Can Healthcare Save the Global Economy?

Page 10
Many global citizens closely follow the nuances of the U.S. presidential campaign, hoping to learn what the future holds. They may not vote in the election, but these citizens are aware of the enormous influence the United States wields throughout the world. In business, we have seen how technology has contributed to the globalization of corporate America in breaking down the barriers of time and distance. As such, campaign topics like trade, immigration, the environment, healthcare, and the economy often carry implications for other nations.

In this issue of the *Haub School Review*, we closely examine how two voter priorities — the economy and healthcare — offer potential opportunities for global economic growth. You will see how international business education is adapting to shifts in technology and globalization. Also in this issue, graduate student Michael Mungai shares his challenges and successes in launching an international nonprofit to benefit Kenyan youth.

During a presidential election year, discussions in the classroom are more charged than usual. The opportunity to observe a major political event is exciting for professors and students alike; the election is bringing classroom subject matter to life for HSB students.

The objective of a Haub School business education is to graduate business professionals who have a solid foundation in business with a deep knowledge of the surrounding world. At Saint Joseph’s, it’s the application of that knowledge that matters most. Our graduates use this foundation to make better choices, lead with strength and integrity and care for the world around them.

Joseph A. DiAngelo Jr., Ed.D. ’70
Dean, Haub School of Business
Saint Joseph’s University
HAUB SCHOOL'S HONOR SOCIETY AWARDED GOLD

SAINT JOSEPH’S HAUB SCHOOL of Business’ (HSB) collegiate chapter of Beta Gamma Sigma (BGS) has been selected as the Gold Chapter Award winner for 2012. The student chapter competed against 504 collegiate chapters around the globe for this distinction.

In addition to the Gold Chapter Award, BGS also awarded John R. Post ’60 the 2012 Beta Gamma Sigma Medallion for Entrepreneurship. The medallion is presented annually to individuals who combine innovative business with service to humanity.

Post founded Post Precision Castings Inc. in 1964 with the desire to create a low-cost, customer-focused commercial investment castings company. It is now the primary employer in Strausstown, Pa., with more than 180 employees. Post has also given generously to Saint Joseph’s, helping to rebuild the University’s academic center and to further construction on the John and Maryanne Hennings Post Learning Commons as well as the Drexel Library. Post is one of three individuals in the world selected for this honor.

BGS is the honor society for AACSB International — the Association to Advance Collegiate Schools of Business. Its mission is to encourage and honor academic achievement in the study of business and to foster personal and professional excellence among its members.

Lifetime membership in Beta Gamma Sigma is the highest achievement available to business students anywhere in the world, and is extended to the upper seven percent of juniors, the top 10 percent of seniors and the upper 20 percent of graduate students. This is the eighth consecutive year that the Haub School has been recognized by Beta Gamma Sigma with either the Gold, Silver or Bronze Chapter Award.

SJU TO HOST BETA GAMMA SIGMA CENTENNIAL SPEAKER SERIES

BETA GAMMA SIGMA (BGS), the honor society for AACSB International — the Association to Advance Collegiate Schools of Business, is celebrating its 100th year anniversary with a speaker series during the 2012-13 academic year. Saint Joseph’s University is commemorating the anniversary by hosting the annual McCarthy Lecture in conjunction with the celebration. Both organizations will welcome Denise Morrison, the newly elected president and chief executive officer of Campbell’s Soup Company, as the guest in this speaker series on Thursday, Oct. 11.

Morrison joined Campbell’s as president of global sales and chief customer officer in 2003 and continued to advance in the company. She is the organization’s first woman elected as CEO since Campbell’s Soup was founded in 1869.

While her career began with Procter & Gamble in Boston, Mass., Morrison has since made a name for herself in the food industry. She joined Pepsi-Cola in trade and business development and spent the majority of the 1980s at Nestlé USA, where she held senior marketing and sales positions.

Morrison is leading Campbell’s Soup at a pivotal time for the company as it shifts its focus from Baby Boomers, who have been eating Campbell’s Soup for decades, to the next generation. She is increasing consumer interest through interactive and entertaining iPad apps, allowing users to find recipes using Campbell’s soups.

Morrison is a founding and current board member of the Healthy Weight Commitment Foundation, an initiative designed to educate those in the marketplace, workplace and in schools to combat obesity. She also serves on the board of the Grocery Manufacturers Association and is the chair of its Health & Wellness Committee.

As a benefit to its members, BGS created the Centennial Speaker Series to expose members to insights from prominent business professionals and leaders, discussing an assortment of business topics. The McCarthy Lecture at Saint Joseph’s University is one of four events hosted by BGS in commemoration of the turn of the centennial anniversary.
AN EVENING WITH TOM BROKAW


During the event, Brokaw addressed the U.S. political debate, offered a broad view of how American life has changed since the Great Depression and shared his ideas of how to foster the country’s future success. Topics in his speech included his career in journalism, the changes he has seen in the world, and various challenges facing the United States. Brokaw also answered audience questions and signed copies of his book.

Brokaw has spent his entire distinguished journalism career with NBC News, beginning in 1966 in the Los Angeles bureau where he covered Ronald Reagan’s first run for public office. He anchored NBC Nightly News and the TODAY Show, and then became anchor and managing editor of NBC Nightly News with Tom Brokaw. He most recently took over Meet the Press for the 2008 campaign when his close friend and colleague Tim Russert died.

In 1998 Brokaw published his first book, *The Greatest Generation,* one of the most popular nonfiction books of the 20th century. He followed that with five other books including *The Time of our Lives.*
HSB STUDENTS TAKE ADVANTAGE OF SUMMER SCHOLARS PROGRAM

Throughout the summer, five students in the Haub School of Business took their learning outside of the classroom as part of the University’s Summer Scholars Program. From May to August, participating students engaged in faculty-mentored research projects focusing on a field that allowed them to increase their academic interest. The 11-week program offered each student a stipend, on-campus housing and opportunities to partake in educational and social programs.

Lauren Bogen ’13, a marketing major, collaborated with Janée Burkhalter, Ph.D., assistant professor of marketing, researching the effects of “greenwashing” in marketing cosmetics. Greenwashing occurs when a company advertises their product as “environmentally friendly” or “natural.”

“It’s another advertising scheme, another slogan that doesn’t have any weight or meaning,” says Bogen. She believes this is an important issue, specifically with cosmetics, because products are applied to the face and body. Bogen hopes her research will prompt consumers to think in more depth about the possible harmful side affects of cosmetic purchases.

Elizabeth Sclafani ’13, a double major in food and sports marketing, worked with Richard George, Ph.D. ’67, chair and professor of food marketing, on the social media campaigns of government assistance programs such as SNAP (Supplemental Nutrition Assistance Program) and WIC (the Special Supplemental Nutrition Program for Women, Infants and Children). Sclafani witnessed firsthand how each program’s process operates by visiting stores accepting WIC or SNAP, and realized the difficulties within the programs.

“Most store employees are unfamiliar with procedures and how the checks work,” Sclafani says. She also recognized that healthy eating options are challenging to find within a tight budget, because many consumers in this cohort think fresh produce is not an efficient way to spend their limited financial resources. She believes utilizing social media to further disseminate public information can correct these and other issues.

Marketing major Kelsi Dana ’13 joined David Allan, Ph.D. ’99 (MBA), associate professor of marketing, to research advertising and brand association in music. She was in Manhattan with the music company Soundtrack and 2CK Products, and was mentored by the vice president of Capital Records. “I feel the music industry is more focused on the advertising side, such as branding artists, musicians and songs,” she says, “It’s definitely not just about selling albums anymore. I think it’s more about creating a brand.”

Leo Porth ’13, a philosophy major, and Danielle Puccino ’14, a pharmaceutical and healthcare marketing major, worked with George P. Sillup, Ph.D. ’80, associate professor of pharmaceutical and healthcare marketing, and Stephen Porth, Ph.D. ’80, associate dean and executive director of graduate programs, on the media’s portrayal of the pharmaceutical industry. Puccino and Porth reviewed articles from the past year in five major newspapers (New York Times, Los Angeles Times, The Washington Post, USA Today and The Wall Street Journal) to assess whether pharmaceutical companies were perceived in a positive, negative or neutral light.

“By analyzing media articles focused on popular pharmaceutical controversies, public opinions can be made, and true insight on the industry can be revealed,” explains Puccino. The research conducted by the pair will contribute to an annual article published by Pharmaceutical Executive magazine.

The students presented their work on Oct. 9, at 6 p.m. in the North and President’s Lounges of Campion as part of the Inaugural Week celebration of University President C. Kevin Gillespie, S.J. ’72. A subsequent Celebration of Student Achievement featuring the Summer Scholars’ work will be held in the spring of 2013.

Photo above: Stephen Porth, Ph.D. ’80 and George Sillup, Ph.D. ’80 collaborate with HSB Summer Scholars.
THE IMPACT OF THE ECONOMY ON THE PRESIDENTIAL ELECTION

The economy is shaping up to be the focal point of the 2012 election. On Monday, Oct. 1, the Haub School of Business hosted a panel discussion with national and local political and economic experts to discuss its impact on the presidential race. The event, the first Anthony Carfagno ’60 Lecture Series, was free and open to the public and held in Mandeville Hall’s Wolfington Teletorium.

Panelists included:
Terry Madonna, Ph.D.
Renowned pollster and director of the Center for Politics and Public Affairs at Franklin and Marshall College.

Michael Smerconish
MSNBC political commentator and national radio host.

Arthur Laffer, Ph.D.
Economist and former advisor to President Ronald Reagan.

Randall Miller, Ph.D.
(Moderator)
Political expert and professor of history at Saint Joseph’s.

Awakening to the Magis

The Inauguration of C. Kevin Gillespie, S.J. ’72

A weeklong series of events led up to the official inauguration of C. Kevin Gillespie S.J. ’72 as 27th president of Saint Joseph’s University on Friday, October 12, 2012. For details, visit www.sju.edu/inauguration.

Saturday, Oct. 6
Community Day:
Continuing the Jesuit Mission
Student day of service in the surrounding community.

Sunday, Oct. 7
An Evening of Song and Prayer
Student musical performances and Mass celebrated by Fr. Gillespie.

Monday, Oct. 8
Kinney Carnival
A private, special event for Kinney Center families.

SJU Community Softball Game and Barbecue
Fr. Gillespie and John Smithson to serve as player-coaches.

Catholic Intellectual Series Lecture
Featuring Bishop George Murry

Tuesday, Oct. 9
Ceremonial Origins of Salsa Dancing
Featuring Jose Obando in celebration of Hispanic-American Heritage Month.

Summer Scholars Showcase
Faculty and students showcase their joint research projects made possible by the Summer Scholars Program.

Wednesday, Oct. 10
Celebration of Faculty Scholarship
The distinguished scholarship of SJU’s faculty will be highlighted along with the unveiling of a special addition to the faculty scholarship repository.

Sisters in the City of Brotherly Love
A Symposium Celebrating Women Religious in Philadelphia.

Thursday, Oct. 11
Local Gardens, Global Impact
An interfaith blessing of the SJU community garden and a panel discussion featuring Nancy Tuchman, Ph.D., Loyola University Chicago’s Center for Urban Environmental Research and Policy.

Inaugural Mass
Rooted and Grounded in Love.

Friday, Oct. 12
Inauguration Ceremony
Inaugural Ceremony and Missioning.
No segment of the economy has been immune from the economic downturn, but U.S. clothing retailers have had a particularly rough time.

Now, even as the economy makes its slow climb back, the apparel industry isn’t out of the woods. They’re facing another set of challenges: retaining customers as new competitors with game-changing ideas fight to break into the market.

“It’s a challenging economy, and the companies that succeed need to have on-trend styles in a variety of price points,” says Brent Smith, Ph.D., associate professor of marketing. “Conventional approaches, such as pushing a single garment like the khaki or generic white shirt, probably need a reboot. Apparel retailers really need to examine themselves to stay relevant and interesting in the future.”

Two factors — value and variety — are key to survival, according to Smith. And many established apparel companies are finding new models that run counter to the way they’ve been doing business.

On top of this, new business models are also coming from abroad. Competitors from Europe are trying to break into the lucrative American clothing market, and they’re bringing some unique business strategies with them.

TOPSHOP/TOPMAN, already well-known to British consumers, introduced lines in America through Nordstrom, lending the brand instant credibility stateside.

And Zara, a Spanish clothing retailer, is opening stores in America with a “fast fashion” model. The retailer purposely introduces only a few pieces of on-trend style in its locations. The message to consumers: If a store has an item you like, buy it now before someone else does.

“They’ve introduced a scarcity factor and a ‘now’ factor,” Smith explains. “It’s really a paradigm shift.”

Ultimately, post-recession consumers are looking for value more than ever. But one thing that hasn’t changed with the economy, Smith emphasizes, is that retailers need to be more aware than ever of what customers expect from them.

“Retailers need to study their customers and make sure they’re still delivering value, whether that’s price-to-quality, fast fashion or variety of selections,” Smith says. “You can’t give up on your value proposition just because the economy is challenging.”
Investors are basing their financial decisions on more than economics these days. Increasingly, a corporation’s commitment to environmental sustainability and the remedying of social ills is gaining importance in the minds of stakeholders.

W. Richard Sherman, J.D., professor of accounting, offers his thoughts on an evaluative method called the Triple Bottom Line (TBL), which consists of the three Ps: profit, people and planet. It aims to measure the financial, social and environmental performance of a company over a period of time.

Sherman sees the TBL as a way to answer the questions of modern investors: “How do I know if this organization is a good corporate citizen? What is the impact of its operations on the environment? Does this company provide a decent workplace for its employees?”

In short, TBL reporting helps investors learn about a company beyond its financial performance. TBL conveys both qualitative and quantitative information about a company’s actions, making it impossible to reach a net sum. Some view this as a disadvantage for the system, and attempts have been made to assign financial value to environmental and social actions so that a total value may be calculated.

Another challenge in reporting TBL is the lack of a universal standard for the method of evaluation. Organizations use a variety of approaches to account for their financial and social impact.

Although TBL reporting has some flaws, Sherman says its use will continue. “TBL reporting is a necessary precondition for change because it forces organizations to measure and communicate many more dimensions of their impact on the world than the traditional financial reporting practices would,” he says.

There are signs that TBL is becoming widespread in the business world, with more than 2,200 companies around the world providing information on their environmental and social achievements and missteps.
While many companies worldwide use the International Financial Reporting Standards (IFRS) to determine what’s listed as an asset or liability, the United States is one of the few countries that still uses its own accounting standards (U.S. GAAP).

Recently, there has been pressure to get a single set of international accounting standards for every company to follow, regardless of where it’s based. But that’s easier said than done.

“The Securities and Exchange Commission was working on a plan to move U.S. companies to an international standard,” says Jing Lin, Ph.D., assistant professor of accounting. “But the move seems to be going slower than anticipated.”

The most recent setback to global standardization came during a debate over leases. A plan to reach a single rule for determining how companies should account for leases in their balance sheets fell apart. Instead, U.S. and international standard setters agreed to a compromise which would allow companies to use two methods to account for leases.

The lease dilemma is just one example of the hurdles encountered in an attempt to reach a single set of accounting standards worldwide.

“When U.S. companies do business around the globe, they’ll often find themselves having to prepare two sets of financial statements,” Lin says. “Even accounting majors have to learn two sets of accounting standards in case they’re not entering the world of IFRS yet.”

While a single accounting standard may be a tall order, the two sides may find common ground.

“This is information investors want,” Lin explains. “It would be much easier if they could compare companies from different countries without having to go through extra calculations.

“But the bottom line is it will have to be a high-quality, transparent standard if that’s going to happen.”
American consumers like to send a message with their money, and recently, that message has been to support “local” food.

Consumers see buying from area farmers and producers as a good way to keep money and jobs close to home, improving the local economy while protecting American jobs.

But does buying local really make a significant economic difference?

“Everybody is looking for local food,” says John Stanton, Ph.D., professor of food marketing. “But whether we like it or not, the food world is global and what happens in Brazil can have just as big an impact on U.S. consumers as what happens in Nebraska.”

Although many U.S. consumers were alarmed to see news reports this summer of droughts leaving shriveled crops dying in the fields, Stanton warns other factors will have a greater effect on Americans’ wallets.

“Price increases from the droughts are likely to have short-term effects, but global issues can have a longer and greater impact,” Stanton explains, citing increasing demand from the rest of the world for crops like corn.

“The biggest cost in a box of corn flakes isn’t the corn,” Stanton says. “It’s everything from the price of oil to transport the product to the marketing and the packaging. So something like the cost of oil will have a much more lasting effect on the price of your cereal than the supply of crops.”

Stanton predicts higher food prices are an inevitability, whether the local food movement is here to stay or not.

“U.S. farmers are doing everything they can to keep America’s food inexpensive,” Stanton says. “But while I like to get my tomatoes from a local New Jersey farm stand or my mother’s garden, most of the prices of the food products that I buy are likely to be just as affected by storms in China, a growing middle class in India, or drought in Argentina, as they are by a drought in the Midwest.”
While most of the U.S. is still trying to claw its way out of the deep economic crater left by the recession, a handful of long-depressed cities are largely out thanks to healthcare. Pittsburgh, the once grimy steel capital, has replaced manufacturing jobs with positions in healthcare, fueling job growth in the region. About one in five private-sector employees in the Pittsburgh area today works at a hospital, a doctor’s office or in some other health-services business. In Ohio, the Cleveland Clinic has created nearly 81,000 jobs and $10.5 billion in economic output in the Northeast region of the state. The growing demand for healthcare services in Michigan is just beginning to jumpstart the state’s economy after enduring years with a declining auto industry.

**Is it possible that healthcare is the panacea for global economic woes?**
Healthcare isn’t going to solve everything overnight,” says William Trombetta, J.D., professor of pharmaceutical and healthcare marketing, “but it can be a powerful catalyst to turn things around.”

Trombetta says this is particularly evident in the pharmaceutical industry where large firms are in partnership with emerging economies to introduce blockbuster drugs and successful generics.

Instead of investing in combination therapies and “me-too” drugs, he says there has been a seismic shift in the pharmaceutical industry to prioritize research and development, innovation and discovery.

This new business model, however, has posed a challenge for the large pharmaceutical organizations that aren’t as nimble as some of the smaller firms. Big pharma, companies like Johnson & Johnson, Pfizer, Sanofi-Aventis, GlaxoSmithKline, Roche and Merck & Co., are aggressively looking to emerging markets in what represents a unique and compelling way to increase revenue, improve global health outcomes and spur economic growth.

George Sillup, Ph.D., chair and professor of pharmaceutical and healthcare marketing, says many U.S.-based pharmaceutical companies are in pursuit of what economists have coined the BRIC (Brazil, Russia, India, China) for investment opportunities. Sillup says the annual growth rates of these economies have fallen recently. “In recognition of this slowing, emerging markets are interested in sustainable development opportunities — economic
growth that improves lives without exhausting the environment or other resources,” he says. “Partnership with pharmaceutical companies offers these economies opportunities for such growth.”

So why would a major pharmaceutical company invest resources in an emerging economy when indicators warn that emerging markets are slowing down?

John Furey ’08 (MBA), general manager, Pfizer Vaccines in China, says companies like his are looking at more than traditional economic indicators in their evaluation of emerging markets. China, for example, experienced a 20 percent growth in the pharmaceutical sector last year. “The pharmaceutical sector is outpacing economic indicators,” he says. “The government wants to expand the drug list as part of its initiative to improve healthcare for its citizens.”

Sillup says the governments of emerging economies are increasing investments in healthcare because of political pressure and advances in technology. “These markets know they need a sustainable healthcare system if they want to compete in the global market,” he says.

It’s clear that countries like China need to improve access to medicine for their populace. While China spends roughly five percent of its GDP on healthcare, in the U.S., 17 percent of the GDP is spent on healthcare.

“It’s about social equality,” explains Furey. “As the country becomes wealthier, the government desires improved healthcare service and better access to medicine for its citizens. It results in a greater dividend paid to the community.”

The benefit from these trends to the pharmaceutical industry lies in the potential to increase market share and access. A recent report from The Global Use of Medicines: Outlook Through 2016 forecasts emerging markets will nearly double their spending on medicine over the next five years from $194 billion in 2011 to

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**Annual Growth Rate of BRIC Economies**

- **India**: 2000: 8.5%, 2012: 7%
- **Brazil**: 2000: 4%, 2012: 2.7%
- **China**: 2000: 8.5%, 2012: 7%
- **Russia**: 2000: 8%, 2012: 4%
$345-375 billion in 2016. The expected rise comes from a combination of increasing income levels, the increased affordability of medicines and the rollout of government healthcare programs for poorer patients.

In Furey’s role with Pfizer, he’s working with China’s government on programs that address diseases such as pneumonia and meningitis in children — major health concerns for the country. “I can’t just operate in a transactional revenue-generating model with our international partners,” explains Furey. “It’s imperative that I demonstrate how my company is bringing value in meeting their health priorities. We’re equally invested in meeting their needs.”

One major challenge with global expansion is that each country has its own priorities, unique infrastructure, government and common disease states. “You can’t take what you’ve learned from China and immediately apply it to India,” says Thani Jambulingam, Ph.D., associate professor of pharmaceutical and healthcare marketing. “Everything is nuanced, and it’s a great threat to success if pharmaceutical companies generalize these emerging markets.”

As a young pharmacist in India, Jambulingam drove into rural villages to educate families on the value of disease prevention, specifically — vaccines. He remembers when the village women would see his compact white sedan parked outside and they would herd their children inside and close the front door. “My children are not sick; go away,” the women would tell him. “Come back later when my husband is home.”

In India, women bring their children to the doctor when they’re sick. Mothers don’t have a strict vaccination schedule to follow for their children, and they fear vaccines. “This is a great hurdle,” explains Jambulingam. “There’s a good deal of patient education to be done.”

Another major challenge to the country is a lack of infrastructure. In Jambulingam’s vaccine work, he has encountered situations where doctors can’t introduce a life-saving vaccine to their practice, because they don’t have the resources to maintain the proper temperature controls to bring it into their offices.
The pharmaceutical industry is addressing challenges like this by heavily investing in these economies. These relationships aren’t tangential. Pharmaceutical companies are setting up shop in these markets, creating jobs, educating practitioners — making the citizens local partners.

“These companies are re-imagining their products and markets, re-inventing their value chain, and strengthening local healthcare in ways that contribute both to the profitability of the business and the welfare of society,” says Jambulingam.

While emerging markets still have much to do in building the infrastructure of their health systems, Jambulingam says many regions have been quick to adapt.

“In many of these markets, there is a lack of knowledge of what a healthcare delivery system should look like,” he says. “In India, the people are quickly learning lessons from these pharmaceutical companies and making adaptations to their current system for the better.”

India, for example, has become a hot spot for medical tourism. Patients from all over the world — including the U.S. — travel there for medical procedures and enjoy India’s culture and attractions at the same time. The country has become a popular destination for patients seeking heart surgery. Jambulingam’s own mother, a native of India, recently had a heart valve replaced at one of the country’s top-rated hospitals for roughly $6,000. The out-of-pocket expense for the same procedure in the U.S. is closer to $44,000. Patients are also traveling to India seeking treatment for gastroenterology, orthopedic issues, oncology, ophthalmology and dental ailments.

As these countries illustrate, this market transition for pharmaceutical companies indicates significant development in emerging markets and growing economies. At this point, with two-thirds of the world’s population, emerging markets consume only about a third of the world’s medicine. For pharma groups, this disparity represents an opportunity for considerable growth to come.
Healthcare is a global business and the pharmaceutical industry is no exception. Through a course taught by William Trombetta, J.D., professor of pharmaceutical and healthcare marketing, graduate students have the opportunity to observe key differences between the U.S. and Europe in the development of pharmaceutical strategies, the impact of regulatory restrictions and the challenges of pricing.

“Europe is a basket case right now for the pharmaceutical industry,” says Trombetta. “The unemployment rate is about 25 percent and the youth population is roughly 50 percent. There’s very little money to be made in the European markets.”

For pharmaceutical companies, this poses a challenge. “You can’t just say, ‘I’m in the drug business,’ ‘I’m in the device business,’” he says. “You have to ask, ‘What more can I do to get you to buy my drug?’ ‘How can I provide value beyond the drug itself?’”

During the most recent study tour, graduate pharmaceutical and healthcare marketing students visited Barcelona, where they toured Sanofi-Aventis S.A. and Boehringer Ingelheim, two branded drug firms, along with Grifols, S.A., a Spanish-based multinational pharmaceutical and chemical company. Then, the group toured an advertising agency to learn how marketing and promotions differ in European markets.

Recent graduate Maryellen Lively ’12 (MBA), director of client service at OnCall-LLC at Grey Healthcare Group, says the central theme of the trip was “diversification.” “Because of pricing, the pharmaceutical companies in Europe have been challenged to get creative in their offerings,” she explains. “The focus for the companies now is on total disease state management: providing diagnostics, patient education, medication and therapeutic support. It’s about demonstrating value-added services.”

Lively says the lessons she learned during the study tour were a great asset to her professional development. In her current position with Grey Healthcare Group, she sees a similar trend emerging in the U.S.: toward pharmaceutical companies surrounding patients with total care.

“Because of the globalization of healthcare, it’s critical for those of us in the industry to be informed of changes in regulation, growth strategies and best practices from all corners of the world,” she says. “It’s the only way to remain competitive.”
AACSB Taps DiAngelo to Diversify Business Education

by Carolyn Steigleman ’10 (M.A.)
HAUB SCHOOL of Business Dean Joseph A. DiAngelo Jr. Ed.D. ’70 is the new chair of AACSB-International, the oldest and most prestigious accreditor of international business education. His appointment as leader of the organization parallels his 25th year of service as a business school dean. As he embarks on his quarter-century of service, DiAngelo considers how globalization and advancements in technology have altered how business education is conducted. His priority as chair for the 2012-13 academic year is to introduce new standards for accreditation that are flexible enough to accommodate these social and economic shifts. “The world is changing around us, and like it or not, we have to change right along with it,” DiAngelo says.

In many colleges and universities around the world, business education is now perceived as accounting majors preparing audits, finance majors studying investments, and marketing majors learning the four P’s (product, price, place, promotion). Among DiAngelo’s priorities as chair of AACSB is to support and champion institutions that espouse a more humanistic, global and multidisciplinary approach to business education.

“The objective of undergraduate business education is to graduate well-rounded professionals who have a solid foundation in business and a deep knowledge of the world around them,” he says.

At Saint Joseph’s Haub School of Business, half of the undergraduate curriculum exposes students to liberal arts subjects such as philosophy, history and science. DiAngelo believes liberal arts programs help business students cultivate critical thinking and practical reasoning: skills employers have long sought among college graduates.

DiAngelo says AACSB committee members have noticed that, in recent years, the schools’ mission statements, which drive their curricula and hiring patterns, have all started to look the same. During his tenure as chair, new accreditation standards will be developed for the first time since 2003.

The revised standards will be flexible enough to encourage divergent missions without diluting the value of the “AACSB-accreditation” brand that hundreds of business schools value among their biggest selling points.

With a continued focus on the importance of issues like sustainable development and ethics in today’s business schools, the new standards will call attention to globalization and arrive during a time of much transition for international business education.

Business schools in emerging economies are getting increased attention from both domestic and foreign students. AACSB data showed a 136 percent increase in enrollment within Latin America, the Middle East and Central/Eastern Europe countries between 1999 and 2009. The population in these economies has exploded; the value placed on higher education within these markets increases as incomes rise and buying power grows.

DiAngelo sees an opportunity in this trend to diversify global business education while creating new jobs, strengthening industries and supporting economic development in these countries.

“We’re encountering schools with very different structures, academic philosophies, faculty skill sets and resource capabilities,” says DiAngelo. “There are many roads to quality, and as an association, we must be open to evaluating and acknowledging different academic structures.”

“There are many roads to quality, and as an association, we must be open to evaluating and acknowledging different academic structures.”

According to DiAngelo, business schools should have unique priorities, a combination of talents and cultural context to serve the diverse range of students around the world.

For example, at Saint Joseph’s Haub School of Business, the industry focus and ethics-based curriculum distinguishes the University’s B-school from peer institutions. Other schools DiAngelo visited chose to concentrate academic efforts on topics ranging from entrepreneurship to diversity to globalization.

“That’s what I find so exciting about my upcoming year as the board chair for AACSB,” he says. “Exploring the potential we all have to make a difference by combing our unique strengths.”

Since DiAngelo’s arrival at Saint Joseph’s as dean in 2000, the Haub School of Business has experienced unprecedented growth. Under his leadership, the school has doubled the size of its student body and is now the largest Jesuit business school in the United States. Prior to coming to Saint Joseph’s, DiAngelo served as business school dean at Widener University where he led the school to AACSB accreditation.
When he was living on the streets in an impoverished Kenyan village, barefoot and hungry, Michael Mungai Nyambura ’10 (B.A.) ’13 (M.S.) gave up his dream of becoming a lawyer. At best, perhaps, he could be a carpenter’s apprentice. Today, thanks to serendipity, human generosity and his own tenacity, Mungai is a graduate student at Saint Joseph’s University and co-founder of an international nonprofit, Harambee USA, Inc. — the word means “pulling together” in Swahili — created to help boys like himself back home. “In my wildest dreams, I never could have imagined this,” he says of his journey from hopelessness to empowerment.

Mungai, 28, is completing his master’s degree in international marketing in the Haub School of Business, gaining the tools to implement his grand vision to help transform the future of his country. He and the organization’s co-founders, Mark Orrs ’03 (B.S., Sociology) and Peter Seltzer ’09 (B.S., Accounting), not only want to help individual children overcome social disadvantages, but also boost development among small businesses to help reduce Kenya’s staggeringly high unemployment.

“There are so many talented youths who are unemployed,” he says. This is no small undertaking. But Mungai is passionately committed to helping his country. And given the stunning course his life has already taken, no dream seems unattainable.

Like many boys in his poor village in Dagoretti, Nairobi Province, Mungai left home at 15 years of age to alleviate the financial burden on his single mother, who was raising four children. He scrounged the streets as best as he could, selling scrap metal and plastic for recycling. Then an unlikely encounter had a profound impact on his life, changing the trajectory of his fate.

One day, he saw an American student carrying video cameras. He was overwhelmed by young street boys beseeching him in Swahili. “I told him, ‘It’s a gangster’s dream to catch a tourist with an expensive video camera,’” Mungai says. Christof Putzel was a student at Connecticut College who was working on a film about homeless children and volunteering at an orphanage. “Of all the kids, he struck me as a special person,” Putzel says of Mungai. “He has that impact on everyone he meets. Michael was brilliant, curious, trustworthy.” He became Putzel’s guide, translator, friend and a subject in the film, “Left Behind,” which became a prize-winning documentary.
Impoverished to empowered
Putzel introduced Mungai to another American, Bonnie Graboski of Allentown, Pa., who was volunteering at an orphanage in the area and eventually created a program to educate street children. Seeing Mungai’s promise and potential, she paid for his education through the end of high school. In turn, he tutored the children and co-founded Dagoretti4Kids (now Harambee Youth Kenya) in 2003 to house street boys. Mungai lived in the residence as housefather.

Meanwhile, Putzel’s documentary inspired other volunteers to come to Kenya to help the street children. One of them was Orrs, the next agent of change in Michael’s life. Orrs was so impressed by Mungai he persuaded him to complete an online application to Saint Joseph’s from a cyber café in a nearby village. Then he returned home and advocated for Mungai to University leadership. In 2005, he called Mungai to tell him he’d been awarded a full scholarship to Saint Joseph’s.

Mungai could have seen the extraordinary turn of events as a Cinderella chance to escape the deprivation of his life in Africa. Instead, even as he was adjusting to a country of unimaginable abundance, he began leveraging the opportunity on behalf of the boys he left behind.

“I felt like I was carrying responsibility,” he says of his time at Saint Joseph’s. “I owed some people my success so I had to stay focused. You can’t wake up one day and forget the people who look to you as a father figure.”

When he realized Saint Joseph’s had no student organization dedicated to Africa, he founded Harambee SJU in 2006, sponsoring movies, lectures and other events on campus to raise student awareness. Then he began raising money through Harambee for Kenyan street boys, by selling T-shirts and doing other fundraisers. The response on campus was deeply gratifying to Mungai. So many students were interested that eventually student groups went on service trips with him to Kenya.

Beth Ford ’99 (B.S.) ’00 (M.S.), assistant director of campus ministry, says the student commitment to Harambee SJU is incredible. “This is a very engaged group of students dedicated to the support of Michael’s original vision to raise awareness of and support for Kenyan youth,” she says.

One former member of the organization, Liz Moyer ’11 (B.S., Sociology), is working with Harambee USA to implement a project related to sustainable agriculture. “I moved to Kenya at the end of June and will be working with the Harambee Youth Center for the next year,” she says. “The Summer Immersion Program trip to Tanzania changed my life, and I made a promise to myself that I’d return to East Africa one day. And here I am!”

Mungai graduated in 2010 with a double major in economics and philosophy. Meanwhile, Mungai, Orrs and Seltzer launched Harambee USA to expand the efforts of Dagoretti4Kids to also include entrepreneurial services to families affected by HIV/AIDS and coordinate youth self-help groups and community organizations. The new organization also remains committed to offering rescue, shelter and education services to former street children — Harambee Youth Kenya has shepherded more than 50 street boys through its program since 2003.

To fundraise for their efforts, Mungai and his partners set up a table every month in Philadelphia at Old City’s First Fridays with leaflets and African items for sale. They attend flea markets and held an art auction of work donated by a Kenyan artist. The three young men are strategizing both how to grow their embryonic nonprofit, by aligning themselves with like-minded organizations and spreading the word — Mungai writes a blog for the Huffington Post — while they research microfinancing strategies to assist small businesses in Kenya.

Mungai credits Orrs and Seltzer with Harambee USA’s growth, calling them “visionaries and pragmatists.” But anyone involved with Mungai knows that the organization owes its success to his intelligence, foresight and strategic thinking. As he would say, “You haven’t seen anything yet!”

For information on how you can support Harambee USA, Inc., visit www.harambeeusa.com.
Q. What’s the number one challenge facing international non-profits right now, and how can organizations like Harambee USA Inc. overcome them?

A. Credibility. There have been many stories of nonprofits, not only in Africa but also in other poorer regions, such as Latin America, where not all funds reach their end objective. In some countries, nonprofits are set up to facilitate diversion of funds, but they are in the minority. There also are many legitimate nonprofits raising funds in these areas. Harambee USA is competing for resources with other organizations which are already established and have a proven record. It has to be able to differentiate itself.

Q. How can Harambee USA do this?

A. There are three key strategies to establish credibility:

1) Show tangible results on the ground; demonstrate that you’re making a difference. This can be accomplished by generating positive stories, case studies about individuals who have gone through difficulties, benefitted from the not-for-profit’s actions, and come out the other end with flying colors.

2) Document where the money is going: what percentage reaches the stated end use and how much is diverted for administration, additional overhead and other costs?

3) Make certain that both the budget and the outcomes are legitimate and can withstand scrutiny. As for differentiating oneself, a major component is vision: where does this organization want to go and how does it want to make a difference? Mungai has vision in spades. It’s a story of recovery, of saving souls – it’s a great story, and I think he has everything going for him. The second piece is execution, proving the success of the program. The proof is in the pudding. Again, show tangible results.

Q. How can social media help to spread the word about an organization like Harambee USA?

A. Social media is particularly useful to organizations with an international focus. The web has huge power behind it and Mungai’s organization has a compelling story to tell. Facebook, Twitter and YouTube are all free resources an organization can use to gain brand recognition and share its mission.

Q. What is the best way to attract and retain qualified employees and/or board members?

A. Show proof that your organization is having an impact. Document exactly how the funds are used and what percentage is actually being used directly with the stated end objective. Make certain that you can account both for the money and for the outcomes, and that you’re actually achieving your goals in an efficient way. Employees and board members will want to be certain that the nonprofit is credible, operational and successful, and then they will then be on board. They need to be inspired by the vision and energized by the actual execution.
THE FINANCIAL SERVICES ALUMNI CHAPTER hosted a panel discussion, Managing Client Expectations, on April 25, in the Cardinal John P. Foley Campus Center. Panelists included: Ed Boehne, former president & CEO of the Federal Reserve Bank of Philadelphia; George J. Alburger Jr. ’68, executive vice president and chief financial officer of Liberty Property Trust; and Ward Fitzgerald, CEO and managing principal of Exeter Property Group.
Class of 2012 Alumni Welcome Reception

HSB ALUMNI gathered in the Cardinal John P. Foley Campus Center for an inaugural Welcome Reception for the Graduating Class of 2012 on May 3. Hosted by the Haub School of Business Alumni Chapter, guests enjoyed entertainment by SJU student and talented musician Pat Donovan ’15 as they networked and reconnected with fellow hawks.
FOOD MARKETING TO RECOGNIZE DISTINGUISHED ALUMNI WITH INAUGURAL AWARD

ON THURSDAY, Nov. 1, Saint Joseph's Food Marketing will recognize five extraordinary alumni for their demonstrated achievement and contributions to the industry with the inaugural Hall of Honor Award. The award presentation will follow a keynote address Scott Aughenbaugh of Seven Revolutions and Fellow of the Center for Strategic and International Studies. A cocktail and networking reception will follow. In celebration of its 50th anniversary, food marketing will award five recipients (one for each decade) with this distinguished award.

Daniel Cassidy ’79
President & CEO, Key Impact Sales & Systems

John Machuzick ’78
President Bakery & Foodservice (retired), General mills

Timothy G. Fallon ’76
CEO & President, Columbus Foods, Inc.

John M. Orobono ’72
Senior Vice President, ARAMARK

John B. Lord, Ph.D. ’71
Professor of Marketing, Saint Joseph’s University

For more information and tickets, visit www.sju.edu/hallofhonors

FAITH, HOPE AND HEALING: AN INSPIRATIONAL BOOK BY JASON MCGLYNN

WHEN JASON McGlynn ’96 (B.S., Food Marketing) ’99 (MBA) was diagnosed with cerebral palsy soon after birth, doctors told his mother he would lead a limited and unproductive life. Yet McGlynn has lived his life in defiance of that mindset. After earning his MBA from Saint Joseph’s, McGlynn worked for a few years in corporate America before taking time off to write his first novel. Divine Towels is a fictional story where the main character, Ethan, and his mother, Claire, open a nonprofit store, called Divine Towels, where people have their feet washed and receive healing in one form or another according to God’s will. It’s McGlynn’s hope that readers will walk away from the book with a renewed sense of purpose and be empowered by the Holy Spirit to devote their lives to “spreading love, bearing fruit and saving souls.”

For more information, or to purchase, visit www.createspace.com/3834387.

ADELE OLIVA ’87 has been recognized by Forbes magazine as one of the “Five Most Powerful Female Venture Capitalists.” Oliva was listed at No. 97 on the Forbes “2012 Midas List – The Top 100 Tech Investors;” only five women were named in the Top 100 list worldwide.
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Ron Klimberg, Ph.D., professor of decision and system sciences
Application of Management Science
Expert Systems with Application

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The Dean’s Leadership Program has provided me the opportunity to learn about leadership from real people, and has taught me how to be a better leader.

Chris Alexander ’15
Finance/Risk Management and Insurance

“The Dean’s Leadership Program has provided me the opportunity to learn about leadership from real people, and has taught me how to be a better leader.”

OVER THE COURSE OF

my first year at SJU, I was blessed with many opportunities and experiences; one of the most rewarding was the Dean’s Leadership Program. As a participant, I had the privilege not only to learn about what it means to be a leader, but also to see the successful implementation of leadership outside the classroom.

As a result of the program, I had the good fortune of adding world leader and former British prime minister Tony Blair to a list of famous people with whom I’ve engaged.

At the World Affairs Council in downtown Philadelphia, Blair offered thoughtful insight into political leadership, the European economic crisis and future of the U.S.-U.K. alliance.

I also had the pleasure of meeting Thomas Beeman, Ph.D., an accomplished businessman and CEO of Lancaster Hospital. After a wonderful luncheon, other leadership program participants and I discussed what it is like to manage a successful business with Dr. Beeman. He was very open to sharing his experiences and knowledge with us, especially when it came to answering all of our questions about the current healthcare debate and its pending effects on our economy.

The Dean’s Leadership Program has provided me with the opportunity to learn about leadership from real people, and has taught me how to be a better leader. From the very beginning, I have emulated the values and skills I have learned by taking on numerous leadership positions on campus.

As I move into my second year at Saint Joseph’s, I will continue to be an active member of the program and further develop and enhance my leadership abilities. As I continue to meet and associate with other leaders, who each have their own perspective on what it means to be a leader (i.e. ambition, innovation, integrity), I look forward to using what I have learned to better the SJU community.

As a double major in finance and risk management and insurance, I have career aspirations to pursue my MBA from SJU, and go on to become a corporate lawyer. I believe that the Dean’s Leadership Program has helped get me closer to my goal of having a successful career.
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