MDs Seek Business Savvy

Page 10
As students call for more convenient and accessible educational options, business schools around the globe are challenged to respond with innovation — new courses, online learning and collaborative partnerships.

At the Haub School of Business, we work hard to monitor industry trends and create academic programs that will lead students to jobs in growing fields. The Haub Degree Completion program, new this fall, expanded the school’s offerings to include nontraditional students considering beginning or completing their bachelor’s degrees in business. I invite you to read more about this unique program in this issue.

Our cover story highlights a new collaborative program with Lancaster General Health System. Recent shifts in the healthcare industry are making business savvy a must-have for health providers, and the Haub School’s Executive MBA program is equipping medical doctors with the skills necessary for success.

I’m also pleased to share that something well-known to many in the Haub community recently received external validation. Just this year, the salary-tracking website PayScale reported the Haub School ranks No. 4 in the nation for return on investment among business schools.

With so much good news to share, the Haub School introduced a new brand to the market less than six months ago — Haub has it. Building on the University’s Live greater. That’s the magis. campaign, Haub has it encapsulates the school’s depth and breadth of academic programs, its renowned and engaged faculty, its focus on ethics and the common good, and its impressive students and alumni. Haub has...much to be proud of.
In This Issue

Haub School News | 2

Faculty Commentary
Putting Business at the Heart of the Debate on Climate Change | 6
Do Celebrity Political Endorsements Matter? | 7
Religious and Generational Diversity in the Workplace | 8
Will Changes in Healthcare Cause Hospital Executives to Rethink Ethical Priorities? | 9

Features
MDs Seek Business Savvy | 10
Return on Investment. Haub has it. | 16
10 Years On Board with Vanguard | 20

Alumni
Grad joins Peace Corps to serve in Madagascar | 24

Other
Administration and Boards | 25
Faculty Scholarly Publication | 26
In the News | 27
Student Essay | 28

Editor
Carolyn A. Steigleman ’10 (M.A.)
Contributing Editor
Vana M. Zervanos ’07 (MBA), M.Ed.
Design
Ian Riley
Image Editor
James Brack ’13 (M.S.)
Photography
Melissa Kelly ’13 (M.A.)

Associate Vice President Marketing and Communications
Joseph M. Lunardi ’82
Assistant Vice President for University Communications
Harriet K. Goodheart

Contributors
Marisa Benjamin ’03
Kristen Graham
David King ’08
Amanda Sapio ’13

For editorial comments or suggestions, email hsbnews@sju.edu.
The Haub School of Business recently added a degree completion program to its portfolio of programs. Designed for students considering beginning or completing their bachelor’s degree in business, the new Haub Degree Completion program (HDC) enrolled its first students this fall.

“The program is designed in such a way that students benefit from a well-rounded and integrated learning experience,” says Vana Zervanos ’07 (MBA), associate dean of HSB and executive director of HDC. “With more than 10 majors, the program offers a comprehensive portfolio of options for students and it’s gratifying that we have been able to make this possible.”

Students benefit from maximum credit for previously completed coursework no matter their previous major or area of study. The program accommodates individuals’ schedules and busy lives, so courses are available day, evening and online. HDC accepts transfer credits from most regionally accredited colleges and universities.

Haub School Moves Up Again in Rankings

The Haub School of Business (HSB) has advanced to 101 — up from 117 — in U.S. News & World Report’s 2014 edition of “Best Undergraduate Business Programs.”

The rankings, which were released this fall, also placed HSB’s specialty programs in the top tier in their region. Insurance ranked No. 11, and Marketing (entertainment, food, international, pharmaceutical & healthcare, and sports) ranked No. 13.

The Haub School is also featured in the Princeton Review’s 2014 edition of “The Best 295 Business Schools.” In the profile, the Princeton Review editors write, “SJU’s Haub School of Business challenges students’ intellectual abilities while providing a holistic business education. SJU has a solid academic reputation and offers scheduling flexibility for working students as well as strong alumni ties in the region.”

HSB Dean Joseph A. DiAngelo Jr., Ed.D. ’70, says, “This recognition is a testament to the work of our incredible faculty, staff and students. In a very competitive business school market, Haub is one of the nation’s leading resources for business education.”

The Haub School of Business has grown steadily in both reputation and student enrollment over the past 10 years. Since 2000, HSB has doubled the size of its student body and is now the largest Jesuit business school in the United States. The Haub School consistently ranks among the nation’s top business programs by the Princeton Review, U.S. News & World Report and the Aspen Institute.

Degree Completion Program Rounds Out Haub Offerings

The Haub School of Business recently added a degree completion program to its portfolio of programs. Designed for students considering beginning or completing their bachelor’s degree in business, the new Haub Degree Completion program (HDC) enrolled its first students this fall.

“The program is designed in such a way that students benefit from a well-rounded and integrated learning experience,” says Vana Zervanos ’07 (MBA), associate dean of HSB and executive director of HDC. “With more than 10 majors, the program offers a comprehensive portfolio of options for students and it’s gratifying that we have been able to make this possible.”

Students benefit from maximum credit for previously completed coursework no matter their previous major or area of study. The program accommodates individuals’ schedules and busy lives, so courses are available day, evening and online. HDC accepts transfer credits from most regionally accredited colleges and universities.
Haub Honors Pa. Deputy Insurance Commissioner as ‘Insurance Executive of the Year’

HSB’s Academy of Risk Management and Insurance presented Pennsylvania’s Deputy Insurance Commissioner Stephen Johnson with its inaugural Insurance Executive of the Year Award during a dinner and award presentation at the Union League of Philadelphia on Sept. 26. Proceeds from the dinner support students enrolled in Saint Joseph’s risk management and insurance program, currently ranked No. 11 in the nation by U.S. News & World Report.

“Stephen’s career and dedication to the profession are exemplary and demonstrative of the qualities Saint Joseph’s insurance program seeks to foster in its students,” says Mike Angelina, director of the Academy of Risk Management and Insurance. “As a visionary, forward-thinking leader, Stephen has contributed to the vitality of Pennsylvania’s insurance industry, an arena in which our students are eager to contribute.”

Appointed deputy commissioner in 1998, Johnson oversees the Bureau of Company Licensing and Financial Analysis and the Bureau of Financial Examinations for the Commonwealth of Pennsylvania. He also serves as a member on several financial working groups, task forces and committees of the National Association of Insurance Commissioners, including, since its inception in the fall of 1994, the Statutory Accounting Principles Working Group.

The Academy of Risk Management and Insurance, comprised of senior insurance executives, was introduced in 2006 to support the education and scholarship of risk management and insurance students. To date, the Academy has awarded $125,000 in scholarships to Saint Joseph’s students with a pledge of $1.5 million in the near future. Annually, Saint Joseph’s attracts professionals nationwide for discussions of issues affecting the insurance industry.
Food Marketing Program Receives $1 Million Donation

Saint Joseph’s University’s Academy of Food Marketing received its largest donation to date from Wakefern Food Corp., headquartered in Keasbey, N.J. The $1 million donation will fund scholarships at the University and support programming for the 540 students enrolled in the University’s food marketing program.

“On campus, we are excited for this donation to support our students in the food marketing program,” says Robert Higgins ’68, executive director of the Academy of Food Marketing. “This donation will go a long way in helping us bring great candidates into our program and into the industry.”

Established in 1962, the Academy of Food Marketing supports one of just four such undergraduate programs nationwide. Today, food marketing is the largest undergraduate major in the University’s Haub School of Business and the only internationally accredited program offering food marketing at the undergraduate, graduate and executive continuing education levels.

Food marketing graduates pursue careers as buyers, analysts, and in food service, wholesale and retail. In 2012, the Academy of Food Marketing helped to secure employment for 94 percent of food marketing graduates within six months of graduation.

“Food marketing graduates pursue careers in the supermarket business, and those jobs are not just in the retail stores. There are opportunities in sales, law, marketing, purchasing and more,” says Wakefern Chairman and CEO Joseph Colalillo. “We need leaders in the industry and we think an important way to grow the industry, and develop future leaders is through programs like Saint Joseph’s food marketing.”

Wakefern, in partnership with its ShopRite stores and partner vendors, raised $1 million for the Academy of Food Marketing this year after raising $850,000 in 2008 and $750,000 in 2003. The organization’s longtime support of Saint Joseph’s food marketing speaks to Wakefern’s priorities and the high value the company and its vendors place on education and leadership in the food industry.

Professors Win Best Paper Award from Marketing Education Journal

Two marketing professors received the prestigious Journal for Advancement of Marketing Education (JAME) 2013 Best Paper Award. Brent Smith, Ph.D., associate professor of marketing and director of the Office of Fellowships, and Feng Shen, Ph.D., assistant professor of marketing, won the award for their article titled, “We All Think It’s Cheating. But We All Won’t Report It: Insights into the Ethics of Marketing Students.”

In their article, Smith and Shen researched students’ thoughts on cheating, whether they perceive academic dishonesty as an ethical issue and how they react when placed in potential cheating situations. They asked marketing students to complete a questionnaire regarding their personal ethics, perceptions of cheating and reactions to various academic dishonesty scenarios.

“Cheating is one of the most important issues in higher education,” says Shen. “As teachers and researchers of marketing, Dr. Smith and I are particularly interested in finding out how gender and students’ ethical beliefs influence perceptions of and reactions to cheating behaviors.”

Smith and Shen noted interesting differences in the male and female student responses. Although most students believe cheating is unethical, female students disapproved of cheating more than their male counterparts. Females were also generally less inclined to involve themselves with cheating and more likely to report other students’ cheating behaviors.

“Professors are working hard to understand cheating behaviors and prevent them from happening,” says Smith. “Thus, we need to understand not only cheating perceptions but also cheating intentions — to join or not join, to report or not. Students should always compete with peers in a fair and honest manner. Professors should incorporate ethics more directly into their teaching and have continuous conversations with students regarding the importance of ethics for their success in school and at work.”

JAME is a scholarly peer-reviewed journal that was created to advance marketing education. It offers marketing educators the opportunity to add value to their teaching and professional development. JAME publishes innovative manuscripts that address marketing trends and issues influencing educators across a variety of settings.
Denise Mann, a resident of Belmont Hills, Pa., recently received the Main Line Chamber of Commerce Gold Leaf Scholarship, which is awarded to female students who exhibit outstanding leadership qualities. She received this $4,000 scholarship, sponsored by Mike Buongiorno, executive vice president and chief financial officer of Main Line Health, during the Main Line Chamber of Commerce Gold Leaf Luncheon on Sept. 24.

Mann, who hopes to graduate in December 2014, is a student in the University’s Haub Degree Completion program.

“When I submitted my application for the Gold Leaf Scholarship, I never thought I would win,” says Mann. “Receiving this scholarship is the ultimate honor and will help tremendously in furthering my career.”

According to the Main Line Chamber of Commerce, one of the many reasons why Mann was awarded this scholarship is due to her remarkable leadership qualities and her strong belief in the importance of giving back to her community. Mann has served for eight years as treasurer of the Belmont Hills Civic Association, has worked to build the Lower Merion Ice Hockey Club and advocates for her son and others living with juvenile diabetes.

Mann first enrolled at Saint Joseph’s in 1987. Financial, family and emotional burdens took their toll, causing her to delay continuing her education at Saint Joseph’s after completing her freshman year.

Since that time, Mann’s diligence and determination have steered her life. She is now the mother of two children, and has worked for Stoltz Management, a real estate investment company, for the last five and a half years. Although she doesn’t yet have a bachelor’s degree, Mann earned many promotions throughout her career due to her remarkable work ethic and drive to learn — working her way from bookkeeper to her current position as fund controller.

“I eventually came to a point in my career where I couldn’t achieve a higher position without a degree,” says Mann. “I sporadically took classes for 17 years, and have consistently taken night classes at Saint Joseph’s since 2007 to work toward my goal of receiving a bachelor’s degree.”

After graduation, Mann plans to become a Certified Financial Planner. Eventually, she hopes to start her own company where she can help clients learn about the Affordable Care Act, Social Security and other options to help with retirement preparation.

“Denise Mann is an exceptionally motivated woman whose commitment to completing her degree is evident,” says Janine Guerra, J.D., director of the Haub Degree Completion program. “Her passion for helping others makes her the perfect candidate for this honor, and it is clear she has the drive and dedication to be an asset to Saint Joseph’s University and the surrounding communities.”
Putting Business at the Heart of the Debate on Climate Change

Over the summer, Diane Phillips, Ph.D., associate professor of marketing, was invited to participate in the Climate Reality Project. Founded and chaired by former U.S. Vice President and Nobel Laureate Al Gore, this project prepares participants to be a voice for educating and persuading people about climate change.

“It’s not enough to have a passion for this,” says Phillips, “you must get the facts straight.”

It is with this intention that the Climate Reality Project prepares its leaders each year. More than 1,000 participants (educators, scientists and grassroots organizers from around the world) received three days of intensive training on the science behind global climate change.

Phillips, who researches topics related to sustainability and climate change and also teaches an MBA course at Saint Joseph's on Marketing for Sustainability, says she looks forward to what's next.

“I want to be a voice for change in the business community,” she explains. “I want to set the record straight on climate change — through opinion pieces and public education — and respond to skeptics.”

This fall, Phillips presented The New Climate Reality for members of the SJU community. During the presentation, she encouraged attendees to shift their thinking about environmental sustainability and consider their individual roles within the broader scope of the global community. Phillips says she also hopes to partner with the local business community to demonstrate how efforts geared toward sustainability benefit the bottom line.
In 2012, President Barack Obama had a wish list of 194 celebrities he hoped would support his re-election bid. His opponent Mitt Romney counted Clint Eastwood among his endorsers, with the actor giving his “empty chair” speech at the 2012 National Republican Convention.

Celebrity endorsers play a critical role in politics, serving as an effective way for politicians to gain popularity and visibility amongst voters. In his new research, “Facial Similarity Between A Candidate and Celebrity Endorser Influences Youth Voting Behavior,” Assistant Professor of Marketing Feng Shen, Ph.D., explores the complex relationship between celebrity endorsers, facial recognition and voting behavior.

“Political endorsement may be managed more strategically by choosing a celebrity based on his or her facial similarity to a candidate,” he explains. “We know that both image and issues matter in a political race. But, will voters be more likely to accept a candidate’s view on a political issue if this view is endorsed by a similar-looking celebrity?”

Feng’s research, authored in collaboration with Associate Professor of Marketing Natalie Wood, Ph.D., shows that, for voters with a low level of political knowledge, not only were celebrity endorsers a useful tool, but their facial similarity/dissimilarity to an unfamiliar candidate may also influence opinions and voting behavior.

“With an unsophisticated voter, and an unknown candidate, we found that the voter is likely to perceive the candidate to be just as trustworthy as the facially similar celebrity who endorses him,” Feng says. “The voter is likely to adopt the celebrity’s preference.”

Celebrity endorsement should be front and center in the 2016 presidential election. “The 2016 presidential election is an open seat race,” Feng says. “Depending on the voters’ familiarity with the candidates, celebrity endorsement should have some impact.”
Four generations of people now exist in the workplace: the Traditionalist Generation, Baby Boomers, Generation X and Generation Y/Millennials. When it comes to celebrating religious holidays and sharing spiritual beliefs, this co-inhabitation can create challenges in a professional environment.

Claire Simmers, Ph.D., chair and professor of management, says employers can foster a workplace where individuals have the freedom to express their spirituality while accommodating the differences of their peers. “Allowing employees the opportunity to uniquely express their spirituality boosts their overall workplace satisfaction,” she says.

Simmers offers the following advice to employers this holiday season:

- **Focus on creating a positive workplace and acknowledge that there is a spiritual side to all.** Offering a meditation space and beginning each meeting with a moment of silence allows employees the opportunity for reflection during the workday.

- **Encourage free time outside of the office.** Employers should promote a work-life balance by encouraging their employees to pursue their own interests during time off — especially during the holidays — whether it’s quality time with family and friends, volunteer opportunities or religious observance.

- **Celebrate differences.** Accepting one’s spiritual and religious views is crucial. Workers should be tolerant of differences when looking for common ground. One way this can be achieved is to include both standard holidays and nontraditional ways an employee may celebrate in office newsletters and emails.

- **Work together.** Multigenerational viewpoints enrich the workplace, so organizations should use this to their advantage. Employers may want to organize activities that foster altruistic behaviors — adopt a highway, collect toys, etc. — during the entire year, not just around the holidays.

- **Respect each other.** It’s important not to make assumptions of people based on age. Not every Baby Boomer identifies with a formal religion and not every Generation Yer is agnostic or self-centered.

Simmers, who explores generational differences and spirituality in her research, recently presented her findings during a meeting of the Academy of Management.
Edward Balotsky, Ph.D.

“Will the implementation of the Affordable Care Act influence the role ethics plays in the medical industry?”

Edward Balotsky, Ph.D., assistant professor of management, and John Newhouse, Ed.D., associate professor of interdisciplinary health services, conducted a study to examine what forces, both internal and external, cause hospital chief executive officers to pursue ethical integration in their facilities. Balotsky and Newhouse surveyed 52 hospital CEOs with questions regarding administrative ethics, management concerns and overall organizational culture.

“The survey results were rather surprising,” says Balotsky. “We found that much less attention was given to administrative ethics involving management practices and the culture of hospitals. That isn’t to say that medical centers are inherently unethical; ethical concerns just are not explicitly integrated into day-to-day functions. A CEO’s focus lies more in the business elements of the organization, such as ensuring that a profit is made.

“Being a hospital administrator is similar to being mayor of a city,” Balotsky says. “You can’t keep everyone happy, but the ultimate goal is always to do what is best for those in need.”

Balotsky and Newhouse wrote an article based on their research, which was published in the Cambridge Quarterly of Healthcare Ethics in August 2013.

“We explored the forces that motivate hospital CEOs to incorporate ethics at the clinical, administrative and managerial levels,” Balotsky says. “This is much easier said than done, because healthcare executives do not have a simple way of ensuring that every staff member always behaves ethically.”

Maintaining a moral healthcare environment stems from a hospital’s senior management staff, Balotsky and Newhouse argue. Hospital leaders must serve as ethical role models to those who work in their medical center to instill an honest, upstanding work culture. Given the implementation of the Affordable Care Act and its uncertain impact on the financial viability of healthcare organizations, this role becomes even more critical.

Balotsky, who served as a hospital executive for 15 years, has extensive knowledge of medical center operations. Prior to coming to Saint Joseph’s to teach at the Haub School of Business, Balotsky worked for National Medical Enterprise — now called Tenet Healthcare — where he served as a senior executive of hospitals in Florida, Chicago, California and Missouri.
Medical school equipped Rebecca Shepherd, M.D., with the skills needed to be a clinician, and in seven years of working as a rheumatologist in the Lancaster General Health System, she mastered the art of patient care. But major changes have transformed healthcare delivery since Shepherd completed her training. Now, she feels she needs a business degree to effectively operate as a physician and administrator. So Shepherd is taking advantage of a new partnership between Saint Joseph’s Haub School of Business (HSB) and Lancaster General Health System, earning a Pharmaceutical & Healthcare Marketing MBA for Executives with a cohort of 20 other doctors and leaders from the health system.

“Healthcare is changing rapidly, and it’s important to understand the financial, business, and marketing aspects of medicine,” says Shepherd, who now splits her time between clinical work and overseeing specialty practices for Lancaster General, a regional, award-winning not-for-profit health system. “This is a whole different toolbox.”

Doctors have long run practices, dealt with insurance companies, and sometimes moved into administrative roles in hospitals and other medical facilities. But recent shifts in the industry — the advent of managed care, ever-growing costs, lower reimbursements, sophisticated technology and, most recently, the Affordable Care Act — are making business savvy a must for doctors. Physicians need to think like entrepreneurs.

“It’s very different from the good old days of, ‘I’m your doctor, I’m telling you what to do, you’re going to do it,’” says Shepherd, who also spent a year as an interim vice president for Lancaster General. “Patient awareness is going up. Patients are more involved in their care.”

And now, of course, the Affordable Care Act — Obamacare — is a game-changer. In the past, doctors were paid based on how many tests and procedures they performed — “fee for service” payments. Going forward, payments will encourage better, more efficient care; penalties can be levied for situations like a patient’s re-admission to a hospital. The implications for physicians and health systems are enormous. Increasingly, the saying “healing is an art, medicine is a profession, healthcare is a business,” is ringing true.

Launching a partnership with the Haub School is one strategy Lancaster General has employed to cope with the changing landscape.

In 2012, Chief Executive Officer Thomas Beeman, Ph.D., FACHE ’75 began exploring how to provide key doctors, nurses and administrators with an MBA program. A handful of hospital staff had already earned MBAs on their own, and they were doing well, but Beeman wanted more.

“I wanted a critical mass of doctors to help change the dynamic of healthcare, to move us ahead in a complex, rapidly changing environment,” Beeman explains.
“Physicians have a high level of autonomy in clinical care, and that’s appropriate. But in business, you have to work differently.”

Beeman’s vision was clear — clinicians need to help lead innovation; change can’t be imposed on them by business people. “We have to remember that the actual practice of medicine is still in the hands of physicians,” says Beeman. “They have to be the ones who help us change the processes around the way care is delivered — you just can’t ignore that.”

That’s where HSB Dean Joseph A. DiAngelo Jr., Ed.D. ’70 comes in. A 2012 conversation between the two was fortuitously timed — DiAngelo and Beeman met to discuss a speaking engagement for the health system CEO during an upcoming Dean’s Leadership event when the conversation turned to Beeman’s plan for an MBA program.

“He explained that, with the changes in the healthcare environment over the last decade, it is important for doctors to understand the nuances of the hospital finance environment,” DiAngelo recalls. “He said it would help the doctors be better managers of their own practices, and also better employees of the hospital.”

When Beeman made formal inquiries to potential university partners, Saint Joseph’s was in the mix. The University has a strong history of working with professionals in the healthcare industry — it has offered the Pharmaceutical & Healthcare Marketing MBA for Executives for more than two decades, has programs with Pfizer and other corporate entities, and has long had a partnership with the Philadelphia College of Osteopathic Medicine (PCOM). PCOM annually sends 10 students studying for their Doctor of Osteopathic Medicine to the Haub School to earn their MBAs concurrently with the doctoral degree.

Other universities made their pitches to Lancaster General and said the doctors were welcome to come to their campuses for instruction, but DiAngelo emphasized that the Haub School would tailor the experience to its audience and that the University would work out a delivery system that made sense for both partners.

“There are basic parameters that you have to have within an MBA, but we told them we could surely design the coursework with hospital-topical areas, and we could design the delivery to make it convenient for the doctors,” DiAngelo says. Saint Joseph’s, however, faced competition in the bid to become Lancaster General’s educational partner.

“They weren’t as familiar with SJU compared to other institutions,” DiAngelo says. “But then they saw the rankings, and they knew that we weren’t just that little school in Philadelphia anymore.”

Several schools made impressive presentations, but Saint Joseph’s won over the group. “The values of the people who presented resonated with our docs,” Beeman says.

Hospital leadership asked 20 physicians if they were interested in participating. Sixteen accepted; the other five wanted to participate, but the timing didn’t work for their schedules. Another five members of Beeman’s administrative team joined also. The cohort felt its size, at 21, was large enough to make change, but small enough to be manageable.

On the Haub side, staff went to work, interviewing doctors for an entire day, finding out what their concerns were, what were some of the issues they were facing,” Beeman says. “That information was helpful in how we were going to design the delivery mode, how we were going to design the coursework.”

Terese Waldron, director of HSB’s Executive MBA programs, met several times with Lancaster General’s senior management group, refining the existing model “to be more specific to the needs of Lancaster General, and the emerging needs of the marketplace.” It was evident, Waldron says, that the health system was serious about its employees getting a top-flight business degree. “Healthcare is constantly in a state of flux, and there are so many more changes to come,” explains Waldron. “Lancaster General Health and its leadership team are to be acknowledged — they understand the need to transform the thinking of the organization. Their commitment of talent and resources is extraordinary, it’s certainly not the norm for most organizations.”

The program launched in March, with participating employees receiving
subsidized tuition in exchange for a promise to remain with the health system for five years. The pace is rapid — one course per month, with one-month breaks in December and August. Courses are mostly online, but Haub School faculty travel to the hospital for in-person residencies also. The current cohort is set to graduate in May 2015.

Among the group is Lee M. Duke II, M.D., Lancaster General’s chief physician executive. Duke spent the first part of his career as a physician, but then moved to hospital administration. He’s learned on the job, but to him, the Haub School MBA “seemed to be a great opportunity to have a more intensive experience.”

“As physicians, we’re always looking for solutions in complicated cases,” says Duke, who helped select SJU as Lancaster General’s university partner. “In some ways, it’s applying our diagnostic and thinking skills to other problems. The physicians in

the group enjoy the MBA program — finding solutions that aren’t readily apparent. There are parallels,” he says.

With anticipated changes to healthcare, Duke says the degree he’s on the way to earning will be essential.

“In healthcare, over the next 12 to 24 months, we’re all going to find a way to provide better care less expensively and ensure our customers are satisfied,” he says. 

“We have taken the approach that people need to come to us when they need help, but in the future, we’re going to try going out to them. We will have to target populations that need our services.”

Balancing the significant workload an MBA requires along with the professional demands on a busy physician or administrator has been a challenge.

Shepherd has two young children and her practice plus administrative responsibilities. She is currently working an 85 percent schedule, and uses her Mondays off to do coursework. Others take vacation days to tackle projects. “You squeeze it in,” she says. “We all do it, somehow.”

Duke’s beach vacation coincided with one of his courses, so he took quizzes, completed homework and finished his final exam while his family relaxed. “I did my best quiz-taking between 11 p.m. and 2 a.m. when everybody else was asleep,” Duke says. Even during the workday — “you find an hour here and an hour there. You work after hours or you work on weekends. That’s just what you do.”

Adjusting to the reality of an executive MBA program was tough, especially at first. “I knew it would be hard,” Beeman says. “They’re working; they have families. And after month one, I wasn’t sure — the docs were in free fall.”

For many members of the cohort, it was settling back into the rhythms of an intense learning experience. T. Raymond Foley, M.D., Lancaster General’s president of physician services, was last in school decades ago. “Now I have homework for the first time in 40 years,” he says. “In accounting, I did something every night — an hour, sometimes two hours, plus at least one whole weekend day. I’ve learned that if you want to learn something, you must put in the work.”

It may be different, but members of the cohort know the experience is crucial to
“We have taken the approach that people need to come to us when they need help, but in the future, we’re going to have to try to go out to them. We will have to target populations that need our services.”

Lee M. Duke II, M.D.
Return On Investment

Haub has it.

by David King '08
While many business graduates have fond memories of their time spent on Hawk Hill, it turns out there’s new data to demonstrate the value of the time and dollars spent on that Haub School degree.

Saint Joseph’s University’s Haub School of Business was recently ranked No. 4 in the nation for return on investment by PayScale. The salary, benefits and compensation information firm ranked 1,500 schools on the 30-year return on investment for bachelor’s degrees.

“PayScale’s ranking reflects the value of our students and the collective impact of our alumni in the business community,” says Haub School Dean Joseph A. DiAngelo Jr., Ed.D. ’70. “Haub’s unique approach to curriculum development — through industry-specific majors and programs — is of great value to employers. It’s wonderful to have our efforts recognized in this way.”

Haub, which is the largest Jesuit business school in the nation, was found to have a net return on investment of $775,000 over 30 years, the highest among Catholic business schools.

That represents an annual ROI of 5.5 percent.

But numbers only tell part of the story. In an increasingly difficult economic landscape, careers aren’t made with degrees alone.

The value of the Haub education is built on dedicated students, devoted faculty and staff, an industry-focused curriculum, and a strong network of alumni support.

Although most careers start after students leave St. Joe’s, the journey is years in the making.

It begins with the Career Development Center and Haub Advising Center getting in front of every student in their freshman year.

“Career development isn’t an event, it’s a process,” says Melissa McClory, associate director of the University’s Career Development Center. “At first, it’s about engaging students in self-reflection, helping them to discern what they enjoy, what they value, and where their passions and talents lie.”

Throughout their time at Saint Joseph’s, students have regular contact with the Career Development Center. Counselors are always available for one-on-one advising sessions and also often meet with senior students to provide guidance on the steps to beginning a career.

“It’s about meeting students where they are,” says McClory. “We try to reach out continuously throughout students’ time here to support them with appropriate resources and to guide them in terms of proactive career management strategies.”

As students move through their education, many gain real-world professional experience through internships and the co-op program, which allows students to work full-time for a semester.

Ryan Feleo ’12, a change-management consultant for Assima, Inc., participated in two separate co-ops, in addition to part-time work. He credits his co-op experience with helping him land his first job.

“Professionally, these experiences were the best things that could have happened for me,” says Feleo. “They helped me to develop on-site skills, market myself, make connections and land a job in a difficult field.

“Essentially, I had three years of professional experience by the time I left SJU. It’s the kind of experience you just can’t get in a classroom setting alone.”

When careers are planned over the course of a student’s education, the payoff can be great.
Students who began the job search before graduation and utilized campus career development services reported a starting salary $7,800 higher than those who began the search after graduation. Furthermore, according to a recent Haub survey, graduates of the co-op program earn, on average, a salary for their first job of $12,000 more than non-co-op students.

There is no shortage of ways students can get involved in finding careers without leaving campus.

The Career Fair, long a fixture at SJU, has set up many students with internships and careers, connecting them to hundreds of potential employers.

And with on-campus interviews, students can apply online and meet with employers just steps from their dorm room — sometimes meaning they’ll complete their entire career search without having to set foot off Hawk Hill.

“I tell students, when it comes to finding a job, it doesn’t get any easier than that,” McClory says.

“The Haub education gave me the sense of starting my career before I even graduated,” says Mark A. Morrison ’13, who landed a job as an analyst at Hamilton Lane Advisors after graduating.

“If I wasn’t in my apartment, I was somewhere in Mandeville,” says Morrison. “Whether it was doing a work study job at the Haub Advising Center, studying or just chatting with business school professors over lunch, I was able to learn about all kinds of opportunities and lay the groundwork leading to my future career.”

“E
ssentially, I had three years of professional experience by the time I left SJU. It’s the kind of experience you just can’t get in a classroom setting alone.”

- Ryan Feleo ’12

“One of the things we try to reinforce among students is the value of networking,” McClory says. “That’s one reason why alumni groups are so helpful.”

“As a member of Hawk Women, an undergraduate student organization, I met several successful women in a variety of fields who were able to share their experiences and advice,” says Meghan Githens ’13. “They held many events with the Career Development Center to help us prepare for our future careers.”

“The most important thing about SJU is the alumni support,” Morrison says. “At all the SJU events where you could connect with alumni, one of the first things they would ask was, ‘What can I do to help you? It’s obvious they care about assisting students.’

For their part, these young alumni believe in the Haub experience and are excited about making the transition to helping future Hawks, too.

“T
he Haub education gave me the sense of starting my career before I even graduated.”

- Mark A. Morrison ’13

“Since starting my job, there have been so many instances where I have used the tools and the knowledge that my Haub education has given me,” says Githens. “In those moments, I am so glad I went to St. Joe’s. I also like knowing that even though I have graduated, I will always be a part of the St. Joe’s network, and I look forward to participating in the networking events from the alumni side.”

Morrison likens his education to a smart shopping trip.

“Everybody puts a significant investment in their education, but I feel like my ‘receipt’ from SJU is so much more valuable than that of my friends who have gone to other schools,” he says. “I got so much value out of my time here.”
The Haub School of Business is ranked 4th out of 1,500 business schools for return on investment.

100% of co-op students would recommend the program to incoming students.

+$12,000 Co-op students receive, on average, a starting salary for their first full-time job that is $12,000 a year more than students who did not participate in the co-op program.

75% of co-op students find their first full-time job through their co-op employment.
Many experts say continuing education offers job seekers a competitive edge in today’s workplace environment. With most college graduates going through five to seven job changes over the course of their lifetime, a new degree could be a conduit to a rewarding career.

Based in Malvern, Pa., The Vanguard Group saw an opportunity to support and further enhance its workforce by underwriting the cost of continuing education programs. The mutual fund company took this a step further and sought the Haub School of Business as an educational partner in 2003 to bring academe to their corporate campus.

CEO Bill McNabb began his career as a high school Latin teacher. For him, education is paramount. He has created a culture at Vanguard where employees (called crew members) embrace the idea that learning is continuous.

“They must buy business books by the truckload,” says Ken Weidner, Ph.D., assistant professor of management at SJU. “The appetite for learning at Vanguard is incredible.”

Perhaps this is why the company’s Graduate Business Certificate (GBC) program is so competitive. Launched in 2003, this unique partnership between Vanguard and the Haub School of Business has allowed for 200 Vanguard employees to earn graduate-level credits and complete their degrees while balancing family and professional responsibilities.

Vanguard employs nearly 14,000 — in 15 locations worldwide. After a rigorous application process, 25 to 30 crew members are accepted into the GBC cadre each year. Classes are held at the Malvern, Pa., campus on Monday evenings and out-of-state students video conference in to the classroom each week.

Brent Smith, Ph.D., associate professor of marketing and director of fellowships, says the rigor of the application process reflects the reputation of both organizations.

“The intensity of our GBC application process — internal nominations, academic/professional credentials and personal interviews — reinforces the notion that SJU and Vanguard value and foster excellence,” says Smith. “Consequently, when we meet candidates face-to-face, we challenge students to articulate how the program will help them become people leaders and contributors.”

After nearly five years at Vanguard, Lauren Feehan ’13 (MBA) felt a hankering to expand her perspective and learn more about the business of Vanguard. The path for Feehan, she decided, was to pursue both a Graduate Business Certificate and a Haub School MBA.

“Pursuing an MBA was the way to receive a formal business background in topics such as marketing, finance and accounting,” says Feehan, who graduated in 2007 with an undergraduate degree in communications. “When I first enrolled in the program, my hope was to apply what I would learn to a leadership role at Vanguard. Today, as a client manager, I am able to think beyond my department...to the broader business lines and how everything intersects.”

While the GBC includes eight graduate-level courses, students also have the option of applying those credits toward the 15...
courses required for a Haub School MBA degree. In the history of the Vanguard partnership, 162 students have chosen to do so.

With business growing more complex, millions of Americans are returning to school. According to the National Center for Education Statistics, traditional college-aged students were joined by 8.7 million students, ages 25 and over, in the fall of 2013.

At the Haub School of Business, many ambitious 25-to-60-year-old students pursue graduate school, taking classes to fortify themselves with new expertise. This increases their chances of getting a promotion, switching careers or launching their own business.

“We work with people to capitalize on their strengths and build on their interests and passions,” says Associate Dean and Executive Director of Graduate Programs Stephen Porth, Ph.D. ’80. “We also work hard to monitor industry trends and create programs that will lead students to jobs in growing fields.”

At Vanguard, SJU professors lead the development of GBC courses. They help to shape the assignments and assessments that are most relevant to the organization’s competencies.

“When Vanguard first approached us, their leadership team explained they wanted to create a path for high-potential crew members to earn a master’s degree in business,” says Joseph A. DiAngelo Jr., Ed.D. ’70, dean of the Haub School.

To best meet the needs of the students and the organization, the Haub School applies its MBA and certificate program in a very specific and relevant way to Vanguard’s climate and culture.

“We tailor the courses to include live cases from Vanguard,” explains DiAngelo. “We also schedule the certificate program around the company’s workday. Upon completion of the GBC, MBA students have the option of finishing their degree online, or on SJU’s campus. Whether it’s a successful mutual fund company such as Vanguard or a single working professional earning her master’s degree, we design our programs to best meet the needs of our students.”

When Weidner first arrived on Vanguard’s campus to teach a graduate-level course on business ethics, he admits to feeling a little intimidated. “Vanguard was founded on Jack Bogle’s (founder and former CEO) dissatisfaction with how the mutual fund industry treated its customers,” he explains. “They talk about stewardship from the very beginning. Ethics is first and foremost...so for me, I thought, ‘How am I going to show up and teach them something about ethics?’”

“Weidner says the Vanguard students really embrace the material he brings to class. “They want to know the issues, how to think about them, make better decisions for themselves and help their people make better decisions,” he says.

As a former student in both the GBC and the MBA programs, Feehan says she sees great synergy between the values held by Vanguard and the Haub School.

“What intrigued me about the SJU curriculum was that the key themes mirror Vanguard’s mission,” she says. “Both organizations share a focus on the global experience, technology, customer service and business ethics. Those four aspects were shared with us as key pillars of the Haub program and that’s what drew me in.”

In Weidner’s course, Stakeholder Theory and Social Responsibility, students have the opportunity to explore topics from their actual business areas. “The managers closely study issues of importance to them,” he says. “Globalization, maintaining company culture while expanding, the explosion of personal technology and what happens when that intersects with secure systems...We’re engaging these discussions week in and week out.”

Earlier this month, the Haub School presented CEO McNabb with an honorary degree and recognized the 10th graduating class of the GDC with a small ceremony at the company’s Malvern, Pa., campus. McNabb was applauded for strengthening his workforce through continuing education, and the students were celebrated for their hard work and academic achievement.

“Always strive to be better,” says Feehan. “It’s something I’ve heard from our CEO and is a part of our culture. It’s always been that way at Vanguard.”

“Today, as a client manager, I am able to think beyond my department...to the broader business lines and how everything intersects.”

Lauren Feehan ’13 (MBA)
Q&A

Vanguard CEO Bill McNabb

Is there anything you can share about how Vanguard approaches education and learning which may be different from other companies?

Vanguard’s philosophy is that learning is continuous. We focus on learning as a critical part of the growth and development of all of our crew members — from the entry-level employee to our most tenured leaders. Take me, for example. Shortly after becoming chief executive officer, I went back to school, so to speak, at a special Harvard workshop for new CEOs. It was invaluable.

In terms of learning resources, Vanguard has an on-site university featuring classes on 300 different subjects, a variety of e-learning courses, and a generous tuition reimbursement program. We currently have roughly 1,000 crew members pursuing degrees. We also encourage informal learning through informational interviews, brown bag lunch sessions and town hall meetings. Sometimes you can learn a considerable amount just by having a five-minute conversation in the hallway.

What qualities do you look for in your crew members?

We have more than 14,000 people working at Vanguard, all with different talents, perspectives and levels of experience. What we look for in each crew member is a combination of outstanding character and ethics, a continuous desire to learn and grow, and the curiosity to always wonder, “How can we make Vanguard better for our clients?” These are the foundational elements. We also want people who are attracted to what we do as a business, which is to give people the best chance for investment success. Our crew members take great pride in our mission.

What is your favorite book on leadership?

It’s hard to name a single favorite. I have sort of Whitman’s Sampler approach, and piece together favorite concepts from different places. For example, I really appreciate Jim Collins’s concept of Level 5 Leadership in his book, Good to Great. Collins describes the best leaders as having a paradoxical combination of professional will and personal humility, I think that’s a good aspiration for any leader. I like Simon Sinek’s take on inspiration and motivation in his book, Start with Why. I’m also a big believer in the commonsense leadership and teamwork principles that the late UCLA coach John Wooden taught over the course of his lifetime. His “Pyramid of Success” is always front and center in my thinking. At Vanguard, my predecessor as CEO was Jack Brennan. About 15 years ago, Jack put together an internal booklet of leadership lessons called The Vanguard Leader, which continues to be essential reading for all Vanguard leaders and crew members. In the past, I’ve been asked to give impromptu talks about leadership and essentially worked my way through the table of contents of that book, which has about 25 chapters, with titles like Do the Right Thing, Value Diversity, Welcome Debate, Embrace Change, Teach, and Avoid Complacency.

If you could study any new subject you haven’t pursued yet, what would it be?

I’d love to learn to speak several different languages, or go deeper into certain chapters of history. I’d love to take a course on some of the more philosophical aspects of mathematics. The list is long and varied. I feel at home in the classroom. I spent a few years as a teacher before coming to Vanguard, and always welcome the opportunity to learn or teach in a classroom setting.

What challenges will your industry likely face in the next five years? How will Vanguard prepare?

I see two large challenges — one facing young people, the other facing folks who are nearing retirement. For the younger folks, the challenge is to get people to start saving and investing early. The key for Vanguard will be to educate people who are just joining the workforce. We aim to make it easy and automatic for them to save and invest on an ongoing basis. For the Boomer generation, which is approaching retirement, we need to make it easier for people to smoothly and safely transition from saving for retirement to drawing down on their lifetime of savings. It’s an important transition, and one that can be quite confusing. I believe this is an area where we’ll see real innovation and progress in the years to come.
ASTARA MAIURE ‘13 of Watchung, N.J., was accepted into the Peace Corps and is participating in a two-year placement in Madagascar. She serves as a rural agriculture advisor there, where she promotes sustainable practices and works to enhance the community’s ability to generate sustainable harvests.

“Volunteering through the Peace Corps is just something I’ve always wanted to do,” says Maiure. “I want to spend as much time as possible learning and experiencing a different lifestyle. I’m excited to immerse myself in a new environment and learn the culture.”

Maiure says her time at Saint Joseph’s has prepared her for international service.

A graduate of the leadership, ethics and organizational sustainability major, Maiure volunteered her time and talents with the University through the Special Olympics. In her junior year, she studied abroad in Italy. She also participated in club rugby and served as co-captain during her senior year.

Prior to her service in Madagascar, Maiure completed three months of technical, language, health and safety training while living with a host family to become fully immersed in the country’s language and culture. The training and cultural exchange are designed to prepare volunteers for their two years of service, while also allowing community members to gain a better understanding of Americans.

After Maiure was sworn into service, she began her work: increasing the effectiveness of small-scale farmers, cooperatives, agribusinesses and non-governmental organizations (NGOs).

In 2011, the Peace Corps received 150,000 applications for 4,000 full-time placements. Today, 8,073 volunteers are working with local communities in 76 host countries in agriculture, community economic development, education, environment, health and youth development.
Administration and Board

Haub School of Business Administration

Joseph A. Di Angelo Jr., Ed.D. ’70  
Dean

Stephen Porth, Ph.D. ’80  
Associate Dean  
Executive Director of  
Graduate Programs

Patrick O’Brien, M.S.  
Associate Dean  
Undergraduate Programs

Vana Zervanos ’07 (MBA), M.Ed.  
Associate Dean  
Executive Director of Haub  
Degree Completion

Joseph Ragan ’69, MBA, CPA  
Chair  
Accounting

Richard Herschel, Ph.D.  
Chair  
Decision and Systems Sciences

Rajneesh Sharma, Ph.D.  
Chair  
Finance

Ferdinand Wirth, Ph.D.  
Chair  
Food Marketing

Claire Simmers, Ph.D.  
Chair  
Management

David Allan, Ph.D. ’99 (MBA)  
Chair  
Marketing

George Sillup, Ph.D.  
Chair  
Pharmaceutical & Healthcare Marketing

John McCa1l, Ph.D.  
Director  
Pedro Arrupe Center for  
Business Ethics

Bruce Bidinger, S.J.  
Director  
The William F. Lea1h  
Advising Center

Todd Krug, Ph.D.  
Director  
Cooperative Education

Christine Hartmann  
Director  
MBA Program

Terese Waldron  
Director  
Executive MBA and  
Pharmaceutical & Healthcare Marketing MBA

Patricia Rafferty, Ed.D.  
Director  
Business Intelligence M.S. and  
Managing Human Capital M.S.

David Benglian ’92 (MBA)  
Director  
Financial Services M.S.

Bryant Wynes  
Director  
Food Marketing M.S., MBA

Christine Kaczmar-Russo ’83  
Director  
International Marketing

Robert Higgins ’68  
Executive Director  
Academy of Food Marketing

Michael Angelina  
Executive Director  
Academy of Risk Management and  
Insurance

Michael McGrann  
Director  
Initiative for Family Business and  
Entrepreneurship

Haub School of Business Board of Visitors 2013-2014

Mary Ashenbrenner ’83  
Senior Vice President  
Regional Director  
Legal Specialty Group  
Wells Fargo

Robert Bowman ’81  
Regional Managing Director  
Merrill Lynch

Yvette Bright ’93 (MBA)  
Sr. Vice President  
Chief Administrative Officer  
Independence Blue Cross

Anthony Carfagno ’60  
President  
Pharmaceutical Quality Institute

Mark Casale ’86  
President and CEO  
Essent US Holdings, Inc.

Gerianne Tringali DiPiano ’92 (MBA)  
President and  
Chief Executive Officer  
FemmePharma Global Healthcare, Inc.

Robert Falese ’69  
Chairman  
Saint Joseph’s Board of Trustees

John Egner ’74  
Director  
Towers Watson

John Griffin ’78  
Vice President  
Credit Suisse Securities

James Kaiser ’79  
Partner  
PricewaterhouseCoopers LLP

Robert Lojewski ’85  
AVP Commercial Development  
Pfizer

James J. Mackey ’80  
Sr. Vice President,  
U.S. Region Head  
Merck Customer Care

Jerry J. Maginnis ’77  
Office Managing Partner  
KPMG LLP

Timothy J. Maguire ’88  
Co-President and  
Managing Partner  
Karr Barth Associates

James Malgieri  
Executive Vice President,  
Global Collateral Services  
Bank of New York Mellon

Hank Mullany  
President  
Toys “R” Us, U.S.

Anthony Nichols ’67  
Chairman Emeritus  
Brandwyine Realty Trust/  
Liberty Property Trust

Joseph Oakes III ’64  
President (Ret.)  
Acorn Financial Services

Adele Oliva ’87  
Partner  
Quaker Bio Ventures

Albert G. Pastino ’64  
Managing Director,  
Corporate Finance  
Kildare Capital

Lori Peruto ’83  
Vice President  
Peruto and Peruto

Brian J. Riley  
Owner  
J.B. Investments Management LLC

Frederick E. Scardellette ’81  
VP, Dental Network Strategy  
& Development  
Cigna Corporation

David T. Swoyer ’80  
Management Director,  
Corporate Banking  
Santander Bank

David Tierno ’63  
Managing Director (Ret.)  
Ernst & Young Worldwide

David L. Toner Jr. ’83  
Sr. Vice President  
and Controller  
Carver Federal Savings Bank

Joseph J. Wolk ’88  
Vice President, Finance  
Johnson & Johnson

The Haub School dean, associate deans, faculty chairs and directors listed above are also members of the Haub School of Business Board of Visitors ex officio.
Edward R. Balotsky, Ph.D., assistant professor of management
Cambridge Quarterly of Healthcare Ethics
Journal of Leadership, Accountability and Ethics

Lucy Ford, Ph.D., assistant professor of management
Management Research Review

Richard George, Ph.D. ’67, professor of food marketing
Journal of Marketing Management
The International Review of Retail Distribution and Consumer Research

Mark Lang, Ph.D., assistant professor of food marketing
British Food Journal: Experiential Marketing in Food Retailing

Elena Lvina, Ph.D., assistant professor of management
Corporate Governance: An International Review

Alfredo J. Mauri, Ph.D., associate professor of management
Journal of Management Education
International Business Review

João Neiva de Figueiredo, Ph.D., assistant professor of management
International Business Review
International Journal of Community Research and Engagement
Journal of Management Education
Journal of Policy Modeling

Stephen Porth, Ph.D. ’80, associate dean and professor of management
Journal of Jesuit Business Education
Pharmaceutical Executive

Carolin D. Schellhorn, Ph.D., assistant professor of finance
Managerial Finance

Rajneesh Sharma, Ph.D., chair and associate professor of finance
Managerial Finance

Feng Shen, Ph.D., assistant professor of marketing
Contemporary Educational Psychology
International Business Research
Journal of Marketing Communications
Journal for the Advancement of Marketing Education

George Sillup, Ph.D., chair and associate professor of pharmaceutical & healthcare marketing
Pharmaceutical Executive

Brent Smith, Ph.D., associate professor of marketing and director of fellowships
Journal for the Advancement of Marketing Education

Sangcheol Song, Ph.D., assistant professor of management
Asia Pacific Journal of Management
European Management
Journal of Asia Business Studies
Journal of International Business and Economy
Journal of International Business Studies
Management International Review

Tim Swift, Ph.D., assistant professor of management
International Journal of Innovation and Technology Management
In the News

Advertising Age
American Agent & Broker
The Associated Press
Bryn Mawr-Gladwyne Patch
The Cincinnati Post
Farm and Dairy
Food & Beverage
Food Weekly News
The Herald
Individual.com
Insurance Journal
KYW/3CBS
Marketing Power
Marketplace
Philadelphia Daily News
The Philadelphia Business Journal
The Philadelphia Inquirer
Pocono Record
Progressive Grocer
The Oregonian
The Reporter
The Valley Catholic
USA Today
The Wall Street Journal
Winston-Salem Journal
Yahoo! Finance

Faculty Members

David Allan, Ph.D. ’99 (MBA)
Michael E. Angelina
William Byron, S.J. ’51
Nancy Childs, Ph.D.
Joseph A. DiAngelo Jr., Ed.D. ’70
Richard George, Ph.D. ’67
Mark Lang, Ph.D.
Michael McGrann
Michael Solomon, Ph.D.
John Stanton, Ph.D.
William Trombetta, J.D.
As a wife, mother, executive and soon-to-be MBA graduate, I’ve come to realize the importance of “seizing the moment.” You see, life moves at a fast pace. Pivotal moments and opportunities tend to come quickly and just as swiftly disappear. If you aren’t paying attention, you might miss out. *Carpe diem.*

An English major working at one of the world’s top investment management firms, I discovered that an MBA would help on a number of fronts in my career. After all, quoting Shakespeare only gets you so far in life. With a newborn daughter and a new job with expansive responsibilities, however, it would have been easy to dismiss the idea of earning my MBA degree. Yet, one afternoon as I listened to my sister talk about her kids’ piles of homework and activities, I realized this was my moment. My daughter was no longer waking me up at ungodly hours to chase away the purple monster in her closet, nor was she yet coming home with polynomials to tackle. My window was now. *Carpe diem.*

Don’t get me wrong, juggling school, work and family isn’t easy. I am not the most organized person, and my plans aren’t always the most carefully laid. However, I have realized that saying yes to new opportunities when they’re presented, “seizing the moment,” is something I’ve benefited from throughout my career and adult life. The simple fact that I’m writing this essay today is a result of one such moment.

So, what’s my advice to you? When opportunities surface, you can choose to do one of two things. One option is to dismiss the opportunity (we women are good at that) by telling yourself things like, ‘I’m too busy,’ ‘I won’t have an impact anyway,’ ‘they weren’t really serious,’ etc. Or, you can ignore the annoying voice feeding your self-doubt and act on the opportunity that has presented itself. You’ll be amazed at the new pathways that appear when you simply open your eyes to see them. *Carpe diem!*
Philadelphia’s largest selection of part-time graduate programs

Haub has it.