

Spring 2009

# Business Dialog

## The sky's the limit!

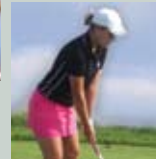


## INSIDE

1 • Message from the dean

## Feature

5 • The sky's the limit



## In the College

2 • New business



4 • Headliners

9 • Spotlight

12 • Alumni and friends

14 • CBE advisory boards

16 • Donor report

The managing editor and staff of *Business Dialog* wish to thank alumnus Matt Lidinsky '08, whose balloon and lighter-than-air expertise made our dazzling cover shot possible.

Thanks, too, to the intrepid TU volunteers: John Battaglia, a student in the UB/Towson MBA program; and Anh Luong and Lauren Krabitz, both business administration students studying marketing. The trio posed in the balloon's gondola as it hovered in front of Stephens Hall earlier this spring.

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“Quality is the most important component of our programs.”

—Shohreh Kaynama

As the Greek philosopher Plato once said, “You can discover more about a person in an hour of play than in a year of conversation.”

His words ring true, especially as members of the CBE Advisory Board continue to demonstrate their support for student scholarships by hosting the second annual Tapas for Towson fundraiser. (You can find details on the back cover of this issue.) I couldn’t be more grateful to the board for its hard work and dedication. What better way to raise money for a good cause than by having fun in the process?

The past few months have also brought many challenges. I am fortunate to be surrounded by a strong cadre of energetic and enthusiastic supporters who are dedicated to advancing the college’s goals and bettering the lives of our students. Their efforts have produced the good news we share with you in the spring issue of *Business Dialog*.

As you peruse it, you will note that our applied business model has been adapted in other parts of the world. I am pleased to be able to tell you that since the start of the production of this issue, I learned that CBE’s undergraduate business administration program with Quality Leadership University in Panama (and affiliate, University of Louisville College of Arts and Sciences) is now TU’s largest international program, with 174 students.

Quality is the most important component of our programs. As indicated on the next page, a Polish magazine ranked our executive MBA program second in that country. Last fall the associate dean and I attended the program’s first commencement ceremony, and I must say that it was among the best I’ve ever attended. The graduates and their families were so thrilled and appreciative.

CBE has worked diligently throughout the 2008-2009 academic year to update curricula and keep our offerings fresh to meet ever-changing work force needs. We are excited by the prospect of graduating the first class of students in the entrepreneurship track this May. What’s more, our new Department of e-Business and Technology Management received an award of \$116,474 for Oracle e-Business Suite software.

The college, its faculty, staff and students remain optimistic about the future. With your help, we will continue to positively affect lives—locally, nationally and internationally.

A handwritten signature in black ink that reads "Shohreh A. Kaynama".

Shohreh A. Kaynama '76  
Dean, College of Business and Economics





## Magazine ranks TU Executive MBA program no. 2 in Poland



The first 19 graduates celebrate with Shobreh Kaynama, CBE dean (right) and Louise Laurence, CBE associate dean at the EMBA program's first commencement last October.



Marcin Urbaniak,  
associate dean,  
University of Lodz

After only three years, TU's Executive MBA Program has already been praised as one of Poland's best.

The program, offered in partnership with the UB/Towson MBA and the University of Lodz Polish-American Management Center, has been ranked second in Poland by *Wprost* magazine.

*Wprost* is valued for being one of the most objective and valuable sources of information about business programs. According to surveys conducted in Poland, professionals take the *Wprost* rankings into consideration when selecting MBA programs.

The first 19 graduates of the cohort program were honored during a commencement ceremony in Poland last October. Among the families, friends and administrators in attendance were Jolanta Chelminska, governor of the Lodz region, and Jaroslaw Wojcieszek, vice president of the City of Lodz.

The TU Executive MBA Program offers a strong emphasis on teamwork, international case studies, professional business applications and simulation games. Upon completion of their studies, students receive an MBA diploma from Towson University and the University of Baltimore, a program certificate from the University of Maryland Robert H. Smith School of Business (a program affiliate) and a postgraduate studies diploma from the University of Lodz.

Established in fall 2006, the Executive MBA Program is taught entirely in English. The faculty comprises American academics as well as business executives from international and regional companies and institutions in Poland. Twenty-six students are enrolled in the program.



Shobreh A. Kaynama,  
CBE dean





## CBE to graduate first class of entrepreneurship students

In May the university will award degrees to the first eight graduates of CBE's entrepreneurship track. Launched in 2007, the track allows students to pursue a business administration major while completing 15 units of required courses in entrepreneurship and 9 units of upper-level electives offered through the Department of Management.

"This hands-on program has given me a lot of real-world experience," says Mike Clift, who expects to graduate with a 3.5 GPA. "In addition to the internship for BUSX 460, there were three other internship-based classes, all of which definitely provided practical applications for what I've learned."

Kevin Kennedy, assistant professor of management, says TowsonGlobal (TU's international incubator for early-stage companies) and the Division of Economic and Community Outreach's Small Business Development Center enable students to interface with one another's clients on a regular basis. Kennedy, who helped start the program, adds that all eight students plan to start their own businesses or continue the legacy of family businesses.

"A lot of the students initially thought that they had to be older to start their own business," he says. "They see now that they can start with very little capital and gain contextual knowledge by

accepting a position in the same industry in which they'd like to start a business."

In addition to gaining experience in the program, students have formed a strong connection with one another.

"We are an exceptionally close group," says entrepreneurship student Amy Hawks. "We have had all our classes together, and have grown to be a really tight-knit family over the years. I know everyone will be successful in his or her own way. I look forward to finding out where the other seven students will be in 10 years."

Seventy-four freshmen, sophomores and juniors are enrolled in the program.

## TU launches political economy project seminar series

Last fall the TU Political Economy Project played host to a series of biweekly seminars and discussions that addressed such hot topics as the financial crisis, the presidential candidates' policies, globalization, and the Federal Reserve's role in the housing bubble.

Howard Baetjer, lecturer in the Department of Economics, had a key role in the success of the comprehensive educational program, which had been created to support and enrich the education of students interested in political economy, economics, political philosophy, public policy, social philosophy and related fields.

Lecturing to packed rooms were Don Boudreaux, a professor at George Mason University; Paul McCartney, assistant professor of political science; Charles Schmitz, assistant professor of geography and environmental planning; and Jim Dorn, professor of economics.





## CBE keeps curricula fresh to meet market needs

In a fast-paced, technology-driven, networked-environment and globally competitive world, it's essential to keep graduate and undergraduate programs current and to provide a high-quality curriculum to meet work-force needs. Curriculum updating is an in-depth process that includes input from multiple stakeholders, including university- and college-wide curriculum committees, students, alumni and members of the CBE Advisory Board. It also requires extensive background research, including a market assessment of what other peer or aspirant institutions offer and focus group sessions.

CBE has worked diligently during the 2008-2009 academic year to make the necessary updates to its curricula. Here are a few examples.

### UB/Towson MBA Program

The program's curriculum was reviewed and program learning objectives were identified. An industry profile of the region reflected a high proportion of nonprofit and government employers, as well as a growing high-tech sector.

Modifications to the program include the following structural and content changes:

- An increase in the number of credit hours of integrated core courses by 3 units
- A new core course in project management

- Revamping three courses (MGMT 600, ECON 640, and INSS 640) to increase focus on managing human resources, leadership, public policy, and technology to effect business strategy
- Attention to the global business environment in two courses (MKTG 640 and MNGT 700)
- Additional course titles and prerequisites have been modified to reflect content

### New Specialization in Sustainability Management

Starting next fall, this four-course track (one required course and the choice of three electives) within the MBA Program will enable students to make the business case for sustainability and responsibility, understand topics related to the successful implementation of corporate sustainability and responsibility agendas, be able to relate internal and external environmental events and trends to Triple Bottom Line analysis, prepare useful change strategies and change agent roles for corporate responsibility, as well as manage the corporate sustainability process effectively and efficiently.

### E-Business Undergraduate Program

As CBE remains as the only USM institution to offer an undergraduate degree in e-business, revisions to the curriculum include a slight change to the admission process, switching out courses with content that no longer applies and adding new courses in supply chain management and business process management. Revisions also include a much more hands-on technology oriented education using popular software such as the Oracle e-Business Suite

### New Project Management and Business Analysis Track

Also starting next fall, this new 24-unit program is designed to offer project management and business analysis education with cutting-edge technology to those interested in pursuing careers in project management, business analysis, and business consulting. Students in the track will meet the requirements needed for the business administration major while completing 15 units of required courses and 9 units of elective courses within the track.

After completing the track, graduates will be proficient in software, including MS Project, the Oracle e-Business Suite, and will be prepared to go on to PMI, IIBA and ASQ certifications. In keeping with the unique applied business learning model adopted by CBE, the track also provides an opportunity for a year-long "super-internship" experience.





# THE SKY'S THE LIMIT

Pushing boundaries • Thinking green • Uniting worldwide

Despite a weakening economy (and all the challenges that come with it), passion paired with perseverance can lead an individual to some of the world's greatest people and places. From one horizon to another, new communities have been formed with a strongly embraced, universal goal in mind. We asked a group of CBE students, alumni, faculty and friends who have gone as far as Africa and China to share their experiences. Here are their stories.



## Pushing boundaries

### Managing Integrated Marketing Communications (MKTG 345) Students, Fall 2008

Instructor: Judy Harris, associate professor of marketing

**How many students were involved in this semester-long project to assist with marketing the women's basketball team?** Sixty-three students; two sections of the MKTG 345 course.

**How did the project come about?**

Coach Joe Mathews wanted to see more students at a women's basketball game. He approached us about whether TU business students could help. **What was involved?** The classes broke off into smaller groups that were designated to oversee traditional advertising, such as fliers and securing a spot on WTMD-FM; nontraditional advertising methods like Facebook and setting up event stations around campus; residence hall and faculty engagement; sorority and fraternity participation; pre-game party

planning; and promoting Shape & Color, the band that played at the pre-game party. **What was the outcome?** The class worked on the last home game of the season, which had a good turn-out despite rain and cold weather. Students increased audience participation by 59 percent: 625 spectators were at the game. **What was the most meaningful aspect of working on this project for students?** Working on a real-world project. One of the student participants, Lauren Krabitz, said the experience was better than developing a marketing plan for an imaginary project or place she'd never been. It embodied all aspects of thinking outside of the box. **Will MKTG 345 work on this project again?** It's always a possibility.



## Business Cornerstone (BUSX 301)

Students, Fall 2008 • Instructor: Vera Case, lecturer

**Exactly what is the Adventure Pursuits Course Challenge?** Students work on team-building skills, communication, creative problem solving, leadership development, decision-making, and more in TU's Glen Woods, one of the region's largest arboretums. **How many students participated in the sessions on Sept. 12 and 13?** Three sections of classes or about 50 students in rainy, windy weather. **What were some of the activities?** Students formed teams and worked together to get individual

team members to fit through a tire or across an area on a moving log. In another challenge, nine students squeezed onto a platform that normally fit four and had to work together to reach a rope 10 feet away. **How did this support the BUSX 301 curriculum?** BUSX 301 is the foundation course for developing the college's knowledge, skills, and attitudes (KSAs); problem-solving, self-assessment, teamwork, computer technology, and communication skills for future courses and careers.

Students were able to get to know and trust

one another. Those who effectively developed relationships throughout each day-long session were more successful in executing projects at the end of the semester. **Have any of the classes in the Business Excellence Program previously built in a course challenge similar to this one?** This was the first time. **Will this component be built into the program in the future?** Yes. Classes completed a similar day of challenge activities indoors this semester. Students are more than just minds. A lot of things have an impact on a student's ability to come to class ready to learn. When we can create an environment where they can come ready, then we've done our job.





## Thinking green

### Wall Street Investors' Investment Club

Nov. 14-16 Trip to New York City

**How many active members are in the club?** Approximately 20. **How many were able to take the trip to New York?** Nine. **What did you do there?** We visited CBE graduate Matt Hobby, who now works at JP Morgan Asset Management on Wall Street, and executives of Seeking Alpha. We also took a tour of the New York Mercantile Exchange and went to *The*

*New York Times* to meet with Brian Stelter '07, a reporter and former editor-in-chief of *The Towerlight*. **What did you learn?** We were able to gain further insight into the state of financial markets, operation of financial institutions, and an inside perspective on the wide range of jobs and career opportunities available. We also got first-hand tips on how to land a job. Given the financial situation, we realized that the topics we heard about included the need to emphasize how we are all connected to finance and financial markets. Finance is as small as being able to balance your checkbook and as large as investing in stock. **Where does the organization plan to travel next?** We go to The RISE Global Student Investment Forum every spring in Ohio. This year's conference was March 26-28.



## Morgan Reich '09, Team Captain and Co-Founder, TU Women's Golf Team

Business Administration, Management Concentration

### How did the women's golf team form?

I got a call from Coach Yaniger, who said he would love to have me come to Towson and become part of the university's first women's golf team. I was in my first year at Winthrop University in South Carolina and was excited

to return to Maryland. I knew it would take off if we recruited the team together, which is exactly what happened. **How many members are on the team?** Seven. **How long have you been playing golf?** I started playing when I was five. Grandpa got me hooked. He lives in a golf community in North Carolina, and I used to spend summers there. I grew up to become the only woman on my high school's golf team with the lowest scoring average in Anne Arundel County. **How has your business education helped you in your career as a golfer at TU?** Like what we learn in the classroom, there is a lot of multitasking

involved. Sometimes, we are gone for three or four days at a time traveling the East Coast from New York to Florida. Luckily, I've had a lot of professors and group-project classmates who've understood the demands of my team schedule. **What is your GPA?** Around 3.0. **Are you a part of any other TU organizations?** Kappa Delta sorority. **What has been your most memorable experience at Towson?** The win at Marshall University in West Virginia, along with having dinner with President Caret on the evening of our first home game last fall. How many sports teams at colleges around the country can say they've had dinner with the president?



## Uniting worldwide

### St. Joseph Medical Center Village Wellness Program

Amanda Gutin '08, Foundation-Marketing Associate

St. Joseph Medical Center and Winner of The Associate, 2008 competition

**When you found out that you were going to Tanzania (after winning CBE's The Associate competition) last spring, what was your initial reaction?** I was a little shell-shocked and wanted to cry out of joy. It was a semester's worth of emotion and wanting the prize, which was a position at the hospital. The prize also included the chance to go to Tanzania to see The Associate case project carried out. **When did you go to Tanzania?** The team left on Oct. 25 and returned on Nov. 4. We were gone for 10 days, but had about eight days on the ground. **What were some of the ideas that were implemented in Tanzania?** One similarity between The Associate team and the St. Joseph Medical Center plans was the educational portion. In The Associate final case presentation, we suggested and demonstrated how to use, care and

maintain the nets used to stop the spread of malaria from person to person via mosquitoes. This is exactly what happened in Tanzania: A few of the village leaders and volunteers from the audience performed the demonstration, and the villagers loved it. **Was the trip what you expected?** I wasn't sure what to expect. The warm weather, landscape and the villagers' open-armed welcome were breath-taking. They lived in poorly ventilated mud huts, wore ragged clothes and had to walk miles for water. Despite poverty, they were full of joy. It was a refreshing and a once-in-a-lifetime opportunity to interact with Tanzanians, experience their culture and see firsthand how our efforts have helped others.



## Creating Financial Harmony: Lessons for China

Jim Dorn, Professor of Economics

**Where did you present your recent paper, "Creating Financial Harmony: Lessons for China"?** I presented it during the Fifth

Annual International Finance Forum (IFF), held in November at the Diaoyutai State Guest House in Beijing. The

International Finance Forum and Robert Mundell, Nobel laureate economist, organized the forum. **Who was there?** Top policymakers in China attended the meeting, which focused on the global financial crisis and its implications for the world and China. **With whom are you standing?** Professor Wu Jinglian, a key economic reformer in China's 30-year liberalization drive. **What has happened since the forum?** The *Beijing Review* published a summary of the talk and the conference paper appeared in the IFF's new journal. While in Beijing, I also presented the luncheon address at a joint conference of the Cato Institute and Renmin University in celebration of the 30th anniversary of China's economic reforms.



## Beyond the Classroom

The CBE Center for Applied Business and Economic Research (CABER) and CBE graduate programs provide experiential learning opportunities for students outside of the classroom. These outreach activities enable students and members of the business and civic community to form new relationships and make valuable connections. The following events took place last fall.

### Directions for Navigating the Business World: The GPS You Need to be Successful, Sept. 24

Julie Lenzer Kirk, author of *The Parent-Preneur Edge: What Parenting Teaches About Building a Successful Business* and award-winning IT entrepreneur, provided her views on what it takes to flourish as an entrepreneur. Kirk's "GPS package" included tips and considerations for setting career goals and starting a new business: earning respect, maintaining perspective, having the power of creative persuasion, following through, combating entitlement, setting boundaries, having passion, allowing for mistakes, seeing the truth, making presence known, defining a model of success, and providing a role model. Approximately 55 students attended the seminar.

### Women in Leadership:

#### Baltimore City Business Owners, Oct. 6

This year CABER asked select female Baltimore City business owners to provide their expert advice on topics ranging from interviewing to marketing. Approximately 60 students gathered to hear tips from Martha Lucius of Boheme Café, Kendall Ludwig of Curleyred.com, Kris Appel of Encore Path Inc., Monyka Berrocosa of My City4Her: The Women's Wine and Dine, Aimee Bracken of Form, and Claudia Towles of a Muse of Fell's Point.

### From TU to Tanzania:

#### The Village Wellness Project, Oct. 14-16

The Student Leadership Council hosted breakfast and a night of bingo to raise funds for the St. Joseph Medical Center Village Wellness Program Mosquito Net Project, a mission in Africa that benefits 70,000 villagers. Participants raised \$591 for the cause.

#### Volunteering at the Maryland Food Bank, Oct. 16-Nov.17

Fourteen students and three student organizations assisted staff for two to three-hour increments at the Maryland Food Bank's warehouse. Volunteers sorted donated food and products for distribution to network providers that feed thousands of hungry Marylanders.

#### Susan G. Komen Race for the Cure, Oct. 19

For the third consecutive year, a team of CBE students, faculty, staff and friends participated in Maryland's race to support breast cancer research and treatment. The team, "TU Biz Wiz" gathered at the race site in Hunt Valley and raised \$1,310 to support the Susan G. Komen Foundation.

#### Career Advancement Week, Oct. 21-25

The week's activities included an open house for CBE graduate programs and a special seminar on the GMAT and

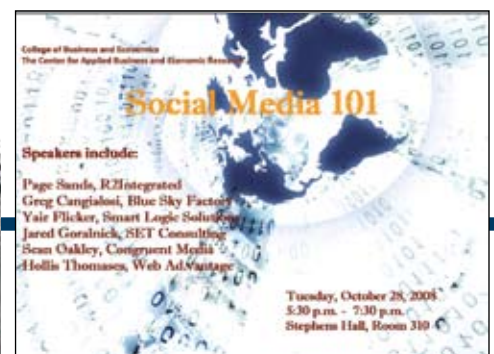
graduate school admissions. Approximately 50 students attended the events.

#### Social Media 101, Oct. 28

Page Sands of R2Integrated, Greg Cangialosi of Blue Sky Factory, Jared Flicker of Smart Logic Solutions, Sean Oakley of Congruent Media, Hollis Thomases of Web Advantage and David Troy of Round House Technologies spoke to approximately 115 students about using social media after college, how social networking works, and ways to build a positive reputation through social media. The Center for Applied Business and Economic Research hosted the panel discussion.

#### Thanksgiving Food Drive, Nov. 3-14

CBE Graduate Programs, in partnership with the TU Interfraternity Council, collected 1,840 pounds of canned goods during the first two weeks of November to help the Maryland Food Bank provide meals for families in need. This was more than double the amount collected last year. Donations were deposited in boxes placed in each CBE department office as well as outside Stephens Hall, Room 301 and on the first floor of the Administration Building. The Department of Economics collected the most canned goods for the second consecutive year.





John Michel '99



John W. Michel, assistant professor of management, joined Towson University in fall 2007. His research focuses on customer service behavior, leadership and influence processes, performance management, training, and employee turnover, with an emphasis on understanding the role of support in the development of social exchange relationships within organizations. His work has been published in *Human Performance* and the *International Journal of Training and Development*. He has also published two book chapters in the areas of proactive influence tactics and international human resource management.

He received his doctorate in organizational studies from the University at Albany, State University of New York. He also holds an M.S. in industrial and organizational psychology from the University of Baltimore and a B.S. in psychology from Towson University.

## What is the role of intelligence in the NFL?

By John W. Michel

*Adapted from "Not much more than g? An examination of the impact of intelligence on NFL performance," by John W. Michel, Brian D. Lyons (California State University, Fresno) and Brian J. Hoffman (University of Georgia). The article will be published in a future issue of Human Performance; sections were presented at the 20th and 21st annual meetings of the Society for Industrial and Organizational Psychology.*

It was a sad day in Charm City when the Pittsburgh Steelers won the AFC championship game with a 23–14 victory this January. With the Ravens just one game shy of making it to Super Bowl XLIII, many Baltimoreans might wonder what the Ravens could have done to improve their chances of winning the game. Some believe that individual team member intelligence plays an important role in performance within the NFL.

In fact, the NFL uses a measure of intelligence, the Wonderlic Personnel Test (WPT), to evaluate the general mental ability (GMA) of potential NFL draftees. HR Measurements, an online publication produced by Wonderlic, Inc. in 2004, stated that the WPT is an essential assessment because "smarter people make better teammates and deliver more wins to the team." However, there is no empirical evidence to suggest that intelligence actually predicts performance in the NFL as it does in traditional work environments.

To determine the efficiency and equity of GM in professional football, we included a total of 762 NFL players representing three draft classes in our study (256

selected in the 2002 NFL Draft, 257 in the 2003 NFL Draft and 249 in the 2004 NFL Draft). Although it is likely that success in the NFL is strongly related to physical ability, GMA may also be an important determinant of performance. For instance, NFL performance requires players to learn complex schemes and playbooks, understand the tendencies of the different teams they play each week, and quickly process information and adjust their play multiple times during the course of a single game. As such, we hypothesized that GMA would be positively related to NFL performance.

A meta-analysis by Schmidt and Hunter (1998) demonstrated that although GMA is related to performance across levels of job complexity, the relationship is stronger in more complex jobs that have greater cognitive demands. In relation to this study, certain positions may require more problem-solving and decision-making ability (e.g., quarterbacks) than other positions that primarily rely on physical attributes and instinct (e.g., running backs).

For example, quarterbacks must digest an offensive playbook and recall assignments and routes of other positions

during game situations. They should be prepared to read defensive alignments and react to coverage within split seconds of the play. These tasks seem to entail a higher level of learning comprehension, problem-solving and decision-making than other offensive and defensive positions. As a result, to the degree that some positions engender less complexity than others, the relationship between GMA and performance may vary by position.

Based on these assertions, we hypothesize that position type will moderate the relationship between GMA and NFL performance, the relationship will be stronger for quarterbacks than other positions.

### Method

#### *Participants*

All traditional offensive and defensive positional players were represented. Due to low sample sizes, kickers and punters were excluded. Draftees consisted of 528 African Americans (69.3 percent), 215 Caucasians (28.2 percent) and 19 Other (2.5 percent).

#### *Measures*

The WPT is a 12-minute timed test consisting of 50 multiple choice and short



answer questions that measure verbal, numerical, general knowledge, analytical and spatial relations. WPT data for all draftees was collected from secondary sources (CBS.sportsline.com and NFLdraftscout.com).

#### *NFL Performance*

Statistical data from the first three years of performance in the NFL was collected from NFL.com and Stats, Inc. This closely approximates a player's average tenure in the NFL, which is about three and a half seasons (NFL Players Association, 2007). Also, by examining multiple years of performance, the GMA-performance relationship is depicted longitudinally.

#### *Procedure*

To discover and compare the relationship between the WPT and performance across positions, all performance criteria within each position were standardized. We negatively coded raw scores for adverse performance criteria such as fumbles and interceptions for offensive positions.

Raw scores for each draft class were transformed into z-scores within each position per year and were later summed and divided by the number of performance criteria that the position encompasses to create an overall averaged estimation of their performance per year (taking into consideration missed time for reasons including player injuries, health, and suspension). An undesirable aspect of z-scores is that half of the scores in the distribution will be negative. Since we did not want to interpret

negative scores, we transformed the z-scores into T-scores for the final performance estimates.

#### *Results*

We tested our hypotheses using bivariate and partial correlations and moderated regression analyses. For our first hypothesis, results indicated that the WPT was unrelated to any of the NFL performance criteria.

Results for our second hypothesis showed that no significant correlations were detected between the WPT and NFL performance for any position. Interestingly, results suggested that the GMA-NFL performance relationship was not significant for quarterbacks. In addition, race did not moderate this relationship.

In general, the results from our three research questions determined that 1) African-Americans performed better than Caucasians during these years, 2) GMA does not have an impact on where a player is selected in the NFL Draft, and 3) GMA does not relate to the number of games a player starts in the NFL.

#### *Conclusion*

In all, while empirical research supports the validity of GMA as a predictor of job performance in traditional employment settings, our results from this study suggest that GMA is less important in physically demanding contexts such as the NFL. Specifically, our results demonstrated that GMA:

*In addition, three research questions were developed to further determine General Mental Ability's efficiency and equity in the NFL: Does GMA differentially predict NFL performance by race? Does GMA affect selection in the NFL Draft? and Does GMA influence the number of games started in the NFL?*

- Possessed a near zero relationship with performance across positions and had an occasional significant negative relationship with performance by position;
- Did not differently predict performance by race;
- Was unrelated to selection in the NFL Draft or the number of games started during a NFL season.

Accordingly, more research is needed to determine if GMA is related to proximal criteria of interest such as trainability ratings, playbook knowledge, play recall, and assignment recognition. Furthermore, we are not suggesting that intelligence is unimportant in the NFL; however, we do suggest that NFL teams assess fluid intelligence (e.g., reasoning, identifying various schemes, short/long-term memory) rather than crystallized forms of intelligence such as GMA.



## Ed Callahan shares creativity, credit



Got a business problem? Ed Callahan '92 and the team at Planit Agency can probably solve it.

Callahan and longtime friend Matt Doud started Planit, Baltimore's third largest interactive advertising and marketing communications company, in 1994 with a vision to build a creative, interesting and fun culture.

And that's exactly what they did.

Planit's long list of prestigious awards includes landing a spot on *Baltimore* magazine's 2009 "Best Places to Work," and it's easy to see why. The agency boasts a panoramic view of the city from its Inner Harbor offices, a full-service bar in the reception area and pool table on the creative side of the suite.

Callahan, as creative director and co-founder, not only oversees the company's artistic process day-to-day, but also steers the agency's overall creative vision. He has worked with Crayola, Harley Davidson, Lexus, Nabisco, Six Flags, Under Armour, Ripken Baseball, and other well known brands.

Underlying his impressive client list is Callahan's genuine concern for the Baltimore community. He serves as one of five "Donald Trumps" for the 2009 The Associate competition, CBE's adaptation of NBC's *The Apprentice*. In addition, every year Callahan and the Planit team work on branding with some local organizations—all free of charge. Beneficiaries of this generosity have included TU's own WTMD-FM, whose "Pop Addict" print ad campaign launched a couple of years ago.

"Planit is probably the most visionary company in Baltimore," says Steve Yasko, WTMD general manager. "Ed and Matt should be running Google. They understand the human mind like no other company outside of Silicon Valley. Planit doesn't force artificial boundaries or preconceived notions on what a work place should be," he adds.

"Ed is part of the new Baltimore and is on the leading edge of what Baltimore should be."

Callahan, who studied visual communications at TU, says that when he thinks of his alma mater, he thinks of a place where students acquire the tools needed to continue life in business.

"We've had a lot of success with Towson students and graduates," he says. "Towson builds kids that get it. The students are aligned with business objectives and what they want to do after school. They not only think about the appropriate classes, but also ask themselves, 'What do I need to be doing while I'm in school to help me get there?'"

A former commuter student, Callahan credits his fraternity, Phi Sigma Kappa, with getting him involved in the campus community. The tight-knit group remains connected today, golfing together regularly and tailgating at homecoming.

Callahan says he exuded creativity long before he founded Planit.

"Matt and I always joke that we're in the right industry: In high school we cared more about what we had displayed inside our locker doors and what the bumper sticker on the car meant," he says.

"What I like about advertising is also what makes it one of the hardest industries. What makes it so stressful is also what makes it so great."



## CBE alumnus Denny Mather '72 plays key role in TU's success

**American industrialist Henry Ford once said, “Coming together is a beginning, keeping together is progress, and working together is success.”**

Denny Mather '72 has proved the wisdom of Ford's observations many times over the course of his career. But Mather, unlike Ford, didn't create automobiles. He created companies.

Mather has been growing and selling companies for years. In 2000 he sold The Mather Companies, one of the largest and fastest-growing general agencies and third-party administrators of employee benefits programs, to BenefitMall. In 2006 Mather sold his human resources consulting company, Mather @ Mazza, LLC, to Agility HR.

“Denny had 120 employees reporting to him when he owned and ran his business,” says Francis Guillott, a BenefitMall regional vice president who has known Mather for more than 20 years. “He would never introduce a person to you as ‘this is someone who works for me’. He would say ‘this is so-and-so, and we work together.’” Mather has also served as vice

president of Morgan Financial Group. He is a member and regular adviser to former Gov. Robert Ehrlich's Executive Finance Committee and was an appointed member of the Board of the Maryland Stadium Authority. He serves on the Towson University Board of Visitors, where he provides leadership and guidance to President Robert L. Caret. He is the chairman emeritus of the Towson University Foundation, member of the TU Foundation's Investment Committee and a board member for TowsonGlobal, TU's international incubator for early-stage companies. He is also chairman of the board of directors for Baltimore Reads, an adult literacy organization, and a former member of the Advisory Board to MSDE for Adult Education and Literary Services.

“As a board member, it's always a challenge to find the way you can really make a difference,” Mather says. “I take a look at what needs to get done and look in the weeds a little bit and realize that by the end of the term we can make a significant difference. Anytime I leave a board meeting or finish up a year on a board, I think about each situation and if it played out the way the board intended.”

Mather has made a large impact at his alma mater. In addition to his service

as a board member, he and his wife, Cynthia, established a scholarship fund to honor former Gov. Ehrlich's dedication to higher education. The fund, now valued at \$150,000, will help make college a possibility for students who otherwise would not have the opportunity.

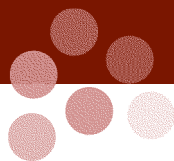
“Denny is not just a person who talks about doing something—he's a man of his word,” says Gary Rubin, vice president for University Advancement and executive vice president of the TU Foundation. “He is kind, compassionate and committed to his family. He brings all of that to everything he does. He is truly one of my favorite people here.”

Mather enjoys coming to campus for recreation as well as service, attending an average of 14 athletic games per year at Towson. He can be found courtside during any number of basketball games and regularly attends football and lacrosse home games. He says jokingly that he sees more games now than he did as a business student.

“Working with Towson has been great,” Mather says. “With President Caret, we have an example of the right man in the right place at the right time. He is one of the strongest people in the country to have leading the campus. I can't give enough to Towson. It's been fun to be part of such a wonderful institution.”

*Gary Rubin (left) and Denny Mather '72*





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(attach a separate sheet of paper, if necessary)

You have my permission to include my news in the Class Notes section in the next *Business Dialog*

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*Last year the event netted about \$9,400 for the CBE Advisory Board Scholarship.*

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