

SPRING 2008

# FOGELMAN FOCUS

A PUBLICATION OF THE FOGELMAN COLLEGE OF BUSINESS & ECONOMICS



## Dean Rajiv Grover Takes Charge

THE UNIVERSITY OF  
MEMPHIS®

# FOGELMAN FOCUS

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## **DEAN'S MESSAGE**

Dear Alumni and Friends,

During my first semester on campus at the University of Memphis, I have had the pleasure of meeting many of you in person and talking to you about my priorities as the new Dean of the Fogelman College of Business & Economics.

The Fogelman College has a rich and proud history of educating leaders. I hope to build upon the strengths we have and develop many new ones which will address the needs of our community.

Later in this magazine, you will read about my philosophies and plans as Dean of the College. If you have any thoughts about the Fogelman College and its importance to the future of the business community in Memphis and beyond, please feel free to contact me.

I look forward to working with all of you to make the Fogelman College of Business & Economics the best it can be.

Sincerely,



Dr. Rajiv Grover

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## Dean Rajiv Grover Gets Focused on the Future of Fogelman College

Last summer, Dr. Rajiv Grover was named dean of the Fogelman College of Business & Economics at the University and Chair of Excellence in Sales and Marketing. Grover came to the University of Memphis from the University of Georgia, where he was the head of the Marketing Department and held the Terry Chair of Marketing in the Terry College of Business. He has also taught at the University of Pittsburgh and has served as senior VP of marketing and business development in a Silicon Valley high-tech start-up company.

### **What do you consider to be your top priority as the new dean of the Fogelman College?**

The top priority is to build bridges with the business community. These bridges will allow us to produce good students, our products; place our students in great institutions; identify problems for research; keep our curriculum relevant; and begin a system of executive education. This will then allow us to initiate support from the community.

### **You mention that you consider students to be your product. Would you like to elaborate on that?**

In the business community and beyond, a notion of customer-orientation has come into play. Organizations realize that if their customers are not happy, then they won't realize the revenues that they need. So, it's all about customer satisfaction with profits naturally following.

However, this notion of customer-orientation has been misused and overused. Organizations started calling every important stakeholder their customer. Employees were customers in some organizations' eyes while shareholders were in other organizations'. But if you look at this clearly, you will realize that these

stakeholders cannot be customers. You do not need employees if you don't have any customers. Or if you can do without some employees (ala ATM machines), you would probably do that.

Similarly, shareholders' wealth cannot be created without paying customers. So it is very critical to call the right group "customers". In academia, universities have erred in calling their students their customers. I consider them to be my product and the business community to be my customers. The business community is the one that "buys" my product, the student. If the product is good, they will come back to hire more. The business community as my customer can specify the attributes of the product they want and we can make the product accordingly.

If you explain this notion to students, i.e., they will be hired by better institutions at higher salaries if they are considered a product rather than a customer, even they want to be considered a product and not a customer.

The faculty members are the employees who make the product. If the faculty members are current in terms of knowledge generation and dissemination, they will produce great products. These great products become great alumni who then give

to the University.

In short, building bridges with the business community with this model in mind is a win-win-win situation for the community, students and the university.

### **What do you consider to be the strengths of the Fogelman College?**

A feature considered a strength of one organization might not be considered a strength for another organization. The strategic game that you are playing determines what attributes you can call strengths.

It's always about opportunities in the external environment. An analysis of opportunities determines which attributes you want to leverage as strengths or which strengths you need to build to take advantage of the opportunities.

The key is: what are the opportunities that are available to us? We cannot influence the opportunities that are available to us in the short run. We can't say "as a University, we're going to make Memphis a manufacturing hub for pharmaceuticals." You can't get that industry to come to our city overnight. However, Memphis does provide unique opportunities which we should address internally. There are opportunities in biomedical devices, logistics and supply chain



“Any community requires a great educational institution.”

management, and other areas as a result of some Fortune 500 companies. One could argue that location is one of our strengths. We are uniquely positioned to take advantage of the opportunities in the Memphis area.

Another strength of the College is our tremendous alumni base. Many of our alumni have successful business careers in Memphis and around the world. We need to connect with our alumni in a meaningful way and engage them in a way that is mutually beneficial.

Yet another strength that I don't believe we often recognize lies with our students. Many of our students have already entered the workforce. I don't think they realize that they should be proud of their accomplishments as working students. A student working while attending college with a 3.0 GPA, in my books, is worth more than a full-time student with 4.0 GPA. The employed student has shown dedication, perseverance, integrity, responsibility and maturity during the college years. These attributes are valued by employers. We should coach these students to be proud of what they've accomplished and to use their experiences as a strength.

Finally, the quality of our faculty is a significant strength of the FCBE, given what we are setting out to do – relevant research and teaching that is useful to the business community.

**What are some of your other goals for the College?**

One of the challenges that I'm undertaking is to convince individuals outside the University that our research can benefit them. Relevant research is always good for the business community. Organizations need new ideas. They need new products. They need new processes and systems to run their organizations. The basic research that is conducted in universities provides such fresh, tested, and valid new ideas about all aspects of

organizations.

I would also like to up the level of knowledge dissemination for all audiences – undergraduate, MBA, PhD, and executives. I hope to achieve excellence on all dimensions of research and teaching by adopting the faculty portfolio model. In this model, each and every faculty member is leveraged for his or her strengths - be it in research and doctoral teaching, or executive and MBA teaching, or service and undergraduate teaching. In an ideal world, each and every faculty member should excel at knowledge generation through research and knowledge dissemination to all audiences. However, that is never possible in a regular institution such as ours.

Having all stars is an expensive proposition meant only for the extremely well endowed schools. Hence, the only way we can compete is to work as a team – with some being excellent at research and others being super at one or more types of teaching. Each and every faculty member should be pleased at the other one being here and doing what he or she is doing. Each is adding value and the synergistic result is a force to reckon with.

Given my customer satisfaction philosophy, I am hoping to launch a customer-driven full-time MBA program. The hallmarks of this program are:

1. Companies sponsor MBA students for the two-year by paying for their tuition, assistantship and other expenses
2. Companies receive 10 hours of work per week during the 4 semesters and 40 hours per week during the intervening summer from the sponsored MBA students
3. Companies provide input into curriculum content to suit their needs

4. Company executives can co-teach some sessions
5. Students can get full-time employment after graduation with the sponsoring companies

This program is a significant win-win-win strategy for companies, the students and the university. For the sponsoring companies, the benefits of the just the hours spent by students on company projects balance the costs incurred by the companies in sponsoring the students. On top of that, companies will not incur recruitment and training costs – they get MBAs who can hit the ground running. For students, it is a win because their graduate education is funded and they have a chance of employment at a great Memphis company. For the university, the ability to attract top students is a significant win. We are targeting some companies within an industry and some other companies in the Memphis area and the response has been very encouraging. We hope to build a robust full-time MBA class.

Finally, I am engaged in building boards for some of our functional areas and centers of excellence. These boards will be instrumental in providing guidance to the areas in terms of what topics should be taught and how. We are in the midst of forming boards for the accounting area that will soon begin to offer interns. We are hoping that these interns will be top quality, fully-funded, full-time student scholars. We are also building boards for the entrepreneurship area and bio-medical industry. New courses for these two areas are being developed.

The key takeaway of my vision is that we are building a school that is focused on satisfying the needs of companies in the area better than any other school can.

# FOCUS ON

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## 122 Students Receive Scholarship Money from FCBE in 06-07

**\$319,447.** No, that is not the price of a condo downtown, a trip around the world, or a luxury sports car many of us could never fathom owning. That is the total amount of money that was awarded to Fogelman College of Business & Economics students through private scholarships for the 2006-2007 academic year. 122 promising students are now finding it a little easier to pay their way through school thanks to the help of the many generous scholarship donors who support the College.

"I think it is wonderful that the Fogelman College of Business & Economics can offer its students so many scholarship opportunities. With the generous monetary contributions from our donors, we are able to recruit high ability students who may have chosen to go to another university had the incentive not been there," said Grayson Pruitt, the Recruitment and Scholarship Director for the College.

The position of Recruitment and Scholarship Director was created a little over a year ago to better accommodate for the increasing number of scholarships awarded through the College and to launch a more aggressive recruiting and marketing campaign to get more students, namely high ability students, to the FCBE. "The Fogelman College has so much to offer; abundant internship opportunities, significant scholarships, top accreditation, highly esteemed faculty, and the list goes on and on. It is my job to make prospective students aware of exactly what we have to offer and to get them here," said Pruitt.

Last year, SunTrust Banks Inc. signed a gift agreement with the University of Memphis that totaled one million dollars, with \$750,000 going directly to the Fogelman College of Business & Economics. The agreement provides scholarships for 12 incoming high ability freshmen, 4 transfer students, and two graduate students totaling \$56,000 each year for the next ten years. The agreement also includes an annual gift of \$5,000 to

the College for recruitment materials and activities. With this money, the College has hosted two very successful luncheons to recruit high ability high school seniors.

The first "FCBE High Ability Luncheon" was held in February of 2006. It was an invitation-only event for high ability high school seniors and their parents held at the FedEx Institute of Technology. Faculty members from the College as well as staff members from FCBE's Internship and Advising Offices, the University Honors Program, Scholarship Office, Recruitment Office, and Study Abroad Office all participated in the program. From that event, more than 20 high ability scholarships totaling more than \$100,000 were offered for the 2006-2007 academic year.

The program was equally successful in February 2007 with over 90% of the students in attendance committing to the Fogelman College. Students were recruited from several schools including Bolton, Collierville, Christian Brothers, Ridgeway, Olive Branch, Marshall Academy, Battle Ground Academy, Evangelical Christian School, First Assembly Christian School, and White Station High School. The average GPA for these students was 3.75 (cumulative, 4.0 scale) and the average ACT score was 28.2.

The College plans to host many more recruiting events in the future. It is a top priority to make sure that we get the very best students, ensuring that the quality of students reflects the level of excellence that is being strived for by the faculty and staff of the College.

If you'd like to sponsor a scholarship through the Fogelman College of Business & Economics, please contact Jay Philpott at (901) 678-3068 or [james.philpott@memphis.edu](mailto:james.philpott@memphis.edu). For more information about FCBE Recruitment and Scholarships, please contact Grayson Pruitt at (901) 678-3405 or [gpruitt@memphis.edu](mailto:gpruitt@memphis.edu).

## Leadership Program Seeks Students, Mentors Willing to Go the Extra Mile



Austin Baker (far left) and Dr. Robert Taylor (far right) with the first-ever group of MILE program students.

A new and creative mentoring program at the Fogelman College of Business & Economics is pairing young leadership talent at the College with leaders from the local business community.

Instead of simply pairing business mentors with student protégés and hoping they click, the MILE (Memphis Institute for Leadership Education) leadership mentoring program actually provides a structured format for interaction through a series of lectures on leadership topics presented by prominent speakers. The intent is that this experience will stimulate topical conversations that will lead into career discussions and developmental coaching that will enhance the student's professional career.

The students not only get an opportunity to interact with their own mentors, but also to network with other mentors and business leaders who are helping to sponsor the overall programs or specific lectures.

The programs co-founders are Dr. Robert Taylor, chair of the

Department of Management at the Fogelman College and Austin Baker, local entrepreneur as well as member of the College Alumni board.

The program is funded through modest fees charged to the participants, donations from sponsors and a grant provided by a local foundation.

Besides the intrinsic satisfaction that mentors get from making a difference in the lives of young people, there are also practical benefits. Mentors will receive leadership education both through the lecture series and in mentoring and coaching the students. The mentors will also have the opportunity to network with other business professionals and recruit some of the top talent coming out of the Fogelman College.

For more information about MILE, contact: Dr. Robert Taylor (901) 678-4551 [rrtaylor@memphis.edu](mailto:rrtaylor@memphis.edu) or Austin Baker (901) 737-0123 [austinb@eservbenefits.com](mailto:austinb@eservbenefits.com).

## Beta Gamma Sigma— Class of 2007

Beta Gamma Sigma (BGS) is the international honor society recognizing the outstanding academic achievements of students enrolled in collegiate business and management programs accredited by AACSB International - The Association to Advance Collegiate Schools of Business. Membership in the society, which is only by invitation, is the highest recognition a business student can receive in a baccalaureate, post- baccalaureate or doctoral program in business. There is no higher honor for students of business and management than to graduate Beta Gamma Sigma. Only the top 7% of the junior class, top 10% of the graduating senior class, and top 20% of the graduating master's class are invited to join this scholastic society of the highest honor in business.

Dr. Satish Mehra, BGS faculty advisor for the Memphis chapter since 1986, has found membership in BGS not only an honor but also an excellent opportunity for networking with other BGS members who are successful business executives.

For the year 2007, the Fogelman College of Business and Economics inducted the following students into Beta Gamma Sigma:

### **Juniors**

Thomas H. Duck  
Rebecca C. Hooker  
Barry W. Matthews  
Stuart D. Routon  
Jessica F. Spiceland  
Courtney C. Taylor  
Corey L. Ward  
Joseph D. Weekly

### **Seniors**

Daniel R. Bradford  
Melissa M. Moore  
David M. Scoggins  
Willard D. Taylor

### **Masters**

Shwetanchla Bhan  
Herwing M. DeBeukelaer  
Keith L. Dillihunt  
Caroline Goodman  
Kimberly E. Gross  
Lorene S. King  
Susmita Lahiri  
David L. Lange  
Kosha Mehta  
Peter S. Miller  
Zsofia Nagy  
Srikanth Nayani  
Andrew D. Nix  
Rizwan Patel  
Linda S. Reyle  
Joshua A. White  
Joshua Wright



## Fogelman College Students Land Internships with FedEx Services Internal Audit

Out of 120 Mid-south applicants, Fogelman College of Business & Economics students fill 2 of the 6 internship positions with FedEx Services Internal Audit. The students, Danté Taylor, an Accounting major and Keith Duff, a finance major were part of the internal audit team on a six-months assignment.

Representatives from FedEx said they were very interested in Danté and Keith because both of them had the analytical and interpersonal skills necessary to be successful as an auditor. FedEx is very excited about recruiting interns from The University of Memphis and many of their outstanding interns are offered full time positions upon graduation. FedEx recruits University of Memphis students via the eRecruiting website at <http://memphis.erecruiting.com>.

Danté and Keith will be assigned to project teams traveling all over the world. These teams will provide a broad range of consulting, auditing and management advisory services to corporate and operations management to facilitate improvement in the effectiveness,

efficiency and control over critical business processes. The internship is an excellent opportunity to see and positively impact the operations of a world class corporation.

However, this internship is not the first one for either student. Danté has been participating as an Accounting Co-op Intern with the United States Army Corps of Engineers Finance Center and Keith participated in an internship program with AFI (Analistas Financieros Internacionales) in Madrid, Spain. Their previous internship experience, accompanied by their outstanding academic credentials and on-campus involvement put these Fogelman students at the top of the recruiting list for FedEx!

Keith said, "This is my dream internship. I am going to gain valuable experience, travel the world, and utilize my Spanish, French and Portuguese language skills." "This is the opportunity I've been waiting for, to put my accounting education and experience to use!" said Danté.



## Marvin R. Ellison - President, Home Depot Northern Division

MARVIN R ELLISON has been president of The Home Depot's northern division since January 2006. He joined the company in 2002. During this time he has held several officer positions, including senior vice president of Global Logistics, vice president of Logistics, and vice president of Loss Prevention. From 1987 until June 2002, Mr. Ellison held various management and executive level positions with Target Corporation. His final position with Target was director of assets protection. Ellison is one of seven children, three brothers and three sisters. He graduated from then Memphis State University in 1989 with BBA in Marketing. His wife, Sharyn, is a 1991 graduate of the University. In 2005, he received an EMBA from Emory University. The Ellison's have one son, Donavan, 11, and a daughter, Gabrielle, 6. They reside in Marietta, Georgia.

### Tell us about your background growing up and before college.

I grew up in Brownsville, TN. It's a small town with a small high school. I'm one of seven brothers and sisters. I was the second person in my family generation to attend and graduate from college. My sister was the first. Both parents still live in Brownsville. So when I go home it's kind of like going back in time because things are very much the same.

I'm very fortunate. Although my father was an honor student, he does not have a high school diploma. My father's grandparents were farmers. During my father's senior year of high school his grandfather became very ill and my father had to drop out of high school to get the crops in for the family. Growing up African American in the south back in those days education was not something that was really stressed as a priority. As such, my father was not encouraged to go back to school to obtain his high school diploma. However, during my entire life, he always stressed the importance of making a better way of life through education.

I grew up in a great family with great role models. My father went on to be a successful businessman, working in sales. My mother worked when I was young, but her primary role was managing a complex household with seven children. Memphis was the largest city near Brownsville, TN. When deciding to go to college, I wanted to stay as close to home as possible, but I definitely wanted to move on to a larger city with a larger university so I could spread my wings a little bit.

### Why and how did you choose to major in business at the Fogelman College?

My father was a role model in that respect.

I was going to college as an 18-year-old coming from a school so small that I graduated from high school without having to learn a foreign language or having to read Shakespeare. I would describe my high school education as a very rural academic system. Quite frankly, I was unprepared for a major college upon arriving at the University. I decided to major in business because business seemed to be the foundation for career success. I wasn't really sure as an 18-year-old what I wanted to do, but I did know from watching my father that I wanted to be in business. Because my father was in sales, I decided that marketing was a great entry point. I felt it was a terrific major, because it would afford me broader opportunities once I graduated.

### Describe your experience at the Fogelman College and the University of Memphis.

It was tremendous! It was like something from the movies: the country boy comes to the big city. The most interesting aspect for me was the diversity of the students. Growing up in a small, southern, rural town I had limited interaction with a diverse cross-section of people. Having the opportunity to sit in a class with students from Asia and students from Africa was a really big deal for me. It allowed me to gain a business and cultural education simultaneously. That was the beginning of the foundation that allows me to interact well and respect people with different backgrounds, different cultures and different beliefs. For me, that was the most eye-opening experience.

My fondest memory from the University of Memphis is that I met my wife Sharyn in the library. My son gets tired of me telling him that the library is the best place to meet girls. I was studying for an

accounting exam when we met. I have just great memories of the University. I have two younger sisters who also graduated from the University of Memphis after I did. Sylvia Ellison (Logistics) and Renatha (Business).

### Currently, you're the president of Home Depot's Northern Division. What specific experiences – in your career, education or personal life – helped prepare you for this position?

I am the division president for the U.S. northern division. Within the U.S. the Home Depot has three divisions and approximately 2000 stores in the U.S. Currently, I am responsible for 700 stores, 110,000 employees and about 1/3 of the company's sales volume. This year the company will do approximately 91 billion dollars in sales. I am responsible for a third of the U.S. volume in my division.

I think what my experiences in life and education have done to prepare me for such a large role is that I learned and understand that success in business happens through people, not through systems or processes. Growing up as the middle child with seven siblings, I learned to be a negotiator, problem solver and consensus builder. So that in itself afforded me the opportunity to understand the value of dealing with people and their different personalities. In addition, by observing my father's conduct and way of life. He garnered a great deal of respect from others because he operated with dignity. My father is someone that really understands that your word and your character are more important than your education or how much money you have in the bank. By observing his actions, he taught me the value of dealing with people at all different levels: whether it is someone unloading a

truck or someone sitting in a corner office. My life's experiences and education have taught me this – all people add value.

Also, having grown up in a small town and moving to a larger city and having lived in different parts of the U.S. as well as having traveled all over the world from Asia to Europe on business has taught me the ability to understand different cultures, different backgrounds and how people can contribute to the overall success of what you are trying to accomplish.

**What has been the most rewarding experience of your career?**

Experience is having the opportunity to be in this current role. I never forget that I am just a simple country boy at heart from a town of 12,000 people. And now, I am one of the senior executives of the 13th largest company in the U.S. The appreciation for that never leaves my mind. So I am very blessed and very thankful for this opportunity. I am grateful, and it is rewarding. Not because I have a big title or because I have big

responsibilities, but because the company has entrusted me with the responsibility for 110,000 employees. The decisions I make every day impact a lot of people: a lot of customers, and a lot of employees. It is rewarding to me to know that I have a voice. My voice, hopefully, will be a positive influence to help 110,000 employees have a better way of life and achieve some of the goals and aspirations they have for their family.

**Do you still have to travel a lot?**

I do. I just got off the road yesterday. I am probably on the road – on average – 2-3 days per week. Home Depot is a big company. We have five corporate planes that I and other senior executives have access to, so it makes travel a little easier. For me, travel is part of the job, but with a company as large as Home Depot, the company does a good job of making it as painless as they possibly can.

**I guess it also gives you a chance to get closer to those 110,000 employees and the challenges they face every day.**

Absolutely! One thing about retail: Retail is not a business you can run from the office. Even at my level, it is critically important for me to physically get into stores every week: to stand in the aisle with the associates (employees); to talk to them about the business; interact with customers; find out what is working and what is not; to physically touch, feel and see what we are doing in different parts of my division. In my opinion, you have to take the tangible observations, the face to face conversations, and link those things to the data, the metrics and the spreadsheets that you see at the corporate office. When you take those two and balance them together you usually get a very accurate picture of what is really going on in the business.

**What career advice would you give to current Fogelman College students?**

The most important thing is to have a really clear vision of where you want to go. I started out this interview talking about how when I first went to the University of Memphis, I did not really know the career role I wanted. I knew that business was my calling, and when I started at the University and decided to major in marketing which helped to make the picture become clearer to me in exactly where I wanted to go. The first thing you have to do is make a



Marvin and Sharyn Ellison

clear decision as to where you want to go from a career standpoint. A person has to decide as soon as possible if their career path is to be a division president, a CFO or to run their own business. You have to make a clear decision on your destination. Once you make that decision – what I have done in my career – I have tried to seek out individuals that are currently in that role and try to do a little bit of reverse engineering.

Partner with the people that are where you want to be, and figure out the steps that they took to get there. Do not be afraid to reach out to those people and see if they will give you a little bit of their time. Once you do that, you have to start setting short- and long-term goals for yourself.

Something that I have done religiously for the last 15 years is that I have set one-year, three-year, five-year and ten-year goals. The one and three year goals are really critical because they are the foundation to where you want to be in five and 10 years. You have to be willing to make adjustments and changes as your lifestyle changes whether you get married or have kids, or whether your interests change. An example, I had a lot of people, once I decided to go back and get my MBA, who came to me and said “you’re already a vice-president, you already have a great career path, why would you want to risk getting distracted by going back to get your MBA? What they did not realize is it was a part of my long-term goals. When I left the University of Memphis, I wanted to get an MBA at some point. It was also part of my long-term goals that, in order for me to achieve the level of success in business that I desired, I believed that MBA was a critical part of my portfolio to make that happen. It was clear to me, it wasn’t clear to the others, because they had their own assessment of what was best. I think it is important to decide those things for yourself.

**You’ve worked for Target and Home Depot. Two of the most well-regarded companies in the country. Did you actively seek out companies with great reputations?**

I will tell you a quick story about Target. I was a student at the University of Memphis. I was looking for a part time job that had flexibility in scheduling so I could continue to go to school full-time. I went to the employment office at the University of Memphis and went in to see

what jobs they had posted. On the board was a posting for Target in Memphis, a part-time position. I have to credit the University of Memphis for introducing me to my retail career. Like any student I was looking for two things: flexibility of schedule and how much I was going to get paid. Long story short, I started with Target and quickly determined it was a great company with a great future. At the time, Target was still a regional company, not the dominant brand it is today, but I quickly realized it was a great place to work. I worked part-time until I graduated. When I graduated I was promoted to a full-time department manager. I stayed there for 15 years. And I decided to stay for 15 years for the exact reason that you just said: Because I identified it as a company that had tremendous growth potential. I thought it had a great business strategy and it was simply a great place to work and a great place for me to develop as a young business leader. I also believed that Target afforded me unlimited growth potential.

The decision to leave Target and go to Home Depot was based on a couple of factors. Number one, Home Depot was a much larger company and more aggressive into its global expansion. Home Depot had already expanded to Canada, had stores in all 50 states, and was entering Mexico and China. I came to Home Depot from Target because it was another company with an outstanding brand, it was a much larger company, and it was a company that had enormous desire to be a global retailer, which Target had not yet decided at that time. So about five years ago, I came to Home Depot and I have not regretted it.

**You’re interested in U. S. Presidential History. What do you find interesting about that subject?**

Other than business, one of my favorite classes was American History. For me, even as a young kid, I was always fascinated with the presidents and their enormous responsibilities. The backgrounds are very diverse, and the impacts they have on our lives are very profound. One of my favorite presidents is Harry Truman. Truman had greatness thrust upon him. He wasn’t seeking the presidency, but he stood tall and took on an enormous challenge, leading the country through the latter part of World War II. He had to make the gut-wrenching decision to drop the atomic bomb. He integrated the military,

which was not popular at that time. He supported Israel as a state. He made the decision to support the Marshall Plan to rebuild Europe, which we look back on as a brilliant decision not only from a humanitarian standpoint, but also it allowed countries to heal after the war. Truman is someone who came from humble beginnings, and had failures throughout his life. He was someone who worked his way up through hard work and integrity.

**Do you find anything in presidential history that you related to your own career, or do you see it as strictly a leisure activity to take you away from the pressures and problems of work?**

It’s a little bit of both. I don’t have a ton of leisure time. I spend the majority of it with my family. So whenever I read something, I seek out something that will make me a better person or a better leader. I think presidential history is important. There’s no comparison between what I do and what our great presidents have done, but there are parallels. You can ensure you surround yourself with talented people. The one thing that Lincoln did – he was the first person to do this – he surrounded himself with political enemies and people who didn’t support him. He did this because these were some of the best and brightest leaders in the country. And he knew going into a Civil War that he had to surround himself with advisors who had skills that he didn’t have. A lot of people felt he was setting himself up for disaster. Presidents had been operating under a spoil system, under which you become elected and surround yourself with friends and supporters. Lincoln did the opposite. From Lincoln, I learned that you have to have the confidence to surround yourself with people that have talents that you don’t have. You have to value diverse perspectives. You have to develop clear and concise plans and allow your leaders to lead.

I also learned from leaders like Teddy Roosevelt the value of being decisive. There is no doubt that time is money and bureaucracy can kill an organization. You also have to care about the people you represent. I represent 110,000 associates and 700 stores so it’s not about me, it’s about those individuals and the customers that give us their hard-earned dollars.



Eric Bolton (BBA '78), 2007 Outstanding Alumnus of the College

Ben Watkins (BBA '78), Alumni Day Master of Ceremonies



Keynote Speaker, Debbi Fields-Rose and Dean Rajiv Grover



Carolyn Hardy (BBA '74, MBA '87), 2007 Entrepreneur of the Year

# 15<sup>th</sup> ANNUAL ALUMNI DAY HELD OCTOBER 17, 2007



Larry Papasan introduces the 2007 Outstanding Alumnus

The Fogelman College Alumni Chapter hosted the 15th Annual Alumni Day luncheon on Wednesday, October 17 at 11:30 a.m. at the Ballroom of the University of Memphis Holiday Inn. Keynote speaker Debbi Fields-Rose, founder of Mrs. Fields Cookies, shared her perspectives on the value of excellence in building a successful business with an attentive audience of over 600 alumni and friends. Honored at the event was the 2007 Outstanding Alumnus of the College, Eric Bolton (BBA, '78). Mr. Bolton is President and CEO of Mid-America Apartment Communities and is a long-time supporter of the Fogelman College. Also, Carolyn Hardy (BBA, '74, MBA, '87) received

the College's first Entrepreneur of the Year award. Ms. Hardy, formerly vice president of Coors Brewing Company's Memphis business unit, became President/CEO of Hardy Bottling Company in 2006. Also Dr. Rajiv Grover, the new Dean of the Fogelman College, discussed his vision for the advancement of the school through building effective partnerships with the corporate community for mutual benefit of students and companies. Once again this year, the College hosted the Alumni Guest Professor Program in which Fogelman alumni returned to the classroom to share their knowledge and insights with students as a part of the Alumni Day event.

# Are Workplace Romances Risky Business?

Dr. Chuck Pierce, Associate Professor, Department of Management

Most employees have either had one or observed one. Nearly 10 million of them develop at work annually. Internet surveys reveal they involve behavior that occurs during business hours, on work premises, behind closed doors, and even in the boss's office. What are they? You may be thinking along the lines of board meetings or video teleconferences. These are good guesses, but they're incorrect. Believe it or not, they're workplace romances!

That's right. Consensual romantic relationships between two employees of the same organization. They're as common as slow traffic on Walnut Grove near I-240. Just ask Boeing's former President/CEO Harry Stonecipher and executive Debra Peabody or Microsoft's Chairman Bill Gates and manager Melinda French. They know first hand about participating in workplace romances.

Perhaps to your surprise, scientific research on workplace romance has been alive and well since 1977. From paper-and-pencil surveys administered in airports to random-digit dialing phone interviews to multi-factor field experiments, workplace romance research has produced some enlightening and yet counter intuitive findings.

For example, in 1998 and 2003, I conducted questionnaire studies to identify factors that explain the formation and impact of workplace romances. Results indicate employees' attitudes toward workplace romance, along with how much physical and functional autonomy employees perceive they have on their job, are predictors of whether or not they'll participate in a workplace romance. You're starting to snore, would you like a nasal strip? There's more, keep reading. Results from these studies also indicate employees' participation in a workplace romance is positively associated with their levels of job satisfaction and organizational commitment. Yep, employees in a workplace romance may actually like their jobs more, and even be more committed to their organization's business goals, than employees who aren't in a workplace romance. So, are you thinking about having a workplace romance? Not so fast my friend.

Hopefully you're wondering whether or not employees' participation in a workplace romance has a negative effect on their job performance. To date, the findings are mixed. In my 1998 study, employees'

participation in a workplace romance was actually *positively* associated with their job performance. Surprisingly, employees involved in workplace romances actually showed improvements in their quantity and quality of work more so than employees who were not involved in workplace romances. My 2003 study did not, however, produce this same pattern of results. Nevertheless, it did indicate employees' participation in a workplace romance was not related to their job performance.

Do you still think workplace romances are all roses? Remember, roses have thorns. This is where things get thorny from a human resource management perspective. In the past decade, sexual harassment claims made as the result of a dissolved workplace romance have been on the rise. Accordingly, in 2000 and 2004, I conducted a series of field experiments to examine organizational agents' decisions about sexual harassment claims stemming from a dissolved workplace romance. The news is not good for employees who participate in romances that are, for example, extramarital or between supervisors and subordinates. If these types of "unethical" workplace romances disband and result in sexual harassment complaints, organizational agents are apt to judge the complainant as partially responsible for the harassment and, moreover, apt to recommend taking no action or ignoring the complaint altogether. What happens if the complainant seeks help outside his or her organization by filing a harassment lawsuit? With the assistance of two UM doctoral students, I recently finished conducting a content-analytic review of all U.S. federal and state sexual harassment court cases to date involving a prior workplace romance between the plaintiff and the alleged harasser. Results reveal sexual harassment lawsuits stemming from dissolved workplace romances are unlikely to be decided in favor of the plaintiff unless they entail severe harassing behavior that occurs in the presence of witnesses.

In closing, the answer is yes. Workplace romances are risky business because of the problems they pose when a sexual harassment claim ensues.

For more information, please contact Dr. Charles Pierce, Associate Professor of Management, at [capierce@memphis.edu](mailto:capierce@memphis.edu).

## Outstanding Business Faculty Earn Palmer Professorships

The Fogelman College named three faculty members as Suzanne Downs Palmer Professors for academic year 2007-08. The awards honor outstanding achievement in research, teaching, scholarship, service, community outreach, and fundraising.

The awards are presented annually to tenured or tenure-track faculty in the Fogelman College. This is the sixth year for the awards, which are given in the amounts of \$12,500 to full professors, \$10,000 to associate professors, and \$7,500 to assistant professor.



Irvin Tankersley

**Irvin Tankersley**, associate professor of business law and legal environment in the School of Accountancy, was honored in the teaching category. He was named Honors Program Professor of the Year and developed a new course for the University Honors Forum, "The Supreme Court of the United States: What It Is and What It Does." Tankersley received outstanding commendations from Fogelman College alumni about the impact of his teaching.

**Charles Pierce**, associate professor of management, was recognized in the research category. He published two A+ level, three A level, and one B level journal articles over the



Charles Pierce

past three years. His *Journal of Applied Psychology* article will be included in an upcoming book on research methodology. Pierce was elected to a five-year term on the executive committee of the Research Methods Division of the Academy of Management.

**Mehdi Amini**, professor of marketing and supply chain management, received the award in the service category. He is co-director of the Enterprise Simulation and Optimization Lab (eSOL) and has been principal investigator of grant proposals totaling \$1.75 million. Amini has combined significant outreach efforts and sponsored projects to build a high-quality research and publication program. He also serves as associate director of the FedEx Center for Supply Chain Management.



Mehdi Amini

The professorships were established by a \$400,000 gift to the Fogelman College by U of M alumnus Dan Palmer in memory of his late wife and in appreciation for his education at the University of Memphis.

## Fogelman Welcomes New Faculty and Staff Members

The Fogelman College is pleased to announce the addition of five new tenure-track faculty members for 2007-2008. They are:

- Dr. Rajiv Grover, Dean of the College and Chair of Excellence Professor in Sales and Marketing (Ph.D., University of Massachusetts)
- Dr. William Kettinger, FedEx Chair of Excellence Professor of Management Information Systems (Ph.D., University of South Carolina)
- Dr. Thomas Meservy, Assistant Professor of Management Information Systems (Ph.D., The University of Arizona)
- Dr. Tina Wakolbinger, Assistant Professor of Marketing & Supply Chain Management (Ph.D., University of Massachusetts)
- Ms. Chen Zhang, Assistant Professor of Management Information Systems (completing Ph.D., Purdue University)

## FCBE Professor Named Editor of the *Journal of Advertising*

Dr. Marla Royne Stafford, Professor and Chair of the Department of Marketing and Supply Chain Management, has been named Editor of the *Journal of Advertising* ([ja.memphis.edu](http://ja.memphis.edu)).

Published quarterly by the American Academy of Advertising, the *Journal of Advertising* is considered the premier journal in the advertising discipline and is devoted to the development of advertising theory and its relationship to practice. The key purpose of the *Journal* is to provide a forum for the publication of outstanding research in all areas of advertising with the goal of advancing knowledge in advertising. All papers published in the *Journal*

go through a rigorous, double-blind, peer review process.

The presence of the *Journal of Advertising* at the Fogelman College of Business & Economics allows the university to join the ranks of other top-tier institutions that host prestigious journals. The *Journal* will be hosted at the University of Memphis in the FCBE through 2010.

Dr. Stafford is a former JA editorial review board member who has published in the *Journal* numerous times. She is a past recipient of the *Journal's* best paper award and outstanding reviewer award, and is a two-time recipient of the American Academy of Advertising's research fellowship award.

## *Computerworld* features FedEx Job Rotation Process Developed in Partnership with the Fogelman College

Fogelman faculty members are helping to keep FedEx on the cutting edge of their industry. A recent article in the online edition of *Computerworld* features FedEx IT managers' system of job rotation which benefits individual employees and the company as a whole. The job rotation process is part of the Purple Pipeline management development program which was developed in conjunction with Fogelman College faculty. The article points out that – among the many benefits to the company – the job rotation process also helps to spread best practices throughout the organization.

"The Purple Pipeline is a program that a few of us [Fogelman faculty members] have helped FedEx develop as a way to prepare current managers for future responsibilities at the director level and beyond," said Dr. Brian Janz, Director of Executive Education at the Fogelman College. "In addition to program development and delivery, the faculty team served as executive coaches for the participants in the Purple Pipeline," said Janz.

## MIS Journal Now Hosted at Fogelman College

Dr. Thomas Stafford, Associate Professor of Management Information Systems, has been named Editor-in-Chief of Data Base for Advances in Information Systems. DataBase is a publication of the Association for Computing Machinery (ACM), the world's first educational and scientific computing society, and is a highly ranked refereed journal by MIS faculty members. Stafford notes that the focus of the journal is general management information systems, although the title might tend to connote "repository of knowledge."

During his tenure as Editor-in-Chief, Stafford plans to elevate the journal to premier status through a professional and rigorous review process and coverage of critical topics and issues by leading MIS scholars. Stafford feels the impact on the MIS Department and College will be significant: "What it means to us is visibility. The highly visible nature of the venue makes the editor and institution more visible in the community of scholars."

## College Recognizes Best Papers of 2006

Each year the Fogelman College recognizes its faculty member for outstanding scholarship through the Best Paper Awards Program. Awards are given in two research categories, Empirical and Conceptual/Theoretical, for a publication in the previous year. The first place winner in each category receives a plaque and \$500; the second place winner receives a plaque and \$250.

In the Empirical Category, Richard Zhang, Assistant Professor of Economics, received the 1st place award for "Human Capital, Weak Identification, and Asset Pricing," which appeared in the *Journal of Money, Credit, and Banking*. The 2nd place award went to Gensheng (Jason) Liu, Assistant Professor of Marketing & Supply Chain Management, for "Linking Work Design to Mass Customization: A Sociotechnical Systems Perspective," an article in *Decision Sciences*.

In the Conceptual/Theoretical Category, two papers tied for the 1st place award. Balaji Krishnan, Associate Professor of Marketing & Supply Chain Management, was recognized for his paper, "Towards Intellectual Globalization: A Theoretical Exploration and Its Implications for Research," published in the *Journal of International Management*. Also recognized as 1st place winners were Craig Langstraat and John Malloy, Professors of Accountancy, for "A Comprehensive Analysis of Minority Interest Discounts in Estate and Gift Taxation," published in *The Journal of Legal Tax Research*.



## Award-winning FCBE Professor Developing Innovative Online Textbook

Dr. J. David Spiceland, Professor in the School of Accountancy in the Fogelman College of Business & Economics, is developing a cutting-edge, introductory accounting textbook offering a unique, interactive learning experience.

Partnering with the physical text will be a companion electronic learning platform. All components of this integrated suite of teaching and learning resources – online text chapters, teaching aids, course management tools, and student learning resources – will reside electronically within an online "learning zone". From this one-stop resource server, students will access any or all of the learning tools they need, not in a traditional sequential mode, but in a truly interactive and multidimensional venue.

"In the age of MTV, PlayStation,

and iPods, a textbook author can no longer be content with writing a bound textbook with a solution manual and testbank, no matter how accurate and academically sound," said Spiceland. "Today, the textbook must be one component of an elaborate, multimedia learning experience."

Spiceland is the lead author. Co-authors are Dr. Wayne B. Thomas (Oklahoma University) and Dr. Donald R. Herrmann (Oklahoma State University).

Spiceland is also the lead author of the textbook, *Intermediate Accounting*. The fifth version is scheduled for publication in 2009. Two previous editions received the best textbook award (the Crystal Award) from its publisher, McGraw-Hill, the number-one business publisher in the world.

## MIS Professor Honored by Leading Research Journal

Dr. Robin Poston of the Management Information Systems Department, Fogelman College of Business & Economics, has been selected as a finalist for the Best Reviewer of the Year Award for one of the leading journals in the discipline: *MIS Quarterly*.

The scholarly journal is ranked as an A+ publication outlet and has the editorial objective of enhancing and communicating "knowledge

concerning the development of IT-based services, the management of information technology resources, and the economics and use of information technology with managerial and organizational implications."

Dr. Poston was honored for her review work at a luncheon celebration during the International Conference on Information Systems in Montreal, Canada on December 9th, 2007.



## Center for Economic Education Announces \$mart Tennessee Program

The Center for Economic Education, headed by Dr. Julie Heath, Professor and Chair of the Department of Economics, has announced a unique statewide financial literacy pilot program, \$mart Tennessee. The \$mart Tennessee program is designed to infuse financial literacy education across the state and at various levels of K-12 instruction. The goal of \$mart Tennessee is to teach children how to make sound decisions about money, as well as other life choices. \$mart Tennessee is sponsored by First Tennessee with additional first-year support from the State of Tennessee. This one-of-a-kind public/private partnership will allow \$mart Tennessee to truly be a statewide initiative.

In this, the first year, \$mart Tennessee will be piloted in elementary schools, grades 1 and 4, in Memphis, Nashville, Chattanooga and Knoxville, fifty-four schools in all. The program will be expanded to reach middle and high school students in these cities in years two and three, and it will be gradually expanded into other urban and rural communities.

"We know that previous models of financial literacy instruction, which focus on the 12th grade, are just too little, too late," said Heath. "Our children are best served if we begin financial literacy instruction in the early grades and reinforce these themes throughout the elementary and secondary school years. This comprehensive model is the best way to teach our children how to make good decisions and provide them with the necessary skills so that they will be

able to participate fully in our economy."

\$mart Tennessee will utilize the Financial Fitness for Life (FFFL) curriculum, a nationally recognized program developed for the National Council on Economic Education, currently in use in many schools throughout the U.S. FFFL is completely activity-based and integrates easily into Tennessee standards in math, reading, language arts and economics. FFFL provides both interdisciplinary and content-specific foundations for TCAP preparation. It progresses from concrete to abstract learning, and includes web links for interactive and technology-based experiences.

The curriculum is organized with four grade bands (K-2, 3-5, 6-8, and 9-12). Each grade level band contains approximately 16 lessons and can be delivered in as few as 4 weeks. At every level, the curriculum focuses on earning an income, saving, spending/borrowing, and managing money.

The costs of administering the program; classroom, teacher and parent materials; and the delivery of teacher professional development are covered by the public/private partnership. In addition, participating schools will receive a \$350 stipend. Teacher professional development workshops will be provided at each of the 4 cities as a result of collaboration between the Center for Economic Education at the University of Memphis and MTSU and UT-Chattanooga.

While there are several unique aspects of this exciting initiative, perhaps the

most significant is the program itself. Financial literacy must include decision-making as the central part of its approach, and the challenges to educators are evident from the data below:

- For the past two years, savings rates dipped to minus 0.5%, something that hasn't happened since the Great Depression.
- Only 7% of parents say their child understands financial matters well.
- More young people file for bankruptcy than graduate from college.
- 31% of African-American families have zero or negative net worth.
- The last year in which spending outstripped earnings was 1933.

The problems evident in these sobering statistics will not be addressed by teaching children how to write a check or balance a bank statement. These are superficial skills that do not address the root issue. Teaching children how to make fully-informed decision and to recognize the consequences of those decisions is the best way to insure our children make choices they do not regret in their financial and personal lives. \$mart Tennessee will give our children the decision-making tools they need to empower them to fully participate in our economy.

## Philpott Joins College as New Director of Development



Jay Philpott

Jay Philpott has joined the Fogelman College team as the new Director of Development. In this role, Philpott will work closely with Dean Grover to create a comprehensive development plan for the

College. He is responsible for designing and executing strategies to identify, cultivate, solicit and steward major donors.

Jay comes to the University from St. George's Independent School, where was the Director of Admissions since 2002. There, he was responsible for

managing personnel and overseeing budgets that support admission counseling and recruitment, student admission review and processing, and marketing and advertising for the Admissions program. His leadership allowed him to serve as Admissions liaison to the Administrative Team, Head of School and the Board of Trustees. During his time at St. George's, Jay exceeded his enrollment budgets every year and maintained a 92-98% retention rate.

Prior to St. George's, Jay was the Assistant Director of Annual and Parent Giving for Sweet Briar College in Sweet Briar, Virginia. In this role, he managed the Parents' Fund program, the direct mail program, ten reunion classes and

the young alumnae giving society. Jay received his BA degree in History from Presbyterian College and his Master's degree in Leadership from the University of Memphis.

Exciting days are ahead for the Fogelman College of Business & Economics. Jay and other members of the administration are beginning to enlist volunteers for a variety of purposes. If you would like to invest in the College, host an event, or serve the school in another volunteer capacity please contact Jay by telephone (901) 678-3068 or email [james.philpott@memphis.edu](mailto:james.philpott@memphis.edu). We at the Fogelman College hope to reconnect with you soon.

## New FCBE Director of Recruitment & Scholarships Named



Grayson Pruitt

Grayson Pruitt has joined the Fogelman College team as the new Director of Recruitment & Scholarships. In this role, Grayson will work with FCBE faculty & staff to recruit high ability students as well as administer the growing scholarship program. He will be responsible for developing aggressive recruiting strategies to help elevate the caliber of students in the college of business and work with the Development Director to build relationships with new and existing scholarship

donors.

Prior to joining the University, Grayson's most recent position was as an Associate Director of Expense Services with Primacy Relocation. Grayson received his B.B.A. in Finance from the University of Memphis and will be joining the MBA program this spring.

For recruitment or scholarship information, contact Grayson Pruitt directly at (901) 678-3405 or [gpruitt@memphis.edu](mailto:gpruitt@memphis.edu).

## College Appoints Director of Executive Education

Dean Rajiv Grover has appointed Dr. Brian Janz, Professor of MIS, as Director of Executive Education and Development for the Fogelman College.

Fogelman Executive Education and Development Programs are focused on meeting the leadership development needs of the Memphis business community and assisting area executives and managers in staying abreast of the dynamic changes in the business landscape. This new unit of the College will draw on the expertise of the Fogelman faculty (over 100 strong) and other academics and professionals to deliver customized programs in all areas of business, including management, information technology (IT), marketing, supply chain management, finance, and accounting.

The Fogelman College faculty has a long history of delivering customized executive education on a wide range of topics including:

- Leadership Development



Dr. Brian Janz

- New Product and Systems Development
- Creativity and Innovation Management
- Supply Chain Management
- Negotiation
- Process Improvement and Lean Manufacturing
- High Performance Teams and Collaboration
- Ethics and Governance
- Critical Thinking and Problem Solving
- Change Management
- Understanding Your Customers and Effective Marketing Strategies
- Financial and Accounting Principles

To learn more about how the Fogelman College Executive Education and Development Programs can help your organization, contact Dr. Janz directly at (901) 678-5526 or [bdjanz@memphis.edu](mailto:bdjanz@memphis.edu).

## Douglas Freeze Heads Internship Program

Douglas Freeze is the Director of Internships for the Fogelman College of Business & Economics (FCBE) at the University of Memphis. His position was created to enhance services provided to FCBE students by cultivating internship opportunities specifically suited to business students, providing career development assistance, and coordinating all domestic internships. As Director, Douglas acts as a liaison between the FCBE and Career & Employment Services at the University of Memphis.

He is an alumnus of Mississippi State University and holds both a Bachelor of Science in Agribusiness and a Master of Agribusiness Management (MABM).



Douglas Freeze

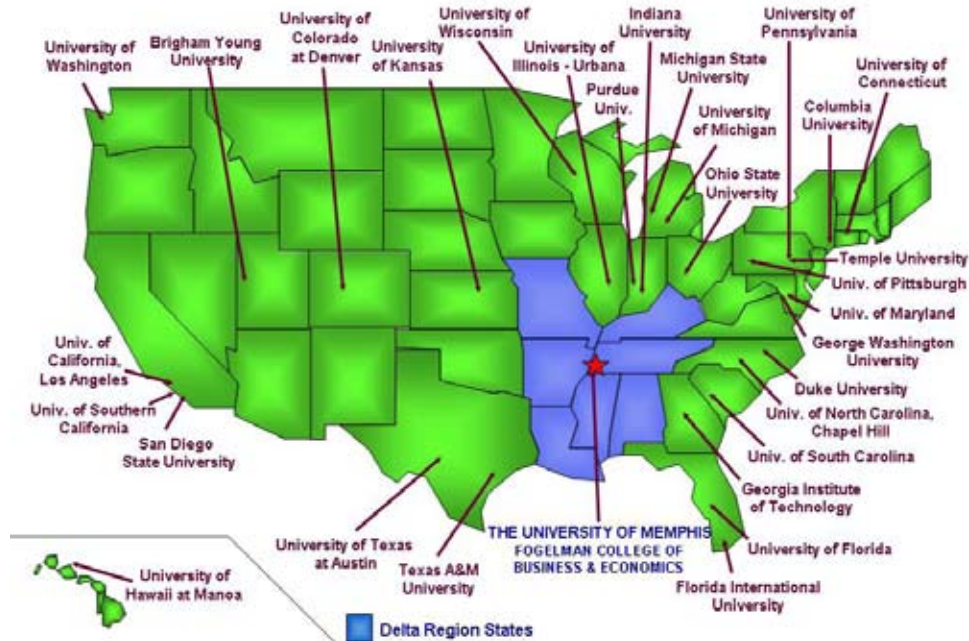
Upon graduation from MSU, Douglas worked for five years as a project associate for a real estate development firm in Tunica County, Mississippi. Most recently, he was the Agribusiness Coordinator for the Department of Agricultural Economics at Mississippi State University. In that capacity, Douglas coordinated the graduate program in agribusiness, recruited for both undergraduate and graduate programs, and taught undergraduate marketing, management, and economics courses.

His professional memberships include: Sales and Marketing Society of the Mid-South, Mid-South National Agrimarketing Association (NAMA), Memphis Ag Club, and the Mississippi Agricultural Economics Association.

A native of Corinth, MS, Douglas and his wife, Andrea, along with their son, Alex, are residents of Southaven, MS, and have lived in the Memphis metropolitan area for over six years.

# University of Memphis Wang CIBER Receives New Grant Award

**Centers for International Business Education and Research**  
Designated by U.S. Department of Education 2006-2010



The Wang Center for International Business Education and Research (CIBER) recently received notification from the U.S. Department of Education that funding for continuation through 2010 has been awarded after a competitive review process. The new award totals more than \$1.3 million and will bring total grant funding awarded to date to the University of Memphis CIBER to approximately \$6 million. The University of Memphis CIBER is one of only thirty-one centers in the United States designated by the U.S. Department of Education as national resource centers in international business and funded under Title VI of the Higher Education Act. (See map for list and location of all CIBERS.) The University of Memphis CIBER has held this designation since 1990 with Dr. Ben Kedia as the Director of the CIBER. Thousands of students, faculty, and members of both the academic and business communities have benefited from a wide variety of programs throughout this more than fifteen year history.

Both the International MBA program and the undergraduate international business degree program (INBS) are directed and

managed by the Wang CIBER. Both programs are interdisciplinary and require the study of a foreign language and international studies curriculum. The International MBA program



IMBA World Regions Track Students with University of Ulster Students in Ireland

— with tracks in German, Spanish, Japanese, and French — also features study abroad and experiential learning in the form of an internship abroad that correspond to the student's language track. International students in the program intern in Memphis at companies engaged in international business. Dr. Jose R. de la Torre, Dean at Florida International University,



Foreign Language Workshop participants

offered the following statement in a 2005 external evaluation of the IMBA program, *"The International MBA program clearly provides the University of Memphis a distinctive competence in a crowded market populated by many undifferentiated MBA programs."*

The Wang CIBER also provides scholarship support for undergraduate students to study abroad and for doctoral students to attend conferences and seminars that advance their academic and research interests.

Faculty development programs will continue to be a major focus area for the Wang CIBER. Programs that serve to assist faculty in internationalizing their curriculum are offered annually. The Wang CIBER and the University of Memphis Foreign Language Department have made tremendous advancement in providing business foreign language study for foreign language faculty from all over the United States. **Foreign Language Workshops** are taught by some of the most acknowledged experts in the business foreign language field in the country. Additionally, the University of Memphis Foreign Language Department with CIBER support has developed graduate level instruction in business foreign languages for all areas in the IMBA program. More than 600 faculty have participated in these workshops offered in German, French, Spanish, and Japanese since their inception. The Wang CIBER plans to continue this important program and seeks to add Business Chinese as the next option.

The Wang CIBER has assembled a team of internationally recognized business faculty to conduct the annual **Faculty Development in International Business Seminar Series** addressing *International Business, International Finance, Global E-Business, Global Supply Chain Management, International Marketing, and International Management*. More than 620 faculty from 238 colleges and universities have participated in these seminars to date. New topics such as *International Accounting* are in the planning stages for program additions.

The Wang CIBER has a mission to serve other educational institutions on a national level and has created, piloted, and will continue into the next grant cycle a premier service program designed to assist Historically Black Colleges and Universities (HBCUs) that are committed to internationalizing their business schools. The program, **Globalizing HBCU Business Schools**, is a collaboration of the Wang CIBER and eight other CIBER

programs across the nation with support from the United Negro College Fund's Institute for International Public Policy. HBCU institutions are paired with CIBER partners for a four year program designed to advance the HBCU institution's plan for "globalizing their business school." Faculty from the HBCU institutions are supported to attend a range of international business and business language faculty development programs, provided assistance and review in writing and submitting grants to fund international business initiatives in their own institutions, and given the opportunity to chose a Faculty Study Abroad program that serves their academic and research interests. Throughout this four year program the CIBER partner institution is

actively involved in supporting and sustaining the progress of their HBCU cohort institution.

The Wang CIBER also designs and manages an annual **Faculty Study Abroad Program in the European Union** as well as being a co-sponsor of seven other Faculty Study Aboard programs managed by other CIBERs that address China, India, South Africa, South America-Mercosur, Mexico, and Eastern Europe. University of Memphis faculty are supported to attend these programs. Wang CIBER also provides research support for faculty on a competitive basis for research in areas that address international business and competitiveness issues. In recent years, more than \$75,000 has been awarded to University of Memphis faculty for research initiatives.

The strategic foci of the Wang CIBER include providing timely and targeted conferences and seminars to the regional business community. The Wang CIBER collaborates with the Memphis Regional Chamber of Commerce, the U.S. Department of Commerce, the Memphis World Trade Club, and many corporate partners to bring outstanding presentations such as the 2006 Featured Seminar **Seven Futures** by the Center for Strategic and International Studies to Memphis. Other business outreach offerings in the future will include such topics as **Doing Business in China**. Conferences and seminars are designed to meet the needs of regional business in dealing with national and international competitiveness issues and provide a local forum for discussion and analysis.

Dr. Ben Kedia, Director of the Wang CIBER, summarizes its history and future as: *"The fifteen year history of the Wang CIBER has provided the impetus to build the institutional commitment, interdisciplinary cooperation, and the strong university linkages both nationally and internationally that have resulted in the University of Memphis and the Fogelman College of Business enjoying its current status as a national resource in international business education and a reputation as a model for integrated, synergistic, and exemplary program development. The future of the Wang CIBER—the best is yet to come!!"*



## Researchers Examining Frontline Service Worker Job Burnout and Its Consequences

Researchers are investigating the potential impact of service worker job burnout and its consequences, including job performance and turnover. The team is comprised of researchers from the Fogelman College of Business & Economics in collaboration with researchers from two other universities.

Interactions between customers and frontline service workers generate “moments of truth” and the success or failure of these interactions determines the long term existence of an organization. Since frontline service workers are the face of the organization, they experience a great deal of stress in trying to balance customer demands with those of the organization.

The research project seeks to expand understanding of factors that affect frontline service workers’ job performance and loyalty to their organization. A comprehensive service worker performance model has been developed and is being tested using data from 50

branches of a large bank.

The investigation considers the interplay between two major organizational factors, job demands and job resources, in affecting the emotional drain experienced by frontline service workers and subsequent job outcomes. The project specifically focuses on the role of service workers’ customer orientation as a critical personality resource. A worker’s customer orientation may serve to buffer the negative effects of job demands which lead to burnout. Insights from this project should provide clear guidelines for recruitment and training of frontline service workers.

The research team comprises Dr. Emin Babakus ([ebabakus@memphis.edu](mailto:ebabakus@memphis.edu)), Professor of Marketing, The University of Memphis, Dr. Nicholas Ashill, Associate Professor of Marketing, Victoria University of Wellington, New Zealand, and Dr. Ugur Yavas, Professor of Marketing, East Tennessee State University.

## U of M Researchers Tackling Childhood Obesity

Childhood obesity is a critical problem across the United States. Some organizations estimate that one in five children in the U.S. is overweight. Researchers at the University of Memphis are tackling the problem by focusing on the development and enactment of school-based obesity policies in Mississippi and Tennessee, two of the three worst performers in the U.S. with respect to childhood obesity problems.

The research team – whose work is dubbed *Policy Enactment, Organizational Transformations, & Childhood Obesity Project* – has zeroed in on the critical disjuncture between the policy that is developed at State level and the subsequent enactment in schools.

“It appears that the major reason for this is the difficulty involved in making local-level changes necessary to implement new policy,” said Dr. John Amis of the Fogelman College of Business & Economics. “This work will have implications not just for those involved with public policy but also those charged with the crafting and enactment of corporate strategy.”

This project is funded by the Robert Wood Johnson Foundation (Active Living Research). The research team is composed of Dr. John Amis ([johnamis@memphis.edu](mailto:johnamis@memphis.edu), Department of Management), James Vardaman (doctoral student, Department of Management), and Dr. Paul Wright, Dr. Ben Dyson and Hugh Ferry (Department of Health & Sport Sciences).



## Researchers Examine Online Investing

Researchers are investigating how new innovative self-service retirement Web sites are used by company employees to maximize their investment and retirement wealth. The team is comprised of researchers from the Fogelman College of Business & Economics in collaboration with researchers at the University of Montana and Grand Valley State University

As companies continue to find ways to reduce costs by adopting online self-service technologies, this research is needed to explore how different Web site designs affect how successfully users can utilize the systems to achieve their goals. The Web site design features are assessed through a series of research projects that involve

collecting data from users in an experimental laboratory setting involving simulated online retirement web sites. Specifically, the projects are designed to explore how user characteristics such as gender differences, user confidence, and user risk propensity, and system characteristics such as information delivery channels and investment advice credibility influence investing behaviors.

The research team includes Dr. Robin Poston ([rposton@memphis.edu](mailto:rposton@memphis.edu)), Department of Management Information Systems, University of Memphis), Dr. Clayton Looney (University of Montana), and Dr. Asli Akbulut (Grand Valley State University).

# FOCUS FORWARD

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As you know, due to Dean John Pepin's fine stewardship, the College was pushed through reaccreditation and stewarded into the turbulent but innovative technological age. Today we stand stronger and more able to deliver the graduates sought after by leading corporations and small businesses alike. The retirement of Dean Pepin begins a new chapter and a new era for the Fogelman College of Business.

Under Dean Rajiv Grover, the next six years will be especially exciting ones in which to call the Fogelman College of Business & Economics your alma mater. Dean Grover, professors, and our various constituents are working hard to build upon the strong foundation cemented under Dean Pepin's tenure and are working to help the Fogelman College find greater distinction. For the past several years many alumni had the opportunity to participate in discussions and provide feedback about the college's areas of strength and those areas needing greater attention. This work was meaningful, appreciated, and has helped us create a plan to take us through the University of Memphis's 100<sup>th</sup> anniversary in 2012.

In my short tenure I have been impressed with how many of our graduates do not view involvement with the Fogelman College of Business & Economics as a choice between "yes" or "no;" but instead, as a question of "in how many or which way can I help." During the next six years and beyond we will work to connect every alum with one or more of the following opportunities:

1. **Cheer:** Spread the good news about your experience as a student, hang your diploma prominently,
2. **Recruit:** encourage young people of promise and talent to consider The University of Memphis, send a prospective student's name our way,
3. **Mentor:** Current students would benefit greatly from interaction with acclaimed alumni like yourself through your participation in the Mile Program, Step Program, or another University offering,
4. Work with your company to develop a meaningful **internship** for a current graduate or undergraduate student,
5. **Hire:** (your intern) University of Memphis graduates,
6. **Network:** through Alumni Association membership and its events, help us organize or host an alumni event for local FCBE alumni,
7. **Serve:** on an FCBE advisory board to an academic department, a program, or a research center,
8. **Invest:** annual gifts enable the College to purchase the extras or enable the College to invest for the future. Financial support enables the College to attract better students by offering scholarships. Finally with each increase in alumni participation our ranking as determined by U.S. News & World Report, Forbes, etc. increases, (if your company matches gifts, your gift's impact doubles with matching funds).

While the level of private support at which its alumni contribute separate good universities from great ones, remarkable universities of distinction and acclaim emerge from tireless alumni participation, leadership, and support. An alumnus once told me that "everyone should view their diploma as a stock certificate; everyone should work to help their diploma grow in value." There are many ways for you to help the College achieve greater acclaim. When you decide how or in how many ways you can assist, please know that I stand ready to connect you with the right staff person and volunteers. Please send us your area(s) of interest(s) [james.philpott@memphis.edu](mailto:james.philpott@memphis.edu) or (901) 678.3068.

Distinctive days are ahead as we approach our 100<sup>th</sup> birthday and we look forward to you being a part of the excitement.

Respectfully,



Jay H. Philpott  
Director of Development, Fogelman College of Business & Economics  
The University of Memphis



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