

Gender Pay Gap in the Pittsburgh Region Exceeds National Average, Pitt Study Finds

By Morgan Kelly

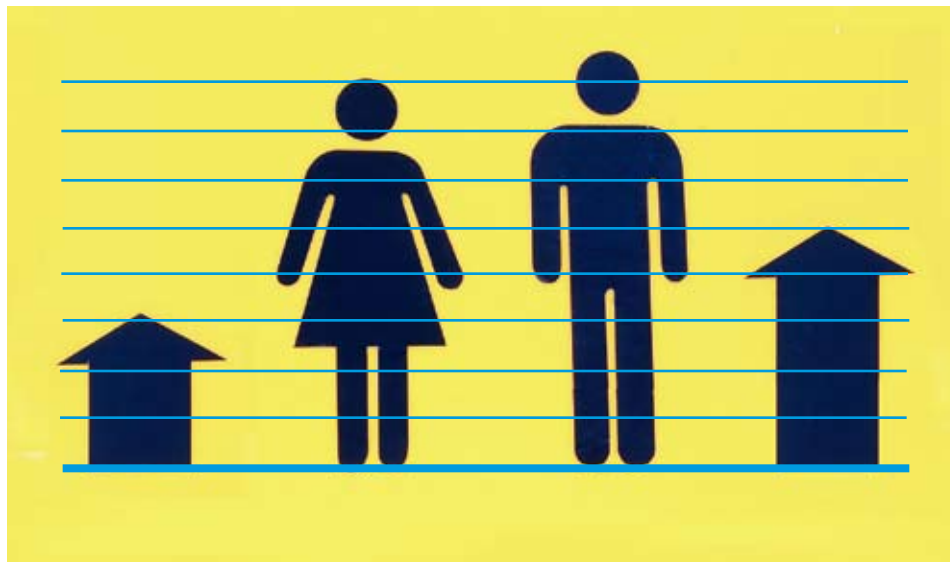
The wages for an average working woman in Pittsburgh trail those of her local male counterpart—and of her female colleagues in most of the nation's large economic regions, according to a study from the University Center for Social and Urban Research (UCSUR) at the University of Pittsburgh.

The study cites as reasons a listless economy and the legacy of heavy industry in the Pittsburgh region. The divergence could pose yet another obstacle to attracting businesses and talented employees to the area, but the situation can be repaired through company policies and promoting the hiring of women in underrepresented fields, the researchers said.

Sabina Deitrick, codirector of UCSUR's Urban and Regional Analysis Program, and UCSUR regional economist Christopher Briem surveyed census data on full-time, year-round workers. They found that the difference in pay between men and women in the Pittsburgh region exceeds the United States' average gender-wage disparity across most industries and occupations. This is in spite of the fact that women make up nearly half of the area's workforce (48 percent) and that local men in the occupations surveyed earn more than the national average for men in the same positions. Deitrick and Briem accounted for education, age, marital status, work experience, children, and other factors that influence earnings, yet the imbalance by gender remained.

"The implications affect everyone, in that attracting and retaining the best workers is important for regional growth," Deitrick said. "Promoting fair pay isn't just an equity issue anymore, it influences the bottom line for local businesses and the economy. Nonetheless, there remains the feature of gender discrimination in the workplace and its lingering effects on earnings."

Using 2007 census data, the most recent available, the study found that local women in commercial management earned just 58.3 percent of what local men in private-sector management positions earned and only 89.5



percent of the national median earnings for women in management. Women in management positions in the not-for-profit sector in Pittsburgh fared slightly better, earning 64.3 percent of the pay for men. Men in both for- and not-for-profit management positions in Pittsburgh, however, earned more than men nationally with 109.1 and 103.7 percent of average earnings, respectively. In the public sector, the earnings gap between male and female managers was narrower than the commercial and nonprofit sectors in both Pittsburgh and the nation. (A notable exception to the local wage gap is the region's women in farming, who, in 2000, earned substantially more than women farmers nationally and slightly more than men in farming regionally.)

Women in the region also remain largely underrepresented in certain jobs. Deitrick and Briem found that industries and occupations in the Pittsburgh area are more segregated by gender than are those in both the nation on average and most of the 100 largest metropolitan areas. Pittsburgh ranks 71st out of the nation's 100 largest metropolitan areas for gender integration in the workplace. The region ranks 80th for

gender integration in light and heavy industry. San Francisco is the most integrated on both indices.

Deitrick and Briem attribute this disparity primarily to the "legacy effect" of Pittsburgh's heavy industry. Women in Pittsburgh were less likely to enter and remain in the labor force than women in other urban areas. Thus, men dominated Pittsburgh's labor force for a lot longer than in other regions. As late as 1980, women made up less than 40 percent of all employed workers.

With the collapse of the region's heavy-industrial economy, women streamed into the workforce. By the end of the 1990s, labor force participation for women in Pittsburgh had caught up with the rest of the country, but that late surge in women entering the local workforce appears to be one factor in women's lagging earnings.

"The emergence of women into the regional job market was among the most major and important changes to the regional economy following the loss of heavy industry," Briem said. "The market is now open to the other half of the population, but changing the industrial structure and culture has not come easily to Pittsburgh. Only in the last decade has the physical presence of women in the labor force caught up with the nation. Now, we need to play catch-up on pay equity."

The sluggish local economy and idle population growth also hinder wage equity in the Pittsburgh region. Deitrick and Briem found a narrower discrepancy in such booming areas as San Francisco, Seattle, New York, and San Diego. The wage gap also tends to be smaller in the government sector. Thus Washington, D.C., and state-capital regions show more equitable wages for women and employ more highly educated women than non-capital cities such as Pittsburgh.

At individual levels, policies and programs can address some of these issues, Deitrick and Briem said. Promoting careers in fields in which women are underrepresented—such as technology and science—also can help address gender segregation in occupations and industries. Individual firms and institutions can engage in their own organizational audits to examine and address gender pay issues, they added.

Audrey Murrell Wins Award For Promoting Social Justice

By Sharon S. Blake

Audrey Murrell, a Pitt professor of business administration in the Joseph M. Katz Graduate School of Business and College of Business Administration, is the recipient of the inaugural Iris Marion Young Award for Political Engagement.

The award honors Iris Marion Young, a philosopher and social theorist of international renown who was a professor in Pitt's Graduate School of Public and International Affairs (GSPIA) during the 1990s before taking a position at the University of Chicago in 2000. She died of cancer in 2006. During her time in Pittsburgh, Young volunteered and organized on behalf of peace and social justice, fair labor practices, adult literacy, and children's rights, among other causes. She also worked to combat hate groups and poverty. The award, intended to pay tribute to Young's work in promoting social justice and democracy, is sponsored by GSPIA and the Pitt Women's Studies Program, part of the School of Arts and Sciences.

Murrell will accept the honor at a 5 p.m. reception March 6 in the Lower Lounge of the William Pitt Union.

She was selected from a field of 25 nominees representing Pitt faculty, students, and alumni, many of whom have engaged in activities that have had political impact within the University community and beyond.

"She plays to perfection that most important of academic roles—that of a public scholar,"

said John C. Camillus, executive associate dean and Donald R. Beall Professor of Strategic Management in the Katz School. "Her research speaks to issues of significance and immediacy to the community," he added.

For Murrell, the award carries with it special meaning.

"My energy is consistently directed toward ways to ensure social justice and to support social responsibility," she said, calling these issues a "common thread" that runs through all of her work and service.

Murrell is director of the Katz School's David Berg Center for Ethics and Leadership and also holds appointments in Arts and Sciences' Department of Psychology and in GSPIA. She publishes, teaches, and serves as a consultant in the areas of mentoring, workforce diversity, and leadership development, particularly for women.

She has been active in Leadership Pittsburgh, Family Services of Western Pennsylvania, and the Minority Enterprise Corporation of Southwestern Pennsylvania. She serves as board chair for Urban Youth Action, Inc.; board secretary for the North Side Christian Health Center; and as a board member for Manchester Citizens Corporation.

Murrell's institutional leadership and social activism have already brought her many honors, among them winning the Chancellor's Distinguished Public and Community Service Award in 1998.



Audrey Murrell

Charles R. Zappala Appointed Pitt Commonwealth Trustee

By John Harvith

Charles R. Zappala has been appointed by Pennsylvania House Speaker Dennis M. O'Brien of Philadelphia to be a Commonwealth trustee on the University of Pittsburgh Board of Trustees.

Zappala, of Mt. Lebanon, Pa., is chair of Summa Group, LLC, a privately held investment and development company that focuses on energy efficiency and renewable power as well as real estate.

Zappala was one of the founding principals of Russell, Rea, Zappala & Gomulka Holdings, Inc., a Pittsburgh-based investment banking holding company formed in 1978 and specializing in debt underwriting, money management, and corporate finance.

In addition, Zappala has founded

or acquired and then developed and sold companies ranging from residential structured wiring and plastics manufacturing to hydroelectric power and financial services.

Zappala graduated from the University of Notre Dame with a Bachelor of Arts degree, magna cum laude, in government and earned the LLB degree from Georgetown University Law Center. He also has served on numerous civic and/or charitable boards, among them the Allegheny County Regional Asset District (including service as chair), the Manchester Craftsmen's Guild, the Negro Educational Emergency Drive, the National Conference for Community and Justice, Pittsburgh's City Theatre, the Pittsburgh Youth Symphony Orchestra, and the Southwest Pennsylvania Commission.

Women's History Month

Beverly Harris-Schenz

Pushing the Limits



Beverly Harris-Schenz in Pitt's German Nationality Room

By Patricia Lomando White

Beverly Harris-Schenz has a successful academic career and a passion for what she does. Yet she continues to look at her past and present with some wonder.

"Never in a lifetime did I think I would do what I do now—and be able to do what I have done," she says. In fact, Harris-Schenz has to remind herself every now and then that the "girl from the East Side of Detroit," as she sometimes refers to herself, has become a woman of the world.

Harris-Schenz is a professor of German and director of undergraduate studies in the University of Pittsburgh's Department of Germanic Languages and Literatures. Her specialty is language with a focus on German children's literature, foreign language pedagogy, and teacher training. In 1988, she received the Chancellor's Distinguished Teaching Award. Previously at Pitt, she served as vice provost for faculty affairs and was associate dean for undergraduate studies in Arts and Sciences.

Clark Muenzer, chair of Pitt's Department of Germanic Languages and Literatures, describes Harris-Schenz as a "star in the classroom." In addition, because Harris-Schenz has held a variety of positions at the University, Muenzer says she has been "involved in every level and aspect of the education of all of our students." Many have chosen her to oversee their work on research papers.

He adds that Harris-Schenz has been successful at every level of her career. "Her charismatic presence and grounded sense of what needs to be done produces real results," he says.

For her part, Harris-Schenz says she is very grateful for the opportunities that she has had at Pitt. "Each of these positions gave me a chance to enhance

my skill base by developing new programs, chairing committees, making presentations to diverse audiences, supervising a large staff, and working with faculty, students, and parents," she says.

While there may not have been an orchestrated plan that brought her to where she is today, there was much determination and an openness to choosing the unknown path in front of her. In addition, her parents placed a high value on education—it was a given, for example, that Harris-Schenz would go to college.

"My father went through the sixth grade and worked at Chrysler, my mom went to high school and had a successful career in government service," she says, noting that her father didn't want her to have a job in high school, for fear her educational dreams would be derailed. When he passed away 10 years ago, Harris-Schenz established a Pitt scholarship in his name—the Samuel Vanworth Harris Memorial Scholarship in Arts and Sciences.

Growing up in Detroit, Harris-Schenz initially dreamed of becoming a physician. After attending an honors high school, she entered the University of Michigan as a chemistry major. Because the basic documents for chemistry were in German, the university required chemistry majors to complete two years of the language.

"The word on the street was that German was a hard language," says Harris-Schenz. "It was said, 'You can probably pass chemistry, but you'll fail German.'"

Expecting German to be difficult, Harris-Schenz began to study it during her freshman year. Because she found her chem-

istry courses fairly easy, she began tutoring friends in the subject. And she threw herself into the German class, loving it so much that she decided to major in the language.

She recalls that her senior year abroad in Germany was a life-changing event. The different culture and new experiences spurred a lifelong hunger for travel, an activity which Harris-Schenz says is key to being an educated person. "In Germany, I was exotic. I could have looked at that as a negative, but I chose to see it as a positive.

I came into my own there. I could be me," she says.

She received her doctoral degree in German studies from Stanford University in 1977. At that time, there were no African Americans in the German department. In fact, she was only the second African American to earn a PhD in German at Stanford.

While at Stanford, Harris-Schenz taught a class in a room that was located in the corner of a quad area on the campus. She says that every tour of prospective students would go by her class. "Many people had the sense that African Americans were there because of affirmative action," she explains. "There were many talented African Americans working very hard and under such an amazing amount of pressure to do everything better than everyone else."

Harris-Schenz believes that an education can help to change people's perspectives, making them aware of how their expectations limit their outlook.

"People are products of their upbringing—we all have certain expectations," she

says. "Some people are supposed to do some things, and other people are supposed to do other things. Those are the kinds of limitations an education helps to overcome.

"It's important to push the envelope—ask questions, make people uncomfortable. If we stay in our own parameters, we don't really learn," she says.

Harris-Schenz says she encourages her students to study abroad, believing that it is an essential component of any education in today's global society. "People view the world through the perspective of their parents and the friends with whom they grew up. Those perspectives make people who they are and set their expectations of the world," she says. "Students who go to other places learn that the whole world doesn't think the way you think."

She and her husband, whom she met when he came to Pittsburgh on a two-year Fulbright Scholarship, have traveled to South Africa where they have helped to build houses with Habitat for Humanity projects in Durban and outside of Cape Town in a community called Kayelitscha. At the same time, they also taught elementary-school English to young students.

Harris-Schenz says she believes it's important to make the best of who you are. Her advice is "to not allow yourself to be constricted by what other people think. Do not let your dreams be limited, particularly young women. It's important to find your voice and not be limited by external perceptions.

"If a person is not the norm—whether it be race, gender, or sexual orientation—it's a battle we fight even in today's society," she says. "We're there when the equality we espouse is a reality."

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Graduate and Professional Education: **Mapping the Future**

A New Vision for the Future at Katz

Revitalized MBA program emphasizes more experience-based learning, entrepreneurship, value chain management, and a global perspective

This is the third article in a series about the University of Pittsburgh's programs in graduate and professional education.



Pitt professor Brian Butler (far left) talks with Katz Graduate School of Business MBA students who are participating in a study for pharmaceutical giant GlaxoSmithKline.

By Jason Togyer

The project seemed straightforward to Ying Nee Yap. A second-year Master of Business Administration student in Pitt's Joseph M. Katz Graduate School of Business, Yap and two fellow students were asked to calculate the economic impact of Allegheny County's Department of Human Services as part of a three-credit "project course."

But after a couple of meetings with the county agency's staff, Yap's team felt a bit overwhelmed: The agency deals with more than 400 social services providers in the Pittsburgh region, all of whom had different methods of record keeping. Worse, unlike private industry, where the value of inventory can be measured in terms of profits and margins, social services are difficult to quantify.

With support from faculty adviser Ravi Madhavan, a Katz professor of business administration, Yap's team set its boundaries, chose common data sets for comparison, and concluded that Allegheny County's Department of Human Services returns about \$1.75 to the economy for every dollar of tax money spent.

It's important information that will allow county officials to measure the success of future human-services programs. Yap calls the experience one of the most valuable periods of her Katz education.

"Most of us had not negotiated or talked to or been in meetings with executive-level people at all," says Yap, a native of Malaysia with a medical degree from the University

of Calgary in Alberta, Canada. "It gave us practical experience in negotiating and also in running a project with people you don't really know."

Experience-Based Learning

Such project courses are one of the most visible signs of how the faculty members of Pitt's graduate school of business are implementing a continuing process of improvement across the curriculum. Since arriving in August 2006, business school Dean John T. Delaney has set a new direction for Katz. The revitalized MBA curriculum stresses real-world, or "experience-based," learning; a solid grounding in the principles of "supply chain" and "value chain" management; entrepreneurship in organizations large and small; the global nature of business; and collaboration with the University's other schools.

"The school has to distinguish itself from hundreds of other business schools and can't adopt a me-too, cookie-cutter mentality," says Delaney. "This is a tremendously challenging time, but we're in a world with greater competition, and it's clear to me that we have to change what we do to be successful."

Delaney's course of change is aimed at ensuring that Katz remains on the cutting edge—and that the school continues its success in placing its graduates in high-paying, prominent roles (See accompanying story, Page 6). Average salaries for new Katz

MBAs reached the mid-\$70,000s in 2007, not including signing bonuses. More than 60 percent of Katz MBA students have a job offer before graduation, and 93 percent accepted job offers within three months of graduation.

The list of employers who recruited and hired Katz graduates in 2007 includes a number of international business powerhouses: Arcelor-Mittal, Bristol Myers Squibb Co., Ernst & Young, Ford Motor Co., IBM, Johnson & Johnson, Kaiser Permanente, PricewaterhouseCoopers, and Raytheon Co. Katz placed interns with major multinational firms such as Citigroup, Emerson Electric Co., General Electric Co., H.J. Heinz Co., Nestlé, and Texas Instruments Inc.; some corporations offered more than one Katz student an internship.

Focus on Education, Not Rankings

Katz's demanding doctoral program

achieved similarly impressive results last year. It placed students in research and teaching positions at 13 universities, includ-

ing Texas A&M, the University of Maryland, Bucknell University, and Rochester Institute of Technology. Katz doctoral graduates currently hold more than two dozen endowed chairs at American universities, and several now lead business schools, including Daniel Smith (KGSB '89), dean of the Kelley School of Business at Indiana University, who was named a Katz Distinguished Alumnus in 2007.

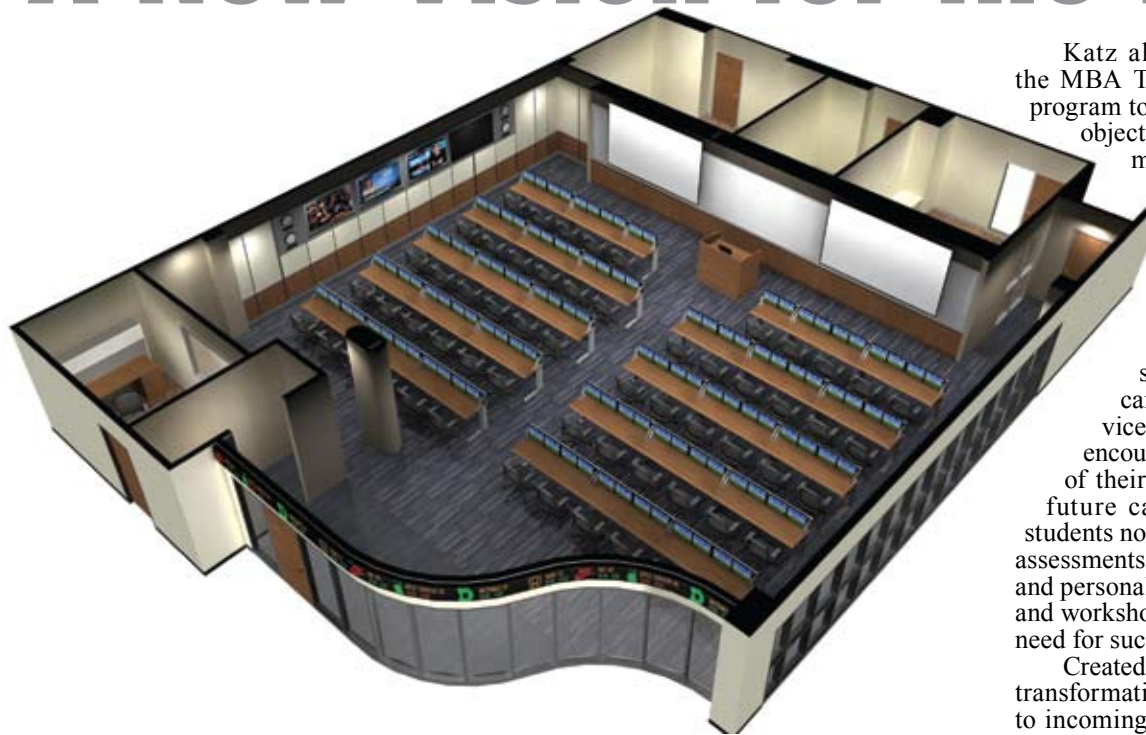
Katz also is successful when measured by third-party standards: In January, for instance, the *Financial Times* of London listed Katz's full-time MBA programs as the 27th-best in the United States among public universities, and first overall in the "value for money" category, while *U.S. News & World Report* in 2007 ranked Katz

"The school has to distinguish itself from hundreds of other business schools and can't adopt a me-too, cookie-cutter mentality. This is a tremendously challenging time, but we're in a world with greater competition, and it's clear to me that we have to change what we do to be successful."

—John T. Delaney

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A New Vision for the Future at Katz



Architect's rendering of the \$2.3 million trading room simulator in Mervis Hall

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24th among U.S. business schools in public universities.

But Delaney cautions that rankings and alumni achievements offer only a "rear-view mirror" perspective—they show where the school's been, not where it's going.

"You can't focus on rankings if you want to get better," he cautions. "You've got to focus on education."

And that means an end to "business as usual," he says. One clear sign of Katz's new direction is the expanded emphasis on project courses in its MBA curriculum. G.M. "Bud" Smith, Katz visiting senior lecturer in strategy, oversees these three-credit courses, which place small teams of Katz students into partnerships with multinational businesses, nonprofits, and local government agencies. Each client assigns its team a real problem and the team has one academic term to devise solutions, Smith says. For this academic year, Smith has organized 29 projects for 125 students with help from numerous clients, including Allegheny County, Bank of New York Mellon Corp., Bayer, GlaxoSmithKline, and Westinghouse Electric Co.

McKinsey & Company, an international management-consulting firm with offices in Pittsburgh, supports the project courses by providing consulting workshops for enrolled students and by helping to judge a competition between project teams at the end of each term. The project courses may be required for all Katz MBA students in the future, Smith says, but the infrastructure must be developed first to handle the demand.

Variety of Tracks

Demand for a Katz education remains heavy. Katz's annual MBA enrollment, in both full- and part-time and executive programs, includes more than 900 students concentrating in six different areas of business administration: finance; information systems; marketing; operations; organizational behavior and human resources management; and strategy, environment, and organizations. (See accompanying story, Page 5.)

While many MBA candidates are recent college graduates or are changing careers, about 200 of these students each year are enrolled in Katz's international Executive MBA program, or EMBA, aimed at expe-

rienced professionals who need additional graduate-level education to advance their careers. EMBA operates at the University's Pittsburgh campus as well as in São Paulo, Brazil, and Prague, Czech Republic. An Asian site is also under consideration.

Though EMBA students have already established their careers, new MBA students face a challenging job market, Delaney and others say. The implosion of the "Internet boom" in the late 1990s left fewer entry-level positions for new MBAs, and many companies wanted candidates who completed an internship while earning their degrees.

This has led students to choose Katz's two-year MBA, created in 2003, which enables them to accept internships between their first and second years of study.

"Recruiters are looking for candidates who can hit the ground running," says Terri Gregos (KGSB '90), vice president and director of college relations at Bank of New York Mellon Corp. Few companies are now able or willing to pay for training and development of new employees, Gregos says. "They are

really looking for folks with demonstrable skills."

Ready at the Get-Go

Playing on the just-in-time delivery model that corporations use to maximize revenue and minimize inventory costs, John C. Camillus, the Donald R. Beall Professor of Strategic Management and Katz executive associate dean, says the school has to deliver a just-in-time MBA. "The goal is that students who come from our school will be ready to contribute from day one," he says.

That's why experiential learning has become such a big part of the Katz curriculum. Project courses are one way to immerse students in real-life situations; another way is through highly accurate simulators like the new \$2.3 million, 3,000-square-foot trading room under construction in Mervis Hall, the home of the Katz School. A laboratory for running financial simulations, the room will include tote display boards, stock tickers, 58 computer stations, classroom space, and other infrastructure; it also will provide students with continual access to data and to faculty who are very experienced in world financial markets.

Katz also has created what it calls the MBA Transformation Framework, a program to help students plot their career objectives and set educational benchmarks in five key areas: personal development, personnel management, professional networking, experiential learning, and acquiring technical competence.

Developed through faculty input and shaped by the school's Offices of admissions, career services, and student services, the framework is designed to encourage students to take ownership of their education and visualize their future career paths. Incoming MBA students now complete computerized self-assessments that match interests, strengths, and personality types with specific courses and workshops that develop strategies they need for success.

Created during the summer of 2007, the transformation framework was introduced to incoming students in the fall. Camillus calls the speed of the process remarkable. "Usually, something like this takes about two years to develop," he says. "We did it in three months. It hooks in with John's idea of entrepreneurship—if we waited two or three years, the world would have changed, and some elements would have been obsolete."

Entrepreneurship

Entrepreneurship is one of the key values that Katz is trying to instill in graduates, and that doesn't just mean starting a new business, Delaney says. "It means agility and resourcefulness that allow people to succeed in any context," he says. "Entrepreneurship can occur in large corporations. It can occur in government and the nonprofit sector."

And while students have been conditioned to measure their success against standardized tests like the MCAT or SAT, Delaney says, strategies that enable students to score well on tests don't reward initiative or creative thinking.

"The world is not a multiple-choice test," Delaney says. "Students have to learn that they need not be afraid of failure. Failure is how you learn to become more resourceful and more successful. We need to teach students what risks are wise risks to take, and what risks are worth taking."

Dennis Slevin, Katz professor of busi-

ness administration, argues that while some people are born entrepreneurs, others can be trained. Entrepreneurship is an "organizational behavior," he says, "and we think you can encourage it by compensating people and encouraging them to take risks."

Katz's curriculum teaches students how to evaluate risks through rigorous analysis of statistics and other data, he says. Risk-taking "is not mindless, and it's not like going to a casino," Slevin says, but Katz graduates should be willing to take "high risks with high returns."

Katz's lessons in entrepreneurship extend beyond the borders of the Pittsburgh campus. Slevin is a member of the advisory board of Pitt's Institute for Entrepreneurial Excellence (IEE), which provides educational and consulting services to local businesses through four different centers. IEE also provides experiential learning through internships for students interested in entrepreneurship.

Recognized nationally for its work with entrepreneurs in Southwestern Pennsylvania, the University wants to bring entrepreneurship into its classrooms. Pitt is devising an entrepreneurship curriculum for graduate and undergraduate students, seeking to integrate its strong academics with its top-notch IEE outreach program. The Katz faculty will develop the curriculum, which may include options such as dual majors in entrepreneurship and other business school concentrations (such as finance), a certificate program in entrepreneurship, and even cross-school dual majors (such as engineering and business.)

Katz is currently conducting a national search for a senior professor to fill the new Olofson Chair in Entrepreneurial Studies, funded by a \$1.5 million gift from Tom W. Olofson (CBA '63) and his wife, Jeanne. The inaugural holder of the Olofson chair will provide academic leadership for this dynamic model of entrepreneurship.

Learning to Solve Problems

Slevin says that all future managers—even those who have no intention of starting their own businesses—need to understand the principles of entrepreneurship. "We live in a world where there's so much change that you really have to be entrepreneurial just to cope with the dynamic environment," he says.

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John C. Camillus



Ravi Madhavan, a Katz professor of business administration (left), talks with Ying Nee Yap (center) and Gina Zdanowicz. Madhavan is a faculty advisor in Katz's project courses, which give students hands-on experience in handling real-life business problems. Yap is a second-year MBA student in Katz and Zdanowicz recently completed the school's part-time MBA program.



Bill Besselman (center), associate principal at McKinsey & Company, works with Katz graduate students in a workshop that supports the school's project courses. The courses require students to solve real-life business problems.

BRADEN WOLFE/CUDE

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At its core, Madhavan says, entrepreneurship is often about problem solving. "Solving the problem could be as simple as looking around the company, finding other divisions that face the same problem, making the connections, and bringing people into the process," he says.

Because it's important for students to develop "the right reflexes" for evaluating and accepting risks, Madhavan says entrepreneurship and experiential learning go hand in hand. Experiential learning motivates students to act as entrepreneurs, "syndicating various parts of the solution, bringing together the people who have the money with the people who have the technical skill," he says.

Second-year MBA student Charlie Fox says that solving real-world problems allowed him to put classroom lessons into action. He was part of a five-person team that studied the financial structure of Westinghouse Electric Co. after the company's acquisition by Japanese industrial giant Toshiba Corp.

Because Westinghouse is no longer a publicly traded corporation, it had a more challenging time evaluating its risk profile and capital structure. Fox's team developed a model that Westinghouse can use to help decide whether it should acquire other companies or assets. "It was one of the most valuable experiences of my MBA education," he says.

Supply Chain Management

Project courses pay dividends for companies and organizations that partner with Katz as well, says Bob Auray Jr., president and CEO of the Genco Marketplace division of Genco Inc.

Genco, a privately held corporation headquartered in Pittsburgh, describes its own business as supply chain management, the discipline of managing materials or inventory efficiently by choosing the right suppliers, acquiring special skills or technologies from third-party vendors, delivering goods to customers, and collecting and reselling items that are returned as damaged or obsolete.

In the fall of 2007, Katz students studied the different outlets that Genco Marketplace uses to divest surplus and recommended that the company maximize its profits by shortening some sales windows and keeping others open longer.

"They found some pretty profound dif-

ferences," Auray says. "It was a really nice, valuable piece of work they did."

Supply chain management "started in manufacturing, but it also has a strong place in health care and other industries," Delaney says. "You're trying to ration demands so that you don't leave anything to chance."

Delena Spencer (KGSB '92), a vice president of finance and operations in the High Volume Analog business unit of Dallas-based Texas Instruments (TI), one of the world's largest manufacturers of computer chips and other semiconductors, says Katz's expertise in supply chain management has been a critical factor in her company's decision to recruit at Katz, including the hiring of six Katz graduates who have become senior finance managers. In addition, two of the corporation's newest hires are from Katz's class of 2007.

TI appreciates Katz's new emphasis on entrepreneurship, Spencer says. "We want people who are willing to look at new ways of doing things, especially from a supply chain aspect," she says. "People who are innovators are people willing to question the status quo."

International Expertise

Because of the global nature of the electronics business, Spencer's company also needs people with international experience, she says—and that gives Katz another edge. "The Katz School offers a great opportunity for (students) to interact with people from other cultures," she says. "We're looking for people who are willing to get up and leave home for a bit, because we do a lot of overseas travel, and we're looking for people who are comfortable spending time overseas."

A commitment to international business education is embedded in the Katz structure, says Camillus, who notes that the school was one of the first five within American universities to establish a Center for International Business Education and Research, or CIBER. The Katz CIBER, known as the International Business Center (IBC), is funded by a U.S. Department of Education grant and is a joint venture of Katz and Pitt's University Center for International Studies.

The IBC connects students, faculty, and local businesses to resources ranging from language education to information technol-

ogy and provides networking opportunities with other business schools around the world. IBC Director Josephine Olson says the center is aggressively looking for other opportunities to add more international content to the curriculum.

"We already offer a master's degree in international business, and we're trying to develop some (MBA) project courses that would involve an international component," says Olson, Katz professor of business administration and economics. This year, for example, four Katz MBA students are working on group research consulting projects with four different "virtual teams" comprising students at other U.S. business schools. Each team will spend two weeks in May in China, Japan, or Brazil as part of its consulting project, Olson says.

"We have a history of institution-building abroad that's resulted in our faculty getting international exposure and knowledge," Camillus says, adding that close to 40

percent of Katz faculty members obtained at least one degree at a non-U.S. institution. "Our students develop international contacts, and our domestic (U.S.) students benefit the most, I think. Not too many business schools are able to do all of this."

Value Chain Management

Delaney says the next step for Katz is a leap ahead from supply chain management into international value chain management, which optimizes an organization's use of knowledge and skills as well as its physical assets and inventory.

"Every business has certain core competencies related to its expertise," Delaney says. "Companies have to decide what competencies are critical to their survival. If you let them go, you cripple your business and risk losing your ability to compete."

As business moves increasingly from

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Internal renovations at Mervis Hall continue as part of a long-term improvement plan.

JIM SCHAEFER/LOCATION PHOTOGRAPHY

Providing Value, Offering Choices

During 2007, Pitt's Joseph M. Katz Graduate School of Business enrolled more than 500 part-time students and nearly 400 full-time students; awarded 300 master's degrees; conferred 11 doctorates; and provided nondegree, postgraduate courses and certificates to more than 1,600 people. Options include:

- **A doctorate (PhD)** for students who intend to become a professor at a leading research university, or to direct research and development at a corporation or government agency;

- **A full-time, two-year Master of Business Administration (MBA) program**, which includes a summer internship, additional project courses, community service opportunities, and as many as 30 electives in a variety of specialized areas;

- **A one-year, full-time MBA program** for self-directed students who want to hone their management skills and then quickly return to their careers;

- **A part-time MBA program**, which allows students to continue to work in the field while pursuing their degrees over a three-year period;

- **Six dual-degree options**, which combine an MBA with master's degrees in management information science, engineering, international business, or with a Juris Doctorate from Pitt's School of Law; Katz also partners with Pitt's Graduate School of Public and International Affairs to offer MBAs and master's degrees in public and international affairs and international development;

- **An Executive MBA (EMBA) program** designed for experienced business professionals who want to enhance their careers; offered in Pittsburgh, Czech Republic, and Brazil, the EMBA program takes about 19 months, including three weeklong "immersion" sessions with students from the other sites; and

- **Certificates and nondegree, open-enrollment courses through Pitt's Center for Executive Education (CEE)** for professionals seeking additional development in such categories as project management, leadership, personnel skills, and innovation and creativity. CEE also creates customized training programs for corporations, government agencies, and non-profit organizations.

Sources: University of Pittsburgh Office of Institutional Research, Joseph M. Katz Graduate School of Business.

A New Vision for the Future at Katz



Charlie Fox, a second-year Katz MBA student, has accepted a position in GE's Commercial Finance division and will join the company's Experienced Commercial Leadership Program, a training program for promising young executives.

Continued on page 5

the manufacture of physical goods to the delivery of intangible services like information, value chain management will emerge as the most important challenge facing businesses around the world in the next 40 to 50 years, Delaney says. "If we were surfers, we could see this wave coming," he says. "I want us to ride this wave."

Katz has formed a faculty task force to look at issues fundamentally addressed in value chain (as well as supply chain) management. The panel also is designing field-related graduate certificates that will debut later this year.

Most of the changes at Katz have focused on the MBA programs, which constitute the bulk of the school's enrollment and drive its ultimate reputation. But Delaney says that Katz's highly selective doctoral program continues to be a critical component within the school. "The program is important because it contributes greatly to the intellectual environment of the school," he says. "It gives a vibrancy to the whole atmosphere here by encouraging the type of thinking that develops new ideas."

John Prescott, the Thomas O'Brien Chair of Strategy and director of Katz's doctoral program, calls it the school's "research and development lab." Doctoral students bring fresh perspectives and a willingness to strike out in new directions, using leading-edge theoretical and statistical techniques, he says.

"We recruit individuals who desire jobs in a research-oriented university like Pitt and who want to publish in top-tier journals," Prescott says, "and we spend a lot of time mentoring them in the craft of research."

Selective Doctoral Program

Katz's highly competitive doctoral program accepts only 10 to 12 PhD candidates per year and has about 60 doctoral students at any one time, he says. The ratio of mentors to doctoral students is roughly one-to-one, Prescott says, adding that the intense faculty monitoring is a major benefit to students and faculty alike.

And unlike some universities, where

doctoral students often are relegated to supporting research projects conducted by faculty, Katz encourages its faculty to treat doctoral students as full collaborators and to share credit. As a result, most Katz PhDs have developed a solid research portfolio by the time they graduate, Prescott says.

"The faculty have done very well by mentoring a small group of PhD students," Delaney says, adding that within the next two years, Katz will be actively exploring additional funding to enlarge the number of positions available for PhD candidates.

The school also is considering extending the funding for doctoral students from four years to five, Prescott says. "It gives them an extra year to work on publishing, and to develop an understanding of what the business of being an academic is all about," he says. Just as with the MBA program, the goal is for newly minted PhDs to arrive at their first teaching or research jobs ready to contribute from day one, he says.

Pitt Connection

Perhaps one of Katz's most compelling advantages over other business schools, Delaney argues, is that it's part of the University of Pittsburgh,

which offers a wide range of internationally recognized graduate programs in life sciences, engineering, law, and the humanities. To that end, Katz now offers dual degrees that allow students to earn their MBA while simultaneously working on another graduate degree, including a juris doctorate from Pitt's School of Law, a master's degree in information sciences, or a Master of Science degree in engineering.

In January, Katz and Pitt's School of Pharmacy announced a partnership to offer a course on the business

of medicines in health care. It's the first step toward a possible dual-degree program that would provide students with the opportunity to earn an MBA and a Doctor of Pharmacy degree at the same time.

In addition, Katz positions its accelerated one-year MBA program as an opportunity for students already at Pitt who are pursuing full-time graduate study in one of the University's other schools to add

another master's degree while they are at the University.

"It makes tremendous sense for us to create joint programs that leverage the school with Pitt's other strengths," Delaney says. "It gives Katz a competitive advantage that will help us in all directions. It also adds value for students. It's the combination that makes the difference."

Collaborative efforts also reach off campus: In the doctoral program, for instance, Prescott notes that Katz students work and study with students and faculty at Carnegie Mellon University's Tepper School of Business and H. John Heinz III of Public Policy and Management. "We have several good cooperative relationships with them. I can't think of too many locations where two world-class universities are next to each other and complement each other's research thrusts, rather than compete," he says.

Prescott says the diverse makeup of the Katz student body provides another advantage for the students and faculty. Katz has a strong reputation for recruiting underrepresented students: Three of the 12 doctoral students accepted this year are from underrepresented groups and, in the full-time MBA program, about 47 percent of students are from countries other than the United States.

"Different people bring different capabilities, different resources, different competencies," says Camillus, and the diversity of cultural backgrounds forces students out of their comfort zones. "Sometimes it's difficult initially to work in a diverse team, but the results are much richer."

"Excellent Value"

Diversity, teamwork, and a global outlook makes Katz's graduates a valuable addition to corporate culture, says Texas Instruments' Spencer. "The majority of our manufacturing operations are overseas, and the majority of our customers are overseas," she says. "We're clearly looking for 'teaming' skills—the ability to both lead and follow. We also look for people with broad educational experience, who have shown that they have excitement or enthusiasm to learn."

In other words, people like Ying Nee Yap, who plans to become a healthcare industry consultant in Asia upon her graduation in April. "At other schools, they do projects on paper in class," she says. "They miss out on a lot. They don't know what's going on in real life and the mindset of people in real companies."

Or people like Charlie Fox, who interned this year with the accounting and financial advising firm Deloitte & Touche. He has accepted a position in GE's Commercial Finance division and will join the corporation's Experienced Commercial Leadership Program, a training program for promising young executives, later this year.

"I knew that Katz had an excellent reputation in the Pittsburgh region, but it also has a strong network of alumni that extends across the nation," says Fox, who holds an undergraduate degree in management from Grove City College. "It's an excellent value. When I consider the cost of my tuition versus where this degree is going to take me, it was the best investment I've ever made."



Dennis Metney (MBA '88) is president and CEO of Cygnus Manufacturing Co. in Saxonburg, Pa.

Making a Difference

Alumni of Pitt's Joseph M. Katz Graduate School of Business are more than 19,000 strong and represent nearly 90 nations. The network includes prominent leaders in both business and education:

- **880 Katz alumni are board chairs, chief executive officers, or presidents of their businesses or organizations,** including James Broadhurst (KGSB '66), chair and CEO of Eat'n Park Hospitality Group Inc.; Stephen Tritch (KGSB '77, ENGR '71), president and CEO of Westinghouse Electric Co.; Kevin Sharer (KGSB '92), chair and CEO of Amgen Inc.; Charlotte A. Zuschlag (KGSB '71), president and CEO of ESB Financial Corp.; Connie Cibrone (KGSB '83), president and CEO of Pittsburgh's Allegheny General Hospital; Paul Saville (KGSB '79), CEO of NVR; Joe Muscari (KGSB '69), CEO of Mineral Technologies; Paul Stecko (KGSB '73), chair and CEO of Packaging Corporation of America; and Ray Smith (KGSB '69), chair of Rothschild North America and former chair and CEO of Bell Atlantic;

- **195 alumni own their own companies;**

- **72 alumni are partners in their companies or firms;**

- **26 alumni are entrepreneurs or cofounders of their companies,** including Jackie Johnson (KGSB '86), founder and CEO of Corazon Inc., who received the Ernst & Young Entrepreneur of the Year award in 2003 and was named one of Pennsylvania's Best 50 Women in Business in 2005 by the Pennsylvania Department of Community and Economic Development; and Mary Del Brady (KGSB '91), president and CEO of Red Path Integrated Pathology Inc. and a member of the National Women's Hall of Fame;

- **115 alumni are chief financial officers;**

- **Two alumni are college presidents,** including Eddie N. Moore Jr. (KGSB '75), president of Virginia State University and winner of the Dr. Martin Luther King Jr. Legacy Award and the Thurgood Marshall Scholarship Fund's Leadership Award;

- **Five alumni are business school deans,** including Daniel C. Smith (KGSB '89), dean, professor, and Clare W. Barker Endowed Chair in Marketing in the Kelley School of Business at Indiana University, and a three-time recipient of a four-star rating from *Business Week* magazine's *Guide to Leading Business Schools*;

- **Seven alumni are associate deans;** and

- **30 alumni hold professorial chairs.**

Source: Joseph M. Katz Graduate School of Business

Happenings



Collaborative Installations, University Art Gallery, through March 21

Concerts

An Evening with Dolly Parton, 8 p.m. today, Benedum Center, 719 Liberty Ave., Downtown, 412-456-6666, www.pgharts.org.

Craig Davis, Kenny Blake, 5-8 p.m. March 4, Cabaret at Theater Square, 655 Penn Ave., Downtown, Jazz Live Free Concert Series, 412-456-6666, www.pgharts.org.

Blast! 7:30 p.m. March 4, Pasquerilla Performing Arts Center, Pitt-Johnstown, 800-846-2787, www.upj.pitt.edu/ArtsCenter.

1964, Beatles Tribute featuring Benedum Orchestra, 8 p.m. March 7, Benedum Center, 719 Liberty Ave., Downtown, 412-456-6666, www.pgharts.org.

Pittsburgh Symphony Orchestra with André Previn, featuring works by Copland, Previn, and Beethoven, March 7 and 9, Heinz Hall, 600 Penn Ave., Downtown, 412-392-4900, www.pittsburghsymphony.org.

Johnstown Symphony Orchestra, 7:30 p.m. March 8, Pasquerilla Performing Arts Center, Pitt-Johnstown, 814-535-6738, www.johnstownsymphony.org.

Mimi Jong and Jeff Berman, folk music performance, 2-3 p.m. March 9, First Floor Quiet Reading Room, Carnegie Library-Main, 4400 Forbes Ave., Oakland, Sunday Afternoon Music Series, 412-622-3151, www.carnegielibrary.org.

Southern Tier Symphony, 3 p.m. March 9, Bromeley Family Theater, Pitt-Bradford, 814-362-0248, www.upb.pitt.edu.

Florestan Trio, featuring works by Beethoven, Paul Juon, and Arensky, 8 p.m. March 10, Carnegie Music Hall, 4400 Forbes Ave., Oakland, Pittsburgh Chamber Music Society, 412-624-4129, Christopher@pittsburghchambermusic.org.

Tuesday Music Club, featuring works by Brahms, Ernest Charles, and others, 12:30 p.m. March 11, St. Andrew's Episcopal Church, 5801 Hampton St., Highland Park, 412-682-0439, office@tuesdaymusicalclub.org.

If You Give a Pig a Party, 7 p.m. March 11, Pasquerilla Performing Arts Center, Pitt-Johnstown, Dallas Children's Theatre National Tour, 814-269-7200, www.upj.pitt.edu/ArtsCenter.

Exhibitions

709 Penn Gallery, Solo Ceramic Exhibition: *H U M*, March 7-22, 709 Penn Ave., Downtown, 412-325-7017, www.pgharts.org.

Hillman Library, Audubon print, *Hemlock Warbler*, through March 10, 412-648-7715.

SPACE Gallery, *Hot Metal*, through March 15, 812 Liberty Ave., Downtown, 412-325-7723, www.spacepittsburgh.org.

University Art Gallery, Collaborative Installations, featuring work by students in Pitt's Site Specific and Installation Course, Department of Studio Arts, College of Arts and Sciences, through March 21, Frick Fine Arts Building, 412-648-2431, www.studioarts.pitt.edu.

Carnegie Museum of Art, *Forum 61: Lowry Burgess*, through March 23; *Great British Art: 200 Years of Watercolors, Drawings, and Prints From the Bank of New York Mellon Collection*, through May 18; *Ecology.Design.Synergy*, Feb. 23-June 1, 4400 Forbes Ave., Oakland, 412-622-3131, www.cmoa.org.

Andy Warhol Museum, *Ron Mueck at the Andy Warhol Museum*, through March 30; *Canis Major: Andy Warhol's Cats and Dogs (and Other Party Animals)*, through May 4, 117 Sandusky St., North Side, 412-237-8300, www.warhol.org.

Manchester Craftsmen's Guild, *One Potter's Touch Affects a Generation of Artists and Their Communities*, Kerr Gallery, through April 4, 1815 Metropolitan St., North Side, 412-322-1773, www.manchesterguild.org.

Wood Street Gallery, *Urban Living*, through April 5, 601 Wood St., Downtown, 412-471-5605, www.woodstreetgalleries.org.

Silver Eye Center for Photography, *In Search of America*, photographs by David Graham, through April 12, 1015 E. Carson St., South Side, 412-431-1810, www.silvereye.org.

Mattress Factory, *Gestures: Illustrations of Catastrophe and Remote Times*, through May 11, 500 Sampsonia Way, North Side, 412-231-3169, www.mattress.org.

Carnegie Science Center, *Bodies: The Exhibition*, through May 31, 1 Allegheny Ave., North Shore, 412-237-3400, www.carnegiesciencecenter.org.

Lectures/Seminars/Readings

Elizabeth Kolbert, 7:30 p.m. today, Carnegie Music Hall, 4400 Forbes Ave., Oakland, Drue Heinz Lectures, 412-622-8866, www.pittsburghlectures.org.

Elmaz Abinader, memoir and poetry reading, noon March 5, 2201 Posvar Hall, Pitt Department of English and Pitt Women's Studies Program, www.pitt.edu/~wstudies.

"New Trends in Buddhism in Modern China," Wei Dedong, professor of religious studies at Renmin University of China, noon March 5, 2628 Cathedral of Learning, Pitt Departments of Anthropology, History, and Sociology, www.religiousstudies.pitt.edu.

"The Undisputed Border, Shifting Liminalities: Bulgarian Turks Across the Bulgaria-Turkey Border," Hande Sozer, Pitt professor of anthropology, noon March 5, 4217 Posvar Hall, Pitt Center for Russian and East European Studies, 412-648-7407, crees@pitt.edu.

"Women's Voices in the Arab Diaspora," reading and discussion, Elmaz Abinader, professor of English at Mills College, noon March 5, 2201 William Pitt Union, Pitt Women's Studies Program, www.pitt.edu/~wstudies.

"Writing and Social Responsibility," panel discussion, 6 p.m. March 5, 501 Cathedral of Learning, Pittsburgh Contemporary Writers Series, oaks@pitt.edu.

Hayan Charara and Bill Zavatsky, poetry reading, 8 p.m. March 5, Carnegie Lecture Hall, 4400 Forbes Ave., Oakland, International Poetry Forum, 412-621-9893, www.thepoetryforum.org.

"Social and Cultural Needs and Participation of International Students: A Case Study at the University of Pittsburgh," Mimi Terano, Pitt program coordinator for the Office of Cross Cultural and Leadership Development, noon-1 p.m. March 6, 4130 William Pitt Union, Pitt Asian Studies Center, 412-648-7763, www.ucis.pitt.edu.

"The Ethics of Allocating Scarce Health Care Resources: A New View," Ezekiel Emanuel, professor of medicine at Harvard Medical School, noon-1 p.m. March 6, 113 School of Law, Pitt Center for Bioethics and Health Law, www.pitt.edu/~bioethic.

"Sources and Atmospheric Transformations of Organic Aerosols," Allen Robinson, professor of mechanical engineering at Carnegie Mellon University, 4 p.m. March 6, 203 Thaw Hall, Pitt Department of Geology and Planetary Science, eelliott@pitt.edu.

"Old Friendships: Exploring the Historic Relationship Between Pan-Islamism and Japanese Pan-Asianism," Sadia Sattar, Pitt master's degree student, 2 p.m. March 7, 4130 Posvar Hall, Pitt East Asian Languages and Literatures Colloquium Series, 412-624-5568, plocante@pitt.edu.

"The Middle Class as a Social Norm: Consumer Citizenship in China's Reform," Hai Ren, professor of East Asian studies at the University of Arizona, 3 p.m. March 7, 3106 Posvar Hall, Pitt Department of Anthropology, 412-648-7500, www.ucis.pitt.edu.

"Challenges, Passion, and Success: Celebrating Women as Community Builders," panel discussion, 2-4 p.m. March 9, Connan Room, University Center, Carnegie Mellon University, Oakland, Pittsburgh Dialogue Foundation, RSVP at activities@pghdialogue.org, 412-628-6871, www.pghdialogue.org.

"Pittsburgh and China: Building and Sustaining Economic Opportunities," Sky Foerster, president of the World Affairs Council of Pittsburgh, and Roger Cranville, senior vice president of global marketing at the Pittsburgh Regional Alliance, 7 p.m. March 10, Winston Thurston School's city campus, 555 Morewood Ave., Shadyside, Pitt Asian Studies Center, registration required, 412-578-7523, www.worldaffairspittsburgh.org.

"From Revolution to Globalization: A Half-Century Rendezvous Between Beijing and Havana," Yinghong Cheng, professor of history, political science, and philosophy at Delaware State University, 5:30 p.m. March 11, 4130 Posvar Hall, Pitt University Center for International Studies, 412-648-7737, www.ucis.pitt.edu.

Wine Tasting, Cabaret at Theater Square, March 5

Miscellaneous

Eighth Annual Arts and Sciences Grad Expo, 8:45 a.m.-5 p.m. March 4, William Pitt Union, Pitt School of Arts and Sciences, 412-624-6698, gradexpo@pitt.edu.

Starting A Wine Cellar, wine tasting, 6:15 p.m. March 5, Cabaret at Theater Square, 655 Penn Ave., Downtown, 412-456-6666, www.pgharts.org.

Five-Campus College Fair for University Faculty and Staff, 11-2 p.m. and 5-7 p.m. March 6, Connolly Ballroom, Alumni Hall, University of Pittsburgh, contact Colleen O'Neil at oneil@oafa.pitt.edu.

Reception for the Iris Young Award, 5-6:30 p.m. March 6, Lower Lounge, William Pitt Union, Pitt Women's Studies Program, www.pitt.edu/~wstudies.

Maquilapolis—City of Factories, film screening, 8:30 p.m. March 6, Frick Fine Arts Building Auditorium, Pitt Center for Latin American Studies, amigoscinelatinoamericano08@gmail.com.

The Glenn Miller Story and Ray, 11 a.m.-2 p.m. March 8, Carnegie Library-Main, 4400 Forbes Ave., Oakland, Double Dose: Classic and Current Movies, 412-622-3105, www.carnegielibrary.org.

Opera/Theater/Dance

Defending the Caveman, Broadway musical, March 7-8, Byham Theater, 101 Sixth St., Downtown, 412-456-6666, www.pgharts.org.

Jesus Christ Superstar, March 7-9, New Hazlett Theater, 6 Allegheny Square East, Downtown, Pittsburgh Musical Theater, 412-539-0900, www.newhazletttheater.org.

Spirit of Uganda, 3 p.m. March 9, Byham Theater, 101 Sixth St., Downtown, Pittsburgh International Children's Theater, 412-456-6666, www.pgharts.org.

A Number, through April 6, O'Reilly Theater, 621 Penn Ave., Downtown, Pittsburgh Public Theater, 412-316-1600, www.ppt.org.

The Big Bang, through April 27, Theater Square Cabaret, 655 Penn Ave., Downtown, CLO Cabaret Theater, 412-281-2822, www.clocabaret.com.

Pitt PhD Dissertation Defenses

Ethan Hull, School of Education, "Physical Activity Patterns from Adolescence to Young Adulthood and Parental Support for Physical Activity in Children," 11:30 a.m. March 4, 130 Trees Hall.

Eileen Amato, School of Education, "The Challenges of a Change in Practice: The Story of an Experienced Principal's Journey Through the Change Process at a Struggling Urban Elementary School," 1 p.m. March 4, 4321 Posvar Hall.

Eric Hulsey, Graduate School of Public Health, "Childhood Bereavement and the Promotion of Resilience," 10 a.m. March 6, A651 Graduate School of Public Health.

Jason B. Castro, Center for Neuroscience, "Dendritic Neurotransmitter Release and Its Modulation in Accessory Olfactory Bulb Circuits," 10 a.m. March 10, A219B Langley Hall.

Workshops

Faculty Lunch and Learn Workshop, noon-1 p.m. March 3, Lower Lounge, William Pitt Union, Pitt Student Health Service, registration required, 412-383-1830, mulljj@upmc.edu.

Dolly Parton, Benedum Center, today





Pitt Study Assesses Options for Treatment-Resistant Depression in Teens



By Megan Grote Quatrini

For depressed adolescents who have not responded to initial treatment with selective serotonin reuptake inhibitors (SSRIs), the combination of cognitive behavioral therapy (CBT) and a switch to another antidepressant had better clinical results than a change in medication without CBT, according to a study by University of Pittsburgh School of Medicine researchers.

The study is published in the current issue of the *Journal of the American Medical Association*. The study also found that a switch to another SSRI was just as effective as a switch to venlafaxine and resulted in fewer adverse side effects. Adolescent

depression is a common, chronic, recurrent, and impairing condition that accounts for a substantial proportion of disability and mortality. Untreated depression results in problems in school and interpersonal relationships and increases the risk for suicidal behavior. Therefore, proper treatment has profound public health implications for youth in this critical stage of development.

"Current clinical guidelines for the acute management of adolescent depression recommend SSRIs coupled with CBT," noted David A. Brent, professor of psychiatry, pediatrics, and epidemiology at Pitt's School of Medicine and academic

chief of child and adolescent psychiatry at Western Psychiatric Institute & Clinic (WPIC). While these treatments alone or in combination have been shown to be effective, previous studies have shown at least 40 percent of adolescents with depression do not respond sufficiently to these treatments. Despite the high percentage of nonresponse and the serious consequences of persistent depression in this age group, until now there have been no empirical studies to guide clinicians regarding the management of this population. With these results, doctors now have the guidelines to properly respond to and treat their adolescent patients."

Brent and his team of researchers created a six-site, National Institutes of Mental Health-funded study called the Treatment of SSRI-Resistant Depression in Adolescents (TORDIA). The study allowed researchers to focus on nonresponse to an SSRI rather than on nonresponse to psychotherapy, because SSRIs have been the predominant method of treatment for adolescent depression.

The study involved 334 depressed 12- to 18-year-olds who were followed for a period of 12 weeks. The effectiveness of four treatment strategies was evaluated in patients who had not responded to a two-month initial treatment with an SSRI. Those treatments included a switch to a second, different SSRI such as paroxetine, citalopram, or fluoxetine; a switch to a different SSRI in addition to CBT; a switch to venlafaxine; or a switch to venlafaxine in addition to CBT. Results showed CBT plus a switch to either medication regimen showed a higher response rate than a medication switch alone. However, there was no difference in response rate between venlafaxine and a second SSRI.

The researchers chose to compare SSRIs with venlafaxine, a serotonin and norepinephrine reuptake inhibitor (SNRI), because prior studies on adults have shown that venlafaxine is more effective than an SSRI in managing treatment-resistant depression. And, unlike similar studies on adolescent depression, TORDIA included teens who were actively suicidal so that the study would mirror real-world treatment

situations to ensure its findings would be readily applicable to community settings.

"These findings should be encouraging for families with a teen who has been struggling with depression for some time," said Brent. Even if a first attempt at treatment is unsuccessful, persistence will pay off. Being open to trying new evidence-based medications or treatment combinations is likely to result in improvement."

The large amounts of data in this study required regular monitoring and organization throughout its duration, explained chief statistician and co-author Satish Iyengar, professor and chair of statistics in the University's School of Arts and Sciences.

Additional study coauthors in the Pitt School of Medicine included Boris Birmaher, professor of psychiatry; Neal Ryan, Joaquim Puig-Antich Professor in Child and Adolescent Psychiatry; and Nadine Melhem, assistant professor of psychiatry.

Other coauthors with Pitt affiliations included Giovanna Porta, systems analyst at WPIC; Matthew Onorato, project coordinator for the study at WPIC who is now at Nationwide Children's Hospital in Columbus, Ohio; Kaleab Abebe, a statistics Ph.D. candidate in Pitt's School of Arts and Sciences; and Jamie Zelazny, senior program coordinator for the study, who is now adverse events coordinator for Pitt's Institutional Review Board.

PUBLICATION NOTICE The next edition of *Pitt Chronicle* will be published March 17. **Items for publication in the newspaper's *Happenings* calendar (see page 7) should be received six working days prior to the desired publication date.** *Happenings* items should include the following information: title of the event, name and title of speaker(s), date, time, location, sponsor(s), and a phone number and Web site for additional information. Items may be e-mailed to chron@pitt.edu, faxed to 412-624-4895, or sent by campus mail to 422 Craig Hall. For more information, call 412-624-1033 or e-mail robinet@pitt.edu.

