females now helming major firms.

When asked about what she believes to be the largest developments for women in business since she wrote *Earning It*, Ms. Lublin replies that this is the question that she has been most often asked in the recent months: "What have I learned about the state of working women by traveling around the country and talking about the book?"

To hear Ms. Lublin's response, come to the library auditorium on November 30th, from 6PM to 8PM. Recounting her destinations around the nation -- and her encounters at each with the businesswomen that she has inspired -- cannot be accomplished in only one or two lines.

- S.L.

PAGE 54: "We met in her thirty-ninth floor office atop GM headquarters, a black-sheathed skyscraper with sweeping views of the Detroit River."

She's the First Celebrates its Eighth Anniversary

BY NATALY ZAKS

Only a couple of weeks ago, She's the First, started by a TCNJ alumnus, celebrated its eighth anniversary. She's the First (STF) is a national organization, dedicated to sponsoring women's education in less-developed countries. STF's aim is not just to create well-rounded and educated women, but to allow them to bring their newfound knowledge into their community. For example, a woman who learns municipal law and mathematics can read land deeds, and organize community building projects. In helping females receive an education (through providing housing, donating textbooks, etc.), STF is, by extension, helping society itself. A woman who completes secondary education on average earns 20% higher income than a woman who doesn't, and has greater capability to add to the overall quality of life

for her and the people she provides for. In addition, women with secondary education have, on average, two less children. Their children also tend to be healthier. After eight years, studies have shown that a sponsored woman also tends to have healthier relationships romantically and socially.

I sat down with Sumayah, a junior English major, who is currently on the e-board of STF, as the social media publicist. Her reason for joining was the same as many of the other members of the chapter. She wanted to make a change, especially because of the recent presidential election. She informed me that the TCNJ chapter is currently focused on directly sponsoring two girls in Nepal, and that \$400 can sponsor a full year of education for one of these girls. Through their various bake sales including "Bake a Change" and "Without Hermi-

one" (held by the Harry Potter Club), the TCNJ chapter already has raised \$400 in the past two months. Sumayah also told me about an exciting opportunity offered to the chapter in 2017. Being one of the colleges close to New York City, TCNJ's chapter of STF was invited to the Woman of the Year awards, hosted by *Glamour* Magazine. This ceremony is hosted annually to honor "extraordinary and inspirational" women from a variety of fields and industries. Previous winners have included actresses Nicole Kidman and Laverne Cox, designer Donatella Versace, and even Daniel Radcliffe as the "Man of the Year."

In the near future, She's the First hopes that the women it sponsors, and the other women from the communities that they support, will also be celebrated for being extraordinary and inspirational.



COMMERCE/CULTURE

REEL & REAL ESTATE

Jared Kofsky:

NEW JERSEY, NEW BUSINESS

Officials in Newark and Trenton are seeking changes in local business districts, while construction on a major development in a Jersey City neighborhood has yet to begin.

While officials in two of New Jersey’s largest cities are planning to increase development and improve the appearance of storefronts in major business districts, a new restaurant has already closed in one of them while a proposed project in a nearby municipality has yet to begin construction. Here are some details behind these recent Garden State business headlines, as initially featured on JerseyDigs.com.



When it opened its first franchise to be located in the northeastern United States in December 2016, **Grabbagreen** made headlines for choosing New Jersey’s largest city to launch its expansion. In fact, Newark Mayor Ras J. Baraka even went to celebrate at the grand opening event for the Arizona-based company’s new healthy eating restaurant on Halsey Street in **Prudential Financial’s** Shoppes on Broad complex. The Downtown location was expected to be the first of dozens to open in the Garden State, according to a statement from the company at the time. However, the days of fresh juices, salads, and sandwiches being served to hungry customers in this corner of Newark suddenly ended on an afternoon this fall, when a sign was posted on the door informing patrons that the location would not be reopening for business the following day. The company did not return a request for comment regarding why the store closed and whether Grabbagreen is still planning major expansion in New Jersey. Despite the openings of businesses like Nike Factory Store, Starbucks Coffee, and The Halal Guys at Shoppes on Broad, the plaza has contained several vacant storefronts since it opened its doors near Prudential’s headquarter complex in 2015.



It has been three years since the largest building ever proposed for Jersey City’s growing McGinley Square neighborhood was approved by the local planning board, but construction still has not started on **Saint Peter’s University’s** proposed 21-story complex at 688 Montgomery Street. The building was slated to include a grocery store, a 13-screen movie theater, a landscaped promenade, an underground parking garage, the Jesuit Institute for Lifelong Learning and Living, a residence hall with 300 beds, and 450 residential rental units, but all that can be found at the site today is a parking lot. University officials refused to explain the status of the project or state whether it is still moving

forward when reached for comment, citing confidentiality. Students at Saint Peter’s told Jersey Digs that they have received similar responses over the last few years when they asked administrators why there has yet to be any progress on the project, which was set to be co-developed with Sora Development and KPN Architects.



City officials in New Jersey’s capital want residents to know that more development could be coming near its three rail and light rail stations. The **Trenton Department of Housing and Economic Development’s Planning Division** held a public meeting at City Hall on November 15 in partnership with **New Jersey Future** and the **New Jersey Department of Community Affairs** regarding the new Strategic Development Plan that is being crafted as part of the Trenton250 master plan project for neighborhoods surrounding the Trenton Transit Center, the Hamilton Avenue Station, and the Cass Street Station. Developers such as **HHG Development Associates** and **Ajax Development** have already begun constructing new residential buildings and rehabilitating older ones in these communities. The most prominent of these projects is Roebling Lofts, which opened this spring in a former wire rope factory next to the Hamilton Avenue Station. The development is in the first stage of a new transit-oriented complex that is being constructed, called Roebling Center.



Residents and visitors who drive, walk, or take the bus through Newark’s outer wards can prepare to see changes when traveling along Bloomfield, Clinton, South Orange, and Wilson Avenues. The **Newark Community Economic Development Corporation** has launched a facade improvement program in order to improve the appearance of storefronts in the North, East, West, and South Wards. According to the organization’s Executive Director Aisha Glover, updates that will be made to storefronts in the selected areas will include changes to existing signage, windows, and lighting, as well as overall building improvements. She explained that the selected locations are often overlooked, but are essential points of entry and exit to the city, adding that, “the program will directly impact community neighborhoods where Newarkers shop, dine and play.”

FILM REVIEW

THE SOCIAL NETWORK

BY GEORGE SEITIS

It usually takes several decades for a film worthy of the description to be casually referred to as a “masterpiece.” With David Fincher’s 2010 film *The Social Network*, the accolades were not premature.

The Social Network follows the life of Mark Zuckerberg (Jesse Eisenberg) as he progresses from Harvard undergrad to billionaire CEO of Facebook. As an audience, we watch three nonlinear narratives unfold in a way that always manages to seem streamlined: the organic expansion of Facebook, and Zuckerberg’s dual lawsuits; one against fellow Harvard brothers Cameron and Tyler Winklevoss (both portrayed by Armie Hammer) who are suing him for theft of intellectual property, and the other against his friend and original Facebook CFO Eduardo Saverin (Andrew Garfield).



Thanks to both David Fincher’s meticulous direction and Aaron Sorkin’s talky, yet never-verbose screenwriting, the film is always lively. Fincher, of *Fight Club*, *se7en*, *Zodiac*, and *Gone Girl* fame, is notorious for being a perfectionist. He often will require numerous takes of the same scene just to get the complexion right. Whereas some cast and crew members may have equated this to movie-making torture (it was rumored that the film’s opening six-minute conversation scene between Zuckerberg and his soon-to-be ex-girlfriend Erica Albright (Rooney Mara) was shot 96 times) this perfectionism ultimately pays off in the end; every scene is perfect. This concept of perfection-through-repetition is nothing new, as filmmakers such as Stanley Kubrick and Robert Bresson have been advocates for this technique (in a book entitled *Notes on Cinematography*, Robert Bresson argued that repeating takes allows actors to forget about the artificiality of the characters’ movements, freeing up mental space for them to further “become” their character). While Fincher is a major contributor to this outcome, many other players made essential contributions to make the film what it is.

This film is Aaron Sorkin’s brain child as much as it is Fincher’s. Sorkin, who also wrote *A Few Good Men*, *Moneyball*, and the television show *The West Wing*, clearly is no stranger to subjects and plots that are easier expressed verbally than visually. Luckily, Sorkin’s writing is rooted deeply in the ancient storytelling archetypes and traditions of Aristotle (Sorkin espouses his evangelism of Aristotle’s *Poetics* in many of his interviews), and here is nothing short of masterful. The film’s subject by itself is inherently story-worthy and modern; and Sorkin understands and expertly maneuvers his way around this obstacle to make the film not just about the creation of Facebook, but also about friendship, trust, and betrayal. These themes transcend just a plot about the revolution of social media.

Lastly, it would be remiss to fail to acknowledge the other achievements that help take this film from ordinary to memorable. The score, composed by Atticus Ross and Trent Reznor (of Nine Inch Nails fame), perfectly complements the often hectic nature of the film, and more specifically, the character of Zuckerberg himself. As any good score should be, Reznor and Ross’s themes never distract the audience from the plot, and help complete the cinematic experience in a way that makes the film a cohesive whole. Finally, Jeff Cronenweth’s bleak cinematography must be noted. It is well-known that Fincher and Cronenweth always shoot their films with the latest digital technology. While their decision to do so here may be no different than any of their other films, there is something special about this decision for this film: it suggests a heartless nature for Zuckerberg. Whereas shooting on film provides a certain warmth and organic feel, shooting digitally provides an often cold and lifeless appearance, which is seen by some as uncinematic. While I would agree with those individuals about this technique when used on other films, I



think *The Social Network* could only have been shot digitally. In terms of craft, this decision allows one technological innovation to capture another; and in terms of cinema, shows the cold and aloof disposition Zuckerberg displays toward the other characters around him.

The Social Network is a masterpiece on many levels. Technically, it is flawless; but more so than that, the story and characters present are strong enough to make this film not just an exercise in style over substance. Rather it is a film that is simultaneously entertaining, edifying, timely, and timeless.

For The School of Business Student

PROFESSOR PROFILE: Dr. Henry Han

BY KIM TANG

Dr. Henry Han is a new professor at the School of Business. He currently teaches two sessions on strategic management and one session on entrepreneurship. Next semester, he will be teaching two sessions on strategic management and one section on venture capital. He studied at China Foreign Affairs University before obtaining his Ph.D. at Guanghai School of Management at Peking University. Dr. Han sat down for an interview to share a bit more about his life and experiences.

Where did you grow up?
I grew up in China, in a city on the East coast near the hometown of Confucius.

How did you decide that you wanted to study Management?
I was interested in a lot of stuff, mostly literature, politics, and science. China has standardized tests to get into college, but I received a waiver for those tests and was selected because I specialized in foreign language. I was enrolled in a program where I studied international law for four years, and then I got another waiver for an exam to pursue a graduate degree, but in Management, at Peking University. That is how I switched from International Law to Management.

From studying in China, are there any noticeable differences in the way you see how the Chinese higher education system functions compared to the American higher education system?
I feel like that at the college level, the U.S. education system is more open. [Higher education administrators] understand that there is a lot of uncertainty in the world, and there are a lot of ways to solve similar problems, versus in China, [where] we somehow emphasize efficiency more. Basically, the professor will show you the optimal way to solve the problem and that’s it. In that way, it’s hard to build creativity into students’ skills. Here, I think once you open the question, it allows students to think more. But I think in China, the upside is that students have a more solid foundation in their basic skills so they can solve the simple problems faster.

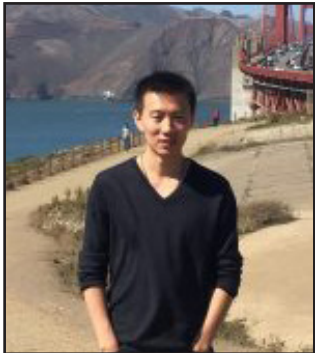
Was the transition from International Law to Management difficult, or was it an easy progression?
It was a good progression. My experience with international law and diplomacy really taught me a lot of things that my management classes did not teach me. When you think about laws and diplomacy, you think more about the equity, the dynamics and chemistry among people versus with [managing] people, you emphasize more efficiency and profitability. But in great businesses, you see a balance of both. I think my experience in diplomacy gave a me a far better understanding of people.

Did you work elsewhere before coming to TCNJ?
Yes, I worked at Wharton for six years, including my post-Doc.

What did you do at Wharton?
I was first there for my post-Doc doing research on entrepreneurship and family businesses, and then I started teaching management and venture capital. I also taught entrepreneurship.

Which one of those was your favorite to teach?
Venture capital.

How did you get involved in venture capital and entrepreneurship?
The reason I started teaching venture capital was because I was a TA for my advisor for several years, and that course got me interested in venture capital investment. Previously I knew nothing about venture capital, but when I was TAing for his course, I was helping him prepare for the course and I learned a lot. We also wrote two cases together about venture capital investment and start-up companies. That was how I learned more and more about the field. Then I



started talking with people in venture capital and working on a startup myself. Entrepreneurship is basically the other side of venture capital. Venture capital is the capital side, and entrepreneurship is the business side. I had a lot of students who wanted to start their own companies and who pitched ideas to me, and so I had a lot of exposure to the issues entrepreneurs have. And then I was asked to teach an entry level entrepreneur course [at Wharton].

What tips do you have for students going into management, entrepreneurship, or anything that you have taught?
I think management and entrepreneurship are two different paths, but with management, I think the most important thing you have to realize for managing people is that you have to understand people well. You have to understand people on an individual level and a collective level. I would say having a foundation in psychology or sociology would definitely help you to understand people better, and then you can build a managerial skillset. For entrepreneurship, that’s totally something different, especially in today’s environment. You definitely need strong people skills, but I also think you need to understand the customer well; you need to understand technology well. Understanding the customer allows you to know what problems need to be solved; the understanding of technology allows you to know what things you can do to solve the problem.

What is one skill you believe all business students should have?
I would say people skills.

What’s the best approach to improving people skills?
Practice. Networking. Just talk more with people.

What is your favorite part about teaching?
Case discussions. I really enjoy discussing real world cases with students in class. I think it gives a lot of real-world richness and it allows you to think deeper about the principles and the hypotheses, which is really fascinating. And I’ve been inspired from time to time when having these discussions in class.

Do you incorporate a lot of case discussions in your lesson plans?
Yes. So when I teach my class, I have time for lecture and time for case discussions. I think it’s nice to connect the theory and the practices.

What is something you hope TCNJ students will get out of your class?
I hope they get practical relevance. You can get a lot of theory from reading the books, but I hope the students who take my class will see how things play out in reality and how they can apply what they learned from the textbook into practice.

THE BB&L’S INAUGURAL STUDENT GUIDELINES FOR NOT: Writing That MGT Paper Due The Day After Thanksgiving Break

observations courtesy of The Silent Professor

- 1) “Does anyone at the table know anything about Elon Musk...or should I just Google him? No, Mom, he didn’t invent musk oil!”
- 2) Mr. Schmendrake next door just bought a new Toyota...I’ll interview him about how he likes it and pretend it’s a Tesla ... they both start with “T” so it shouldn’t matter.



- 3) Maybe Uncle Ed (Uncle Ed did time in Allenwood for embezzlement a few years back) can help with the financial analysis. He’s probably a good resource for analyzing the 10-K.
- 4) “Mom, wouldn’t you feel better cooking in an oven powered by solar panels? Yes, you would? Excellent ... one first-person interview out of the way!”

THE BB&L

REVIEW

Book

EARNING IT by Joann Lublin

Review by Kaelyn DiGiamarino

Women do not face any obstacles in business; women face reality. That was the message delivered at the Pennsylvania Conference for Women last month, and *Earning It*, by Joann Lublin, is a book that meets this same reality head-on. Page by page, Lublin explores the contemporary corporate environment and offers practical advice for future executives and businesswomen. She does so through the stories of female leaders who have shaken the corporate world in ways that are as inspiring as they are impressive.

Lublin’s background as a journalist shines through as she seamlessly strings together the stories of 52 women. In a writing style uniquely her own, she articulates the journeys of each executive: each with their own impressive amount of grit and resiliency, and each with a stubborn unwillingness to admit defeat when confronted with career adversity. Each with an authentic confidence and a charisma that seems to go unmatched. Each with her own emotional intelligence and persistent passion; and each with relentless courage in her convictions.

Driven by the desire to educate her daughter who was entering the workforce, Lublin wrote *Earning It* as a way to evoke understanding of what she had gone through early in her own career. But the issues she brings to the forefront are ones that are still all too prevalent today. Lublin illuminates problems such as that of imposter syndrome: a woman’s fear about being labeled as a phony because she feels that she does not belong in a high-powered position. This worry is rampant among competent, successful people with unusually high fears of failing or of making mistakes. Confronting this self-doubt is paramount to a woman being able to embrace herself and her capabilities. “We can only be diminished if we choose to allow it,” says Carly Fiorina, former CEO of Hewlett-Packard. Sometimes a woman’s biggest barrier is the voice in her head telling her she does not belong, proving that internal obstacles can be just as gripping as the external ones.

So often the differences in the perception of male and female performance create problems. Problems such as that of the double bind—the expectation that female leaders should be collaborative, caring, and helpful rather than decisive and assertive—skew which traits are typically used to describe men, and which traits are used to describe women. This perception dissonance results in biases that alter the standards by which we measure and evaluate female performance. Women in management positions are often faced with the choice between either being liked or being perceived as competent. Robin Ely, professor at Harvard Business School, notes that, “If I act like a leader, I am violating the gender stereotype. And if I act like a woman, I am violating the leadership stereotype.”

Nevertheless, Lublin does a remarkable job of not just addressing these problems, but of also providing tractable tactics to push past them. She equips her readers with the tools needed to meet today’s workplace reality with confidence and vigor through sharing the struggles and successes of women who themselves have conquered the diversity divide. By reaching the executive suite, these women in turn reaped noticeable and measurable results for their businesses and their investors. There are so many lessons to be gleaned from the pages of this book—whether the reader is a woman looking for her seat in the corner office, or an undergraduate looking for her diploma and, with it, her place in the business world. It is the personalities and personal stories bound between two covers that make *Earning It* stand out on any bookshelf of women-empowering books.

WANT A COPY OF THIS BOOK?

ENJOYED THIS REVIEW? GOING TO READ *EARNING IT*?

THE FIRST 20 ATTENDEES OF JOANN LUBLIN’S TALK ON NOVEMBER 30TH GET A **FREE** ISSUE OF HER BOOK!

“In a writing style uniquely her own, Lublin articulates the journeys of each executive: each with their own impressive amount of **grit and resiliency**, and each with a stubborn **unwillingness to admit defeat** when confronted with career adversity.”

Pick up *Earning It* to learn lessons from 52 top female business executives, including:



Mary Barra
CEO, General Motors
Fortune’s Most Powerful Woman, 2017



Sally Smith
CEO, Buffalo Wild Wings
Expanded chain from 35 locations to 1,175



Carly Fiorina
Former CEO, Hewlett-Packard
2016 Presidential candidate



Sandra Peterson
Group Worldwide Chairman, Johnson & Johnson
Oversees divisions worth \$40B

...and attend Joann Lublin’s talk on 11/30 to hear more stories beyond her book! E-mail beaginn@gmail.com to pre-register.

The BB&L thanks

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&

Aury Ciufuentes, President, Women in Business

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Kaelyn DiGiamarino, ‘18 A2
Marketing major; International Business minor
Insights: branding, consumer behavior, business literature

Sean Lange, ‘19 A1
Linguistics, Interdisciplinary Business major
Insights: stock news, biotechnology, M&A

Jared Kofsky, ‘20 B1
Communications major; Public Policy & Management minor
Insights: NJ business, economic development, historic preservation

George Seitis, ‘20 B1
Communications Studies major
Insights: economics, film, music, politics

Kim Tang, ‘20 B2
Mass & Public Communications major
Insights: public relations, gender studies, race studies

Nataly Zaks, ‘20 A1
Finance major
Insights: law, sociology, business developments



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