

A PUBLICATION OF THE FOGELMAN COLLEGE OF BUSINESS AND ECONOMICS

SPRING 2014

# FOGELMAN FOCUS



## POWERING THE FUTURE

Charlie McVean brings Peer Power to Fogelman College

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Fogelman Focus is a publication of the Fogelman College of Business & Economics, The University of Memphis, Second-class postage paid at Memphis, Tennessee. Postmaster: Send address changes to Fogelman Focus, Fogelman College of Business and Economics, 432 Fogelman College Administration Building, Memphis, TN 38152-3120. The University of Memphis is an Equal Opportunity/ Affirmative Action University.

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THE UNIVERSITY OF  
**MEMPHIS**<sup>®</sup>  
**Dreamers. Thinkers. Doers.**



**Dean Rajiv Grover**

**EDUCATING  
STUDENTS  
WITH ALL THE  
STUFF THEY  
REALLY NEED  
TO KNOW**

The Fogelman College of Business and Economics has experienced a significant change in its culture over the past few years. The result of this change has been improved performance of our students, faculty, and staff. Additionally, I believe our relationship with the local business community has never been stronger. In my opinion, such a positive shift is the result of the development and implementation of the culture of student centeredness. In this message, I would like to share what we are doing to inculcate student centeredness in our culture.

Student centeredness implies that we focus specifically on developing positive attributes in our students. To this end, recall the statement I've made many times before: students are our products, not our customers. To instill desirable characteristics in our students, we are making a change in the way they are being educated. We have taken to heart that there is a difference between the traditional manner of teaching students and preparing students for their life-long journey. Hence, we are not only providing our students with a solid academic foundation, but we are also preparing them for what comes after college. To help us achieve this proactive goal of complete preparation, we have implemented 1) new teaching techniques and 2) new programs specifically designed to make our students more real-world ready.

As far as new teaching techniques are concerned, our faculty members have really stepped up to the plate. The time of spouting

out theories and formulas but not being able to apply them in real-world scenarios is gone. Many have altered their teaching styles and curricula to better train students to think critically about the subject matter and to communicate its importance to organizations and businesses, not just to regurgitate definitions to pass a test. They ensure the absorption of courses' core elements and then build on them. In this manner, students have a deeper and more thorough understanding of the concepts that really matter and why they matter once they begin their respective professions. To paraphrase an old adage, "necessity is the mother of invention." This teaching method is built on the idea that "understanding the needs underlying the subject matter leads to deeper understanding, retention, and usage."

Drs. Charlene Spiceland and Doug Campbell, two of our esteemed faculty members who have been featured in this issue of Fogelman Focus, have implemented this strategy in their classes and have seen dramatic improvements. Dr. Spiceland is a professor in the School of Accountancy, and Dr. Campbell is in the Economics department. Both teach courses that had been deemed especially difficult for students: Financial Managerial Accounting and Introduction to Macroeconomics. These two courses had a failure rate of almost 60%, an extremely poor statistic. To curb this rate, Campbell and Spiceland went to talk to industry professionals. They found out exactly what business professionals expect their employees to know. Then they applied their findings in the classroom. They began to structure their courses around these necessary and relevant concepts. Since the redesign of the courses, the failure rate has dropped to nearly 20%.

In addition to changing the way classes are being taught by professors, we have recently partnered with Peer Power to utilize the

benefits of student teachers. Peer Power is a nonprofit organization that recruits and trains high-performing high school students as tutors and mentors of their peers. Charlie McVean and Bill Sehnert, founder and director of Peer Power, respectively, are working hands-on to help us roll out this platform at the collegiate level. This FCBE/Peer Power program will offer the opportunity for thirty high-achieving business students to work as tutors. They will be paid hourly for their efforts.

This same concept of preparing our students is also utilized on the graduate level. The Customer Driven MBA program is tailored specifically to the needs of some targeted businesses. Companies such as FedEx, Medtronic, Smith & Nephew, and AutoZone have partnered with FCBE to prepare students with the education and experience needed to succeed in a professional environment. The full-time Customer Driven MBA is a four-semester program that offers students part-time assistantships with local companies during the fall and spring semesters. During the summers, students work full forty-hour weeks at the respective companies. In addition to their internships, which provide invaluable on-the-job experience, students also receive a stipend, full tuition, and materials such as laptops and textbooks. Upon graduation, the students are almost always offered a full-time job at their sponsoring company. The model has proven to be exceptionally effective. By partnering with local businesses as opposed to just teaching in the traditional style, our College can tailor the academic experience to prepare students for real business life as opposed to just traditional teaching.

Finally, another jewel in our student-centeredness crown, the Complete Professional Program, has seen dramatic growth. This program is designed to teach students the necessary skills to succeed in

a professional environment. It is offered through the College's Avron B. Fogelman Professional Development Center. The Complete Professional Program's philosophy is to holistically prepare students for a career in the real world and, hence, provide them with a competitive edge. The program emphasizes the importance of a strong educational foundation and also trains students to become ethical, polished, healthy, and community-oriented professionals. Some of the programs that help polish students include business etiquette, communication (presentation and written skills), emotional control, critical thinking, creativity, inspiration for peak performance, discipline-specific coaching for careers, and individualized attention to applying for and preparing for job interviews.

While we are making strides in the right direction, there is still much more to be done. Even though our staff members are providing service to students at higher and higher levels, we lack the breadth and depth in terms of the number of professional staff. We would like to expand our network of local business partners. We would like to be able to provide the Complete Professional Program services to each and every student who comes through our doors. Though many other professors are applying the teaching methods exemplified above with Drs. Campbell and Spiceland, we need to propagate them more extensively and intensively. But one thing is certain: student centeredness must be our top priority in order to see this progress continue. This value proposition brings all stakeholders together, and when that happens we have nowhere to go but up!





# POWERING

# Charlie McVean and Peer Power Partner with Fogelman College to Promote Student Success

College is difficult and expensive, and for some students it is the first real independent life venture. For these reasons, many schools are experiencing the ongoing issue of low retention rates. Undergraduate students are attempting collegiate courses, struggling, failing, and then dropping out before graduation. Unfortunately, this occurs more often than it should and, perhaps, more frequently than we realize. Students today are overwhelmed by responsibilities other than their course loads. Many struggle to find a balance among their schoolwork and full-time jobs, family responsibilities, and social obligations. Many students may be the first member of their family to attend college. This is especially true at many public, urban universities such as the University of Memphis.

In an attempt to curb this dropout problem, Fogelman College of Business and Economics is pioneering a new program aimed at helping our students stay in school. Fogelman College is partnering with Peer Power, a nonprofit organization that recruits and trains high-performing students as tutors and mentors of their peers, to attempt a first-ever collegiate program.



*Dean Grover shaking hands with Charlie McVean*

there were once thousands in our country.

McVean is a Memphis native who graduated from East High School. East is now a challenged inner-city school (and also the birthplace of Peer Power). McVean then attended Vanderbilt, where he graduated cum laude in 1965. He began trading commodities shortly thereafter and, in 1986, founded McVean Trading & Investments in Memphis, where he is still chairman and CEO. The firm has recognized expertise in livestock, grains and oilseeds, and global macroeconomics.

# THE FUTURE

Charlie McVean, the visionary behind the Peer Power program, recognized the need for students to receive more individual attention. In many challenged inner-city schools, kids begin the ninth grade with a fourth-to-eighth-grade reading level. Therefore, classes simply

cannot be taught as a group and the students require much more individual attention. To accomplish this, student-to-teacher ratios have to be reduced. McVean's mother, an educator her whole career, taught in a one-room schoolhouse as a young woman. Ella McVean described the tiny school as a wonderful place where the more advanced or older students helped tutor the younger ones. McVean's idea of Peer Power is based on the proven model of the one-room schoolhouse, of which

Well into a successful business career, McVean decided he wanted to help fix the challenged inner-city high schools in Memphis. One night nearly a decade ago, McVean stopped into a Perkins restaurant for dinner. His waitress was a senior at East High School. They began chatting, and the young woman told him all about her plans to attend the University of California and become a surgeon. McVean was excited to find such an enthusiastic student of the school and tipped her with a crumpled \$10 bill he had wadded up in his pocket. It occurred to him that, if there were many kids like this young woman in a challenged school, they might be organized into a powerful group of tutors. Additionally, he thought tutoring could provide a better first-job experience than working at a late-night restaurant. Shortly thereafter, he learned that the young lady had become pregnant and dropped out of

school. "What an absolute tragedy," McVean thought, and he realized that he could only imagine how many similar disasters occur on a regular basis.

It occurred to McVean how many kids suffer from a similar situation. When he applied his knowledge of business economics and coupled it with his mother's recollections of her one-room schoolhouse, Peer Power was born.

Once the peer tutoring operation was underway, there were problems with conduct, focus, and organization. To address these issues, McVean added two proven principles from the business world: competition and incentives for success. Teams of roughly a dozen students, tutors and scholars alike were set up and competed for real prizes, including cash rewards. This integration of principles of the one-room schoolhouse, with some from the business world, proved to be the magic formula. The program that emerged is a scalable, portable, and powerful system of teaching. McVean says, "We have identified the top end of these inner-city kids as one of the most underappreciated and valuable assets in our society."

"We identify bright students to serve as tutors to struggling classmates," says Bill Sehnert, director of the Peer Power program and McVean's right-hand man. "It helps both parties. For the tutors, they can make the same amount of money as they would working in a fast-food after-school job but stay focused on education. For the scholars [students receiving tutoring], they are able to receive one-one-one attention from someone of a similar age and background."

"Simply put, kids are more likely to pay attention to someone that they



*Peer Power director, Bill Sehnert, shares laughs with FCBE students, Robert Palmer (right) and Will Golden (left)*

can relate to, come to know, and trust. In many underprivileged schools, teachers are not trusted. They are not allies. In some cases, teachers have five to six classes with thirty students each. They cannot come to know all of the students individually, particularly the withdrawn ones.... Peers can get information through to struggling students much better than an old guy like me," says Sehnert with a wink.

Since its inception, the Peer Power program has had outstanding results. East High School saw its students' standardized test scores, such as the Tennessee Comprehensive Assessment Programs (TCAP) and Algebra Gateway exams, nearly double. Due to its exceptional success rates, the program expanded to ten other high schools and now includes summer programs such as ACT prep classes and Science and Career Saturdays. After only a few years, 100 percent of the Peer Power tutors had been accepted into four-year colleges. These same students are succeeding and graduating. Over the past ten years, Peer Power has hired over 1,000 tutors and has helped tutor more than 10,000 students.

These positive results are based on the concept of taking responsibility for one's successes or failures. Peer Power encourages a positive mental state to enhance performance in the classroom and the improvement of students' day-to-day lives. Employing tutors who are able connect with the struggling students is critical to the success of this program. Often, students who are close to giving up are more likely to listen to a friend than to a teacher. Peer Power creates an opportunity for students to have both.

"Many of the students who struggle in school do so because they are confronted with conflicting issues outside of the classroom. Most of these kids are underprivileged. They don't have role models boosting their morale or providing significant financial support. These everyday difficulties can create a negative culture, one where students don't think they can excel," says Sehnert. "The beauty of Peer Power is that the



*FCBE student Rachel Prince (left) works with Judy Brown (middle) and Jonathan Delgado (right)*



***Fogelman College Peer Power Group***

***Left to Right: (Front Row) Harpreet Singh, Rachel Prince, Destiny Overman, Judy Brown, Bill Sehnert, Megan Miles, Dr. Chen Zhang, Jonathan Delgado (Back Row) Conner Whitney, Grant Sutton, Nick Mastron, Robert Palmer, Dr. Orrin Cooper, Will Golden, Leslie Mathis, Ryan Voyles***

community's youth learn from mentors who have overcome the same obstacles that the mentees are now facing by expounding on their education. The program is extremely effective because it sets a powerful example: If he can do it, so can I!"

Now McVean is helping to make history again. He is partnering with Fogelman College to roll out the first-ever collegiate Peer Power platform. Every semester, the program will offer thirty high-achieving business students the opportunity to work as tutors. They will work hands-on with other students who may be struggling with a particular course in the college curriculum. A group of faculty members will assist the thirty Peer Power mentors. So together they will be able to better address the needs of struggling students and help them succeed.

Grant Sutton, a senior finance major, is one of the Peer Power tutors.

"Helping my classmates deepens my knowledge and understanding of the subject matter, I, in turn, do better in school while I'm earning a living. This opportunity allows me the chance to stay focused on academics and not suffer the time constraints of an after-school job," says Sutton.

"It's interesting to see students work together and share different perspectives of problem solving. There is an unspoken common ground, the drive to see the other person succeed," says Leslie Mathis, FCBE finance instructor. "As an educator, it's inspiring to see this occur."

Some of the courses that will be a part of this program include Operations Management, Federal Income Taxes, Intermediate Accounting, Business Finance, Applied Programming, and

Macroeconomics. These exceptionally challenging courses were selected based on the opinions of faculty and former students and may change based on the needs of the students.

"The Fogelman College of Business and Economics is thrilled to partner with an innovative and effective program such as Peer Power. Negative influences of the outside world do not stop once our students are enrolled; in fact, it's exactly the opposite," says Dr. Rajiv Grover, Dean. "Hopefully by implementing Peer Power at a university level, we will be able to better serve our students by providing an impactful tutoring and mentoring system. Our job as educators is to provide every opportunity possible for hardworking students to grasp the materials taught. By learning from their peers, I am hopeful that this will be better achieved."

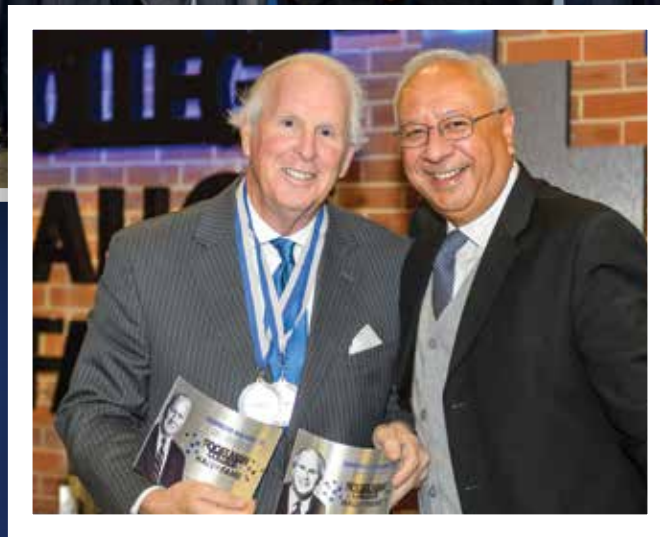
"I believe we're in a position to pioneer something really special," says McVean about the partnership between Peer Power and Fogelman College of Business & Economics. "I'm particularly pleased to have the opportunity to work with my friend, Dean Rajiv Grover, for whom I have the greatest respect, personally as well as professionally."

Implementing Peer Power at the collegiate level is the next step in improving retention rates, creating a more positive educational culture, and encouraging the overall wellbeing of FCBE students. Only time will tell, but it's a good bet that there won't be as many empty classroom seats as before.

For more information regarding Peer Power or Fogelman College at the University of Memphis, please visit <http://www.peerpowerfoundation.org> and [Memphis.edu/fcbe](http://Memphis.edu/fcbe).



*Hall of Fame recipients*



*Kem Wilson Jr. accepts awards from Dean Grover on both his and his father's behalf*

## Despite Tough Economic Times FCBE Unveils Hall of Fame

Some of the biggest names in business visited Memphis for the inaugural Hall of Fame and Investors in Excellence ceremonies this past fall. Executives from companies such as Home Depot, FedEx, Saks Incorporated, St. Jude Children's Research Hospital, and many more were among the individuals enshrined on the walls of the College.

While a tribute to successful alumni and friends is not uncommon among

other universities, in an era of reduced discretionary spending and closely monitored budgets, it is sometimes difficult to find the dollars for projects such as these. But, there was a big reason to cough up the cash: It was an opportunity to inspire our students.

"The students take pride in seeing these people," says Dean Rajiv Grover, motioning to the walls behind him.

"For the students, the role model is not necessarily a professor. The role model is the business executive. They do not want to become us [referring to his fellow academics]; they want to become them."

The individuals recognized as both Investors in Excellence and Hall of Fame honorees included Robert F. Fogelman, Avron B. Fogelman, Interim

University of Memphis President Brad Martin, Chairman of the FCBE Advisory Board Larry Papasan, David and Eloise Kimmelman, Morgan Morton, George Johnson, Willard Sparks, Kemmons Wilson, Sr., Laurie Tucker, Bill Watkins, and Dan Palmer.

The Hall of Fame recipients were Gary Shorb, John Bomer, Rhomes Aur, Kemmons Wilson, Jr., Douglas Browne, Emily Greer, Harry Smith, Ben Watkins, Joseph DeVivo, David Sullivan, Eric Bolton, Jr., William Rhodes III, Cathy Ross, Gregory Pilant, Michael Glenn, Stevan Porter, Frank Flautt, David Perdue, Charles Dudley III, David Peck, Rex Deloach, Thomas Carpenter, William Dunavant, Jr., and Roy Black.





*Investors In Excellence honorees*



*Hall of Famer, Joe DeVivo, poses with his wife, Barbara*



*Hall of Fame recipients*



*Awards for the honorees*

# The Complete Professional Program

Educated

Ethical

Polished

Healthy

Community-Oriented

• WITHOUT STRIPES •

**YOU'RE NOT COMPLETE EITHER**

≡ EARN YOUR STRIPES ≡

## Earn Your Stripes: Making Fogelman Students Business Ready

The University of Memphis Fogelman College of Business and Economics has launched an innovative new program with great success. The Complete Professional Program (CPP) is a student-centric program designed to teach students the necessary skills to succeed in a professional environment. It is offered through the College's Avron B. Fogelman Professional Development Center. The Complete Professional Program's philosophy is to holistically prepare students for a career in the real world and, hence, provide them with a competitive edge.

The program emphasizes the importance of a strong educational foundation and also trains students to become ethical, polished, healthy, and community-oriented professionals. Some of the programs that help polish students include business etiquette, communication (presentation and written skills), emotional control, critical thinking, creativity, inspiration for peak performance, discipline-specific coaching for careers, and individualized attention to applying for and preparing for job interviews.

While professional development is crucial at all universities, the unique initiatives of the Complete Professional Program are especially relevant at the University of Memphis because of certain environmental challenges. The purpose of the Complete Professional Program (CPP) is to properly prepare our students with the skills to better overcome these obstacles; and ultimately to ensure professional success.

“As a large, public university, it’s our obligation to cater to our student population, many of whom face challenges particular to an urban setting,” says Dr. Rajiv Grover, dean of Fogelman College. “The Complete Professional Program addresses many real-world issues our students face and empowers them to overcome obstacles in order to be business ready upon graduation.”

Since the inception of the CPP program, the results have been outstanding. More than 4,000 Fogelman students have participated in one or more initiatives in the Complete Professional Program, and the numbers are still climbing. Nearly one hundred students have finished all of the program requirements and have graduated as a Complete Professional. However, the goal is to double, triple, or quadruple this number.



**Tamika Benton**

**“I’m proof that the Professional Development Program works. I would not have been selected as a candidate for valuable internships without the preparation I received in this program.”**

**Tamika Benton**, a mother of three, FCBE student, and CPP participant, credits the training she received while participating in the Complete Professional Program as the reason for her selection for a competitive accounting internship with Deloitte.



**Austin Ehrat**

**“I am confident I would not have my full-time job offer from CBRE upon completion of my degree without the mentoring and career skills I received from participating in the FCBE Professional Development Program.”**

**Austin Ehrat**, another CPP graduate and senior management major, also proudly endorses the program. Upon graduation, he was offered a full-time job with the real estate agency, CB Richard Ellis.

The Complete Professional Program is dedicated to evolving and improving student services. The CPP recently began providing one-on-one student training sessions. This individual attention better equips students with the skills to succeed in their careers, and it allows the CPP staff the opportunity to get to know the students on a personal level and evaluate their skills. This, in turn, proves beneficial for the business community because students will be better matched to potential job opportunities and various internships based on their qualifications.

The Complete Professional Program tagline, **“You’re Not Complete Either – Earn Your Stripes,”** challenges students to actively participate in the formation of their futures. Through the cooperation and involvement of the students, faculty, and community partners, Fogelman College is making strides to cultivate highly qualified, eager, and competitive professionals for the workplace.

To learn more about and to become involved with the Complete Professional Program, please visit [Memphis.edu/professional](http://Memphis.edu/professional). Or, email Dr. Kathy Tuberville, director, at [K.Tuberville@memphis.edu](mailto:K.Tuberville@memphis.edu), or call (901) 678-4740.

*The CPP has an eclectic portfolio of programs. Some of the initiatives include the following:*

- **The 4 Cs Lecture Series** – developing self-confidence through communication, creativity, critical thinking, and emotional control
- **Business Etiquette** – learning dining etiquette and conversational skills
- **Fogelman Serves** – instilling the importance of serving others through food drives and other community service programs
- **Fogelman Fit** – encouraging physical, fiscal, and mental health
- **Professionalism First!** – improving personal and interpersonal skills and professional behaviors
- **Toastmasters** – building strong public-speaking skills
- **Know Good – Do Good – Thrive** – achieving career success through ethical decision making
- **Against All Odds** – encouraging a positive attitude to overcome life’s obstacles
- **Accounting Careers of Tomorrow** – fine tuning skills specific to careers in accountancy
- **Moving into Management** – promoting possible career opportunities for management majors
- **Futures In Finance** – preparing finance students for potential career opportunities
- **Suits for Success** – attiring students who have completed the program with a complimentary professional suit
- **Women in Action** – empowering Fogelman females with guidance from strong, female role models

## FCBE Launches Professional Branding Award Program



# Suits for Success

The University of Memphis' Fogelman College of Business and Economics (FCBE) took another step forward to ensure its students are completely prepared to make the transition into the workplace upon graduation. Through the generous support of College alumni and friends, FCBE launched "Suits for Success," a program that will award professional dress attire to qualified students.

"Our mission at Fogelman College is to make our students business ready. This means that we have an obligation to provide more than a top-notch academic education but also to help our students develop the professional knowhow to succeed in the business community," says Dr. Rajiv Grover, dean of Fogelman College. "We are excited to be able to offer the opportunity for our students to gain an additional advantage by providing those in need with appropriate business attire."

Today's competitive workplace requires high levels of professional development to meet the increasingly stringent requirements of employers, and professional attire is a critical component. *USA Today* recently reported

that 50% of surveyed employers identified that young college graduates make the mistake of donning inappropriate attire in an employment interview. However, given the economic challenges that many students face while pursuing an academic education, purchasing appropriate outfits can be financially challenging.

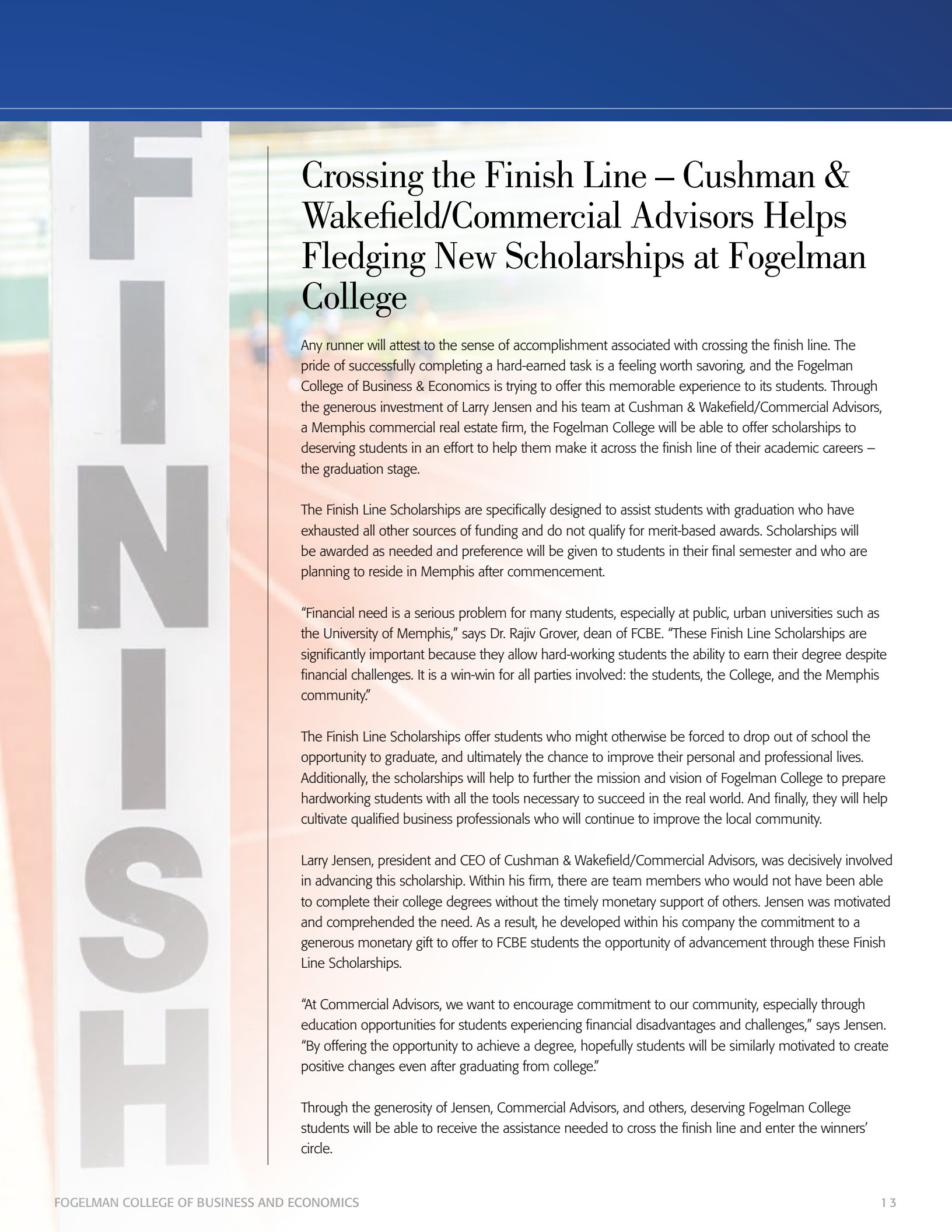
Fogelman College is working to help solve this issue by providing professional wardrobes to selected students. Students who have successfully completed the programs offered through the Avron B. Fogelman Professional Development Center will be able to apply to the "Suits for Success" scholarship. The Avron B. Fogelman Professional Development Center is a unique professional development initiative that holistically prepares business students with the etiquette and interpersonal skills to seamlessly transition into their careers.

Students selected for this scholarship will receive an award for a two-piece suit from a designated retailer, a shirt/blouse, and appropriate business shoes. All of the chosen wardrobe essentials will be required to meet

professional standards as set forth by the Avron B. Fogelman Professional Development Center.

"Over 40 percent of our students are first generation college graduates, while 75 percent are reported as receiving some sort of financial aid. Providing the appropriate attire for these students for their first professional experience will help them not only in an interview but with their future life endeavors as well," says Dr. Kathy Tuberville, director of the Avron B. Fogelman Professional Development Center.

The "Suits for Success" scholarship fund will be competitive for FCBE students who have completed the Avron B. Fogelman Professional Development program. Those interested will be required to submit an application. Students' academic records, faculty recommendations, and financial needs will be considered in the selection process. A committee of FCBE faculty and staff will review all applications, and awards will be based on fund availability.



## Crossing the Finish Line – Cushman & Wakefield/Commercial Advisors Helps Fledging New Scholarships at Fogelman College

Any runner will attest to the sense of accomplishment associated with crossing the finish line. The pride of successfully completing a hard-earned task is a feeling worth savoring, and the Fogelman College of Business & Economics is trying to offer this memorable experience to its students. Through the generous investment of Larry Jensen and his team at Cushman & Wakefield/Commercial Advisors, a Memphis commercial real estate firm, the Fogelman College will be able to offer scholarships to deserving students in an effort to help them make it across the finish line of their academic careers – the graduation stage.

The Finish Line Scholarships are specifically designed to assist students with graduation who have exhausted all other sources of funding and do not qualify for merit-based awards. Scholarships will be awarded as needed and preference will be given to students in their final semester and who are planning to reside in Memphis after commencement.

“Financial need is a serious problem for many students, especially at public, urban universities such as the University of Memphis,” says Dr. Rajiv Grover, dean of FCBE. “These Finish Line Scholarships are significantly important because they allow hard-working students the ability to earn their degree despite financial challenges. It is a win-win for all parties involved: the students, the College, and the Memphis community.”

The Finish Line Scholarships offer students who might otherwise be forced to drop out of school the opportunity to graduate, and ultimately the chance to improve their personal and professional lives. Additionally, the scholarships will help to further the mission and vision of Fogelman College to prepare hardworking students with all the tools necessary to succeed in the real world. And finally, they will help cultivate qualified business professionals who will continue to improve the local community.

Larry Jensen, president and CEO of Cushman & Wakefield/Commercial Advisors, was decisively involved in advancing this scholarship. Within his firm, there are team members who would not have been able to complete their college degrees without the timely monetary support of others. Jensen was motivated and comprehended the need. As a result, he developed within his company the commitment to a generous monetary gift to offer to FCBE students the opportunity of advancement through these Finish Line Scholarships.

“At Commercial Advisors, we want to encourage commitment to our community, especially through education opportunities for students experiencing financial disadvantages and challenges,” says Jensen. “By offering the opportunity to achieve a degree, hopefully students will be similarly motivated to create positive changes even after graduating from college.”

Through the generosity of Jensen, Commercial Advisors, and others, deserving Fogelman College students will be able to receive the assistance needed to cross the finish line and enter the winners’ circle.



# A TRIBUTE TO FCBE'S LEADERS OF TEACHING, RESEARCH, AND SERVICE

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This issue of the Fogelman Focus spotlights some of our top teachers and researcher, those “movers and shakers” working to improve the community of academics and industry around us. These fifteen men and women have come to us from disparate colleges and universities around the country and the globe. They have brought with them unique outlooks on how classrooms and corporations should work together, how research tinges teaching with a crispness, and how that teaching can uplift the students, as well as the teachers themselves. Each one has been publically recognized as a leader

in research, teaching, and/or service. All of these individuals have been honored as recipients of the esteemed George Johnson or Suzanne Palmer awards, which carry a monetary prize for excellence in one of three categories. This article is an opportunity to tell their interesting and inspiring stories.

The Fogelman College of Business & Economics has become world renowned for its cutting-edge research in all facets of economics, accountancy, management, information systems, finance, logistics, and marketing. These are the professors who put us on the

map and make Fogelman College more accessible every day through their writing, professional relationships, and collaborations.

Through the example of teachers such as these, the students of Fogelman College are assured a well-rounded and up-to-the-minute education. Additionally, business leaders locally and globally alike are reminded that we are Memphis, and we have exactly what they're looking for because of the efforts of these professors.

# DR. GEORGE DEITZ

## ON THE CUTTING EDGE OF MARKETING TECHNOLOGY



**Dr. George Deitz**

may be one of the few professors within any department of marketing and supply chain management anywhere who began his education by poring over *The Canterbury*

*Tales* and not the *Journal of Public Policy and Marketing*.

His passion for reading led him to pursue a BA in English literature at West Virginia University. Through his undergraduate experience, Dr. Deitz says that he developed writing skills that have carried him through an MS in sports management from Virginia and a PhD in marketing from the University of Alabama.

Whether referring to technical or creative writing, he says, "At the start of the day, you're

still looking at a blank piece of paper and trying to figure out how you're going to fill it up. I think that's one of the things that probably attracted me to the field. I'm a writer by nature."

It wasn't a direct route, though, from the fiction section in the library to the marketing journals in the research library. In fact, he wouldn't go back for his PhD until the age of thirty-six.

"I wanted to have some solid work experience to draw from, and, of course, life happens. I got married and had kids, and I finally found myself in a position where it was a possibility to go back. I just wanted to do it before I was forty."

He enjoys writing, teaching, and research, and each of these interests adds to the "intellectual freedom" he sought in his profession. "I'm kind of a generalist. I write really well, but I'm also pretty good with

numbers too, so I enjoy both the analytic and the writing side of research."

He has a deep passion for marketing and feels that when he's in the classroom he's representing his discipline. Teaching itself is a form of marketing, and it's the challenge of disseminating complex information in a more understandable form that piques his interest.

He came to the University of Memphis in 2006 and has taught or developed a variety of undergraduate and graduate courses in traditional, hybrid, and online formats. These courses include undergraduate Principles of Marketing and Marketing Strategy as well as MBA courses in Global Marketing Strategy and Retail Marketing Strategy.

Dr. Deitz is the director of the new Customer NeuroInsight Research Lab (CNRL), a state-of-the-art neuroscience lab that utilizes the most up-to-date equipment for eye tracking and EEG brain measurement ability.



onal self-interest  
Individuals select the choices that make them happiest, given the information available at the time of a decision.



economics and microeconomics. Microeconomic deals with the economic behavior of individual units like consumers, firms, and resource owners while macroeconomics deals with the behavior of economic aggregates like national output, the price level, and the level of unemployment. This volume is concerned primarily with microeconomics, but since one must know some macroeconomics to understand microeconomics, we include some macroeconomics as well. However, the econom



# DR. DOUG CAMPBELL

## TEACHING FOR A POSITIVE IMPACT IN THE CLASSROOM AND COMMUNITY



**Dr. Doug Campbell**, and his wife, came to Memphis in August of 2006 to join the faculty of the Fogelman College of Business & Economics.

“Despite an initial shock at the intensity of the summer heat, Memphis quickly began to feel like home,” says Dr. Campbell.

A career in teaching wasn’t a forgone conclusion for Dr. Campbell, who assumed that the majority of his career would be spent running regressions and writing up the results in academic journals. In fact, it wasn’t until his third year of graduate school that he even considered teaching.

He teaches a wide variety of classes now, including Introduction to Microeconomics and Macroeconomics and four different upper-division classes. With fifteen years of teaching under his belt, he says he wouldn’t consider any other path.

“There are few things that make me happier or give me a feeling of having a positive impact more than teaching economics. Watching the light of understanding wash over a student’s face is immensely rewarding.”

It was after starting at the University of Memphis and becoming further accustomed

to the city that Dr. Campbell was able to take advantage of many opportunities to work hard, do the right thing, and have a substantial impact in the community. “For me,” he says, “this is primarily manifested in my role as a teacher.”

For his first quarter in the classroom, he taught two sections of Introduction to Microeconomics. Given that he had basically no training whatsoever in effective instruction techniques, classroom management, or preparing a syllabus, he was a little nervous on that first day.

Campbell focused on the challenges set before him. In particular, he focused on his teaching skills, which had earned him an award during his doctoral career at the Andrew Young School of Policy Studies. In fact, he was the honoree of the Excellence in Teaching Award twice during his tenure.

“Ever since my first class, I have continuously looked for ways to improve my teaching and make economics more relatable for my students.”

Campbell took over as director of the Center for Economic Education at the University of Memphis nearly two years ago. The Center, a nonprofit operated within the University, is dedicated to improving the quality of economics instruction and raising the level of financial literacy in the Memphis area. Much of the outreach he conducts through the Center involves working with

local K–12 teachers, showing them how to integrate economics into their lessons and make the subject exciting and interesting for their students. The Center also houses Smart Tennessee, a statewide program that trains K–8 teachers to teach financial literacy to their students.

“Smart Tennessee is a phenomenally successful program that has enjoyed the generous support of First Tennessee Bank for many years. I am proud to be a part of it,” he says.

Off campus, Dr. Campbell works with area nonprofit organizations such as RISE Memphis and the United Way of the Mid-South, as well as the Shelby County Trustee’s Office and their Bank on Memphis initiative, in an effort to improve the level of financial literacy and stability in the Memphis area.

“It’s great that there are so many organizations dedicated to improving the lives of local residents who struggle with financial issues. There is certainly a lot of work to be done.”

Dr. Campbell strives to improve not only the educational opportunities of his students, but also the community around him.

“Many years from now when I retire, I hope to look back on my career as being the sum of my efforts to make my students smarter, the University of Memphis better, and my community more prosperous.”



# DR. EMIN BABAKUS

## A JOURNEY THROUGH THE NOBLE PROFESSION



After completing his PhD at the University of Alabama, **Dr. Emin Babakus** joined the Department of Marketing & Supply Chain Management at the Fogelman College of Business

& Economics. He now teaches marketing research courses at the undergraduate and graduate levels and has been active in executive education and in contract research projects with local organizations such as FedEx, International Paper, AutoZone, and MLGW.

Dr. Babakus grew up in Turkey, the oldest of five sons born into a family of farmers, and later joined the Turkish Navy. From there, he worked in the construction and manufacturing industries as an engineer and production manager before being admitted to Alabama in 1979.

While there, he was first offered the chance to teach. Though he was in the business school, it was the math department that needed someone at the head of a precalculus class. Dr. Babakus says, "They were scared students."

It wasn't their teacher that struck fear in their hearts but the word "calculus" itself.

Dr. Babakus's heart, however, was filled with affection. "After the first day, I fell in love with teaching because those kids were trying to learn something from me, and I was trying to articulate something to them. I wasn't working for somebody; I was working for the students."

There was a sense of nobility he sensed in the profession, and his academic career began in earnest. In 1985, he became part of the faculty at the University of Memphis. Over the years, he has served as faculty member, department chair, and associate dean for the Fogelman College. In that time and in these positions, he has seen steady improvement in the University.

"We are now a much better University and College by any measure," he says. "In particular, the quality of our teaching and research has improved significantly, and we are on the right path for greater success."

For Dr. Babakus, that success comes not only through academic strength, but also through looking after the community and the whole student population with programs such as the Complete Professional Program, which includes the 4 Cs lecture series, Know Good Do Good Thrive, Career Communications Lab, Fogelman Fit, Toastmasters, Peer Power Tutoring, Professionalism First, Women In Action, and Against All Odds.

Dr. Babakus enjoys research as well, saying that it's the research that keeps any teacher sharp for the classroom. His research and writing have been recognized and received numerous awards, both within and outside the college. His current research focuses on services marketing and management issues with a particular emphasis on the implications of frontline employee–customer interactions. He has published more than one hundred research articles in reputable journals including the Journal of Marketing Research, Journal of the Academy of Marketing Science, Decision Sciences Journal, International Journal of Research in Marketing, and Journal of Retailing.

More importantly, he says, his teaching has garnered accolades such as the University of Memphis Alumni Association Distinguished Teaching Award.

"I enjoy research, but teaching was the main reason I chose this profession, and I can say without hesitation that I still love teaching. After all these years, I still get goose bumps before each class and prepare for the class as thoroughly as I can. It gives me great satisfaction when I receive a note from a former student that reads 'thank you for being my professor.' All and all, this has been a fantastic journey so far."



# DR. CHARLENE SPICELAND

## BRINGING A WORLD OF EXPERIENCE HOME TO THE CLASSROOM



**Dr. Charlene Spiceland** brings real-world experience to her students in the School of Accountancy at the Fogelman College of Business & Education. She is a CPA and CMA and

earned both an MS in accounting systems and a PhD in accounting from the University of Memphis. She also spent twelve years in the world of corporate accounting.

Dr. Spiceland was drawn to facts and figures as the owner and operator of Tennessee Moving and Storage Corporation, which she eventually sold.

"At that point, I really enjoyed doing accounting. I realized that was probably the only thing I liked about owning a company."

She went to work for EFS Transportation, a division of First Data Corporation, left the company, and was called back with an offer to be the CFO.

Though she eventually fell for a career in numbers, Dr. Spiceland's first love was teaching, and her first experience at the head of a classroom was as a high school math teacher in the 1980s. Teaching became a buzzing in her ear that wouldn't go away, and, when she decided to come back to it, she wanted to do so at the college level.

"From the very beginning, one of the

things I learned was, if you're really a teacher, you will never stop teaching," she says. "I've always taught. I was teaching review classes. I volunteer taught. I taught seminars. I did training."

Returning to teaching was natural for Dr. Spiceland, and there was no place more natural for her than the University of Memphis. It was like a homecoming. Her husband, David, is a professor in the School of Accountancy, as was his father. Dr. Spiceland's sister-in-law is the University's bursar.

But it is her experience in the outside world, in the land of commerce, finance, and the hiring and firing of employees, that has helped her to engage with students.

"When I walk in and say, 'Hey, I had 45–50 employees under me, and here's what you're doing wrong that would keep me from ever hiring you, or, here's what you're doing right that would tell me I'd pick you; here's how you would present your resumé, they listen to everything I say.'"

It makes a difference, she says. "It also helps a tremendous amount to be able to give examples. I'm not just talking theory when I talk, particularly in terms of managerial accounting."

The challenge with teaching accounting is to motivate students, and it is the examples and the personal anecdotes she can convey that help her to do just this. It has paid off,

too, with awards such as the Excellence in Accounting Education Award in the SOA, the FCBE's Honors Teacher of the Year Award, the University's Thomas W. Briggs Foundation Excellence in Teaching Award and the FCBE's Creative Teaching Excellence Award. She received the Dean's Service Award twice and has been nominated for the Alumni Association Distinguished Advising Award based on her involvement with student activities in such capacities as the Kimmelman scholars program advisor, Alpha Kappa Psi faculty advisor, and SOA internship advisor. She was appointed to the Tennessee State Board of Accountancy by Governor Haslam, the first such appointment of an educator in decades.

Dr. Spiceland has had a unique vantage point of the University, having seen it from the inside as a professor and from the outside as a leader in the business community.

"The University has always earned respect from the local community," she says. "But, in years past, there was sometimes difficulty getting a connection. I think Dean Grover has risen to the challenge and done a tremendous job of rebuilding a strong connection with the community. And I think that's huge for the students because many of them really want to stay in the area after graduation."

# DR. BRIAN JANZ

## A PROFESSIONAL TINKERER IN THE WORLD OF INNOVATION



**Dr. Brian Janz**, professor of Management Information Systems at the Fogelman College of Business & Economics, and associate director of the FedEx Center for

Supply Chain Management at the FedEx Institute of Technology, is a product of engineering and art.

His father worked on the Apollo space program as an engineer while his mother's proclivities fell toward music and theatre. As he worked alongside his father to reengineer a new fishing boat, he picked up an interest in innovation and improvement through hands-on experiences.

"Similarly, when I wasn't tinkering with my dad, my mom was encouraging my musical talents—playing several instruments, singing on stage, whatever. I became very comfortable in front of crowds, and I think that helps me every day as a university professor."

Dr. Janz attended the University of Wisconsin until his senior year, during which he transferred to the University of Minnesota to complete his BS in electrical and computer engineering. He also earned an MBA in strategy at Minnesota.

He began his professional career as an electrical engineer with IBM but realized it wasn't the hardware and software problems that grabbed his interest, but the "people problems" associated with the technology.

This eureka moment sent him back to Minnesota for a PhD in MIS.

"My academic advisors were considered the 'godfathers' of the field, and they encouraged me to investigate how technology affects us all," he says. "I found these behavioral challenges to be more interesting than designing hardware or developing software, and again innovation and creativity had an important role here."

His "godfathers" certainly led him in the right direction. His academic career began and has remained at the Fogelman College where he has devoted his career to the synergy of human behavior and technology.

"I came to the University of Memphis to work with the FedEx Center for Supply Chain Management to study ways to improve organizational processes within organizations like FedEx and how to make teams of systems developers more effective. Both are innovation and people challenges, and I'm still fascinated by them."

As health care in this country takes center stage in Washington, in our living rooms on the nightly news, and on news feeds scrolling across our computer monitors, Dr. Janz's interest has been piqued again by how technology is affecting the professionals in the field.

One of my doctoral students and I found that nurses don't particularly like a lot of new technology that supposedly is there to help them," he says. "They got into nursing to provide care, and they're spending most of their time with computers. This can cause stress and confusion over their role as a care

provider and may ultimately lead to job burn-out. However, another group of researchers I work with has looked at how technology enables local doctors to help treat sick kids around the world, so technology can be a double-edged sword."

He's embraced technology in his own profession by becoming the first professor at the Fogelman College with an online course. He sees it as a way to spread knowledge not only throughout a campus, but also across the world, while being particularly mindful that such a tool could cause the quality of the education to suffer.

Harking back to days spent tinkering with his father, on those summer days when the two built a bass boat before the first such vessels were commercially available, Dr. Janz has become the FedEx Institute of Technology's first "Innovator in Residence." As such, he works with a talented team of academics, community leaders, and business executives from local companies, all with the common goal of an improved Memphis through innovative solutions. The outcome of this work is the Memphis Innovation Bootcamp, an intensive, three-day, hands-on experience "designed to increase the number of innovators here on campus, in companies around Memphis, and in the Memphis community," he says. "Innovations occur where the innovators are. We're not trying to come up with the answers ourselves. We're trying to equip Memphians as innovators so they can go out and move the needle in a positive way throughout the city of Memphis."



Information Systems  
People Technology Process

department of ::  
MIS



Figure 15-1 International information systems architecture. The major dimensions for developing an international information systems architecture are the global environment, the corporate global strategies.

# JUDY BROWN

## HALF A CENTURY OF SERVICE AND DEDICATION



In the same year that **Judy Brown** graduated from the University of Memphis, John F. Kennedy was inaugurated president, Soviet cosmonaut Yuri Gagarin became the

first human to visit space, and Joseph Heller's *Catch-22* was first published.

It was 1961, and Brown had completed a BBA and a fortuitous minor in education.

"In my junior year, my advisor told me I had to declare a minor," she says. "She suggested education, and I was just sure that I would never want to teach, but she sold it to me on the fact that this is a good Plan B, and you always need to have that."

That "good Plan B" became her guiding star after graduation as she moved to Knoxville to become a graduate assistant for a department chair at the University of Tennessee. And it was there when she moved back to Memphis and taught at Messick High School.

During that time, she was asked to be an adjunct for the University of Memphis. Brown, an assistant professor of Management Information Systems today, began her higher education career by teaching typing classes to business majors at 6:30 a.m.

Based on her experience in Knoxville, Brown was asked to develop the process for teaching new technology at the University,

instructing in punch card data processing and board wiring and eventually moving into programming on the school's mainframe before PCs were introduced into the classroom.

"That little bit of training that I happened to get at UT Knoxville has given me a career all along. I've had to learn a lot as I went along, but I've stayed in the technology area."

The importance of learning might be an understatement in Brown's case, as she began with typewriters and has moved into cloud computing. But the constant changes have worked to deepen her interest.

"It's not a place or a thing for somebody who doesn't like change, but if you're open to seeing it and seeing the improvement of things, it's very rewarding."

Along with the change in technology comes the change to teaching itself, as students have moved from the library's card catalog to Google. She sees these advancements as a way to enhance teaching and put another resource in the hands of students. Her challenge as a teacher has been to stay one step ahead of it all.

For someone for whom teaching wasn't on the radar as a student herself, Brown has embraced and come to love the profession over the decades.

"I get them usually in their freshman year. I see them when they come in, and they're very casually dressed, and, by their senior year, guys have got on a tie and girls have on heels

because they're making a presentation. It's great to see them grow, and it's great to see the ones that we have had here when they're out in the business world."

Brown serves as advisor for the student chapter of the Association for Information Technology Professionals, is the advisor for undergraduate MIS students, and is the course coordinator for Introduction to Business Microcomputer Applications, which includes giving MOS exams to hundreds of students each semester.

The technology has changed, as have the students, the teaching, and the campus itself. There was no Fogelman College when Brown studied and began her career. The business department where she took classes was located on the third floor of the administration building. She's seen three university centers during her tenure. The growth has made its mark on education and on Memphis itself, as the College becomes a force for the top tier of learning and a vast pool of talent for outside industry to wade into.

"It is a jewel," she says from her vantage point of half a century spent on Central Ave. "I think it's been a big service to the business community particularly, but to Memphis as a whole. I think we offer students the very best that we can here, and I think they have an opportunity to get as much as they need here to go out and be successful in the business world."

# DR. MEHDI AMINI

## NEVER STOP LEARNING, NEVER STOP TEACHING



### Dr. Mehdi Amini

is professor of supply chain and operations management in the Fogelman College of Business & Economics, as well as associate director of FedEx Center for Supply Chain

Management and director of the Enterprise Simulation and Optimization Lab (eSOL) at the FedEx Institute of Technology.

Growing up in Tehran, as far back as elementary school, Dr. Amini says he was helping classmates with their schoolwork. "I recall by seventh grade I used to get gifts, actually, from the parents of those kids because of my tutoring. It gave me such a wonderful thought that, 'You know what, you can really teach what you know to others and make a living, too.'"

By the time he made it to high school, he was being called to other classrooms to help the instructors explain concepts to the students there.

He was enthralled with education from the get-go and moved to the United States at the age of twenty-one to pursue graduate school after receiving a BBA from the University of Tehran. He earned an MBA in production operations management from the

University of North Texas, and MS and PhD degrees in operations research from Southern Methodist University.

After graduating from SMU, he came to Memphis in 1988 to begin his career. For more than twenty-five years, Dr. Amini has been teaching in undergraduate, Professional MBA, Executive MBA, Customer-Driven MBA, and PhD programs in this country, as well as in Europe, Africa, and the Middle East. He is the George Johnson Research Fellow and holds an affiliate professorship in the School of Industrial Engineering and Management at the Royal Institute of Technology, Sweden. He held an affiliate professorship at the Luleå University of Technology, Industrial Marketing, Sweden, from 2009 to 2012.

Teaching in other countries and cultures, he says, requires some adjustment as he strives to learn about major industries in the area, what they do, and what their major products and services are. "I try my best to customize whatever I'm trying to teach, whatever subject I'm teaching to my students to the local need, to their culture. When you go to these countries, you need to do your homework. Otherwise your teaching becomes so dull!"

Dr. Amini considers himself a student as well and advises his own students to seek knowledge throughout life, no matter their

status. "To me, one of the joys of life is the continuation of learning. That intellectual challenge is very critical for all psychological health."

Dr. Amini has been involved in corporate research, consulting, and executive educational programs throughout his career and has received several University awards for his teaching, research, service, and outreach efforts. Having received several million dollars in research funding from institutions within the private and public sectors, his current research program is focused on supply chain/operations management, investigating issues relevant to sustainability within the context of supply chain management, modeling and analysis of the new product's demand dynamic within the context of consumer social networks for supply chain configurations, and studying issues relevant to modeling and analysis of new product diffusion dynamic in consumer social networks.

Dr. Amini and his wife, Mojdeh, have a daughter, Arriana, and a son, Armand.

From his time as a child in Tehran, sharing his knowledge for gifts from classmates' parents to sharing his own educational gifts around the world, Dr. Amini continues to better his students and himself through the constant joy of learning.



# DR. CHARLES A. (CHUCK) PIERCE

## STUDENTS LEAVE HIM GRINNING FROM EAR TO EAR



**Dr. Charles “Chuck” Pierce** is the Great Oaks Foundation Professor of Human Resource Management and chair of the Department of Management at the Fogelman College

of Business and Economics, as well as an elected fellow of the Southern Management Association.

While he received his BS from Syracuse University and MA and PhD from the University at Albany, State University of New York, he first thought he’d go into a profession with more teeth.

“I originally wanted to be an orthodontist,” says Dr. Pierce.

Two things diverted that particular oral path: Dr. Pierce realized that having his hands in the mouth of children all day was no longer enticing and, he says, “A teacher of mine in college made me realize my love for academic research.”

There was also a brief foray into psychology, and he enrolled in courses that covered topics related to business, organizations, industry, consumers, and the application of statistical methods in psychological research. He completed three

PhD-level courses in statistics for psychology, and then a professor explained the job of professor to him.

“It sounded exciting and rewarding,” he says, and he combined his scholarly interests in psychology and business for graduate school at Albany.

His research today involves workplace romance, sexual harassment in organizations, test bias and discrimination in employee selection, and organizational research methods. It is research that has been funded by the National Science Foundation and received awards including best paper in the *Journal of Organizational Behavior* and the Academy of Management’s Research Methods Division Robert McDonald Advancement of Organizational Research Methodology award.

He is originally from Michigan and New York, and his education and career have taken him to Philadelphia, Los Angeles, and Montana. The opportunities at the Fogelman College brought him to Memphis where he teaches undergraduate, MBA, Executive MBA, and PhD courses in HR management, staffing organizations, and employee training and development.

“I have the best job in the world,” he says. “I get paid to learn and help students learn. It’s far more rewarding than the

physically demanding job I had in college: digging holes and raking dirt as a landscaper.”

Given his academic interests in psychology, business, and statistics, Dr. Pierce is a vocal advocate of cross-disciplinary studies and says, “One of the many great features of the Fogelman College is that its students benefit from having access to cross-disciplinary studies. Dean Grover has created cross-disciplinary opportunities for business students with academic units in health, law, pharmacy, math, and others. In today’s business world, cross-disciplinary knowledge and experience are key to maintaining competitive advantage.”

Dr. Pierce peered down into the mouth of several different careers before deciding on teaching and researching management principles. It’s been both a challenging and rewarding career and one that only promises to get better.

“It’s an exciting time to be chair of the Department of Management,” he says. “The faculty is teaching the best and brightest students in the mid-south region. And with the recent development of the Avron B. Fogelman Professional Development Center, I foresee our already outstanding Fogelman College students will become truly exceptional and highly sought after in the global labor market.”

# DR. BILL KETTINGER

## STAYING ONE STEP AHEAD OF TECHNOLOGY'S LEAPS



Last year, **Dr. Bill Kettinger**, professor and FedEx Chair of Excellence in Management Information Systems, received a Fulbright research and teaching grant with the Vienna University of Economics and Business in Vienna, Austria. As a visiting scholar with the Supply Chain Management program, he taught graduate seminars on IT implementation and use in supply chain networks and says he plans to incorporate course materials he developed into the classes he teaches at the University of Memphis.

Work with his Vienna University colleagues has continued as they conduct a study with the international medical organization Doctors Without Borders.

"We are analyzing how the use of supply chain software can help better manage drug inventories by improving the information flow between local missions and the headquarters, with the objective of eliminating drug shortages and overstocks," he says.

Within our borders, Dr. Kettinger stays connected to Memphis companies as an active member of the Society for Information Management. A U.S. Department of Transportation grant funded a recent project with Intermodal Cartage Group. They are

studying the impact of stress on job turnover rates among long-haul truckers resulting from increased technology use and monitoring. At FedEx, he is studying innovations in software development and exploring how agile software development techniques and software development simulation can be integrated into a traditional software development environment. And with First Tennessee, a project is underway to study service recovery after IT problems or failures.

He is recognized by leading academics in his field for his quality research efforts and is a senior editor of both the top-ranked MIS research journal, *Management Information Systems Quarterly*, and the top practitioner journal, *MISQ Executive*.

From his unique perspective of more than twenty-five years in the information technology industry, Dr. Kettinger says, "Even though the MIS field has exploded with new technologies, e-commerce, mobile business, social media, cloud computing, big data, and business analytics, all resulting in more complex IS challenges, the fundamental principles of MIS research remain the same today. That is, helping companies know what the right information they need is and delivering it at the right time to the right people so they can make the best decisions for competitive advantage. Companies continue to need information management expertise and skills to obtain and manage their information well, and we have to deliver students with these skills."

While the fundamental principles remain the same, students do not. These new students, who have grown up with technology that many of us may not have dreamed of when we were their age, are entering the classroom. They will be expecting a practical use of that technology in their chosen field and in the workforce.

"An information systems professor is a challenging teaching assignment because you have to be both technically savvy—you have to continually update to the newest applications of technology—and you still have to understand business today because it's not just about teaching technology; it's teaching about application and payoff for the technology to solve business problems."

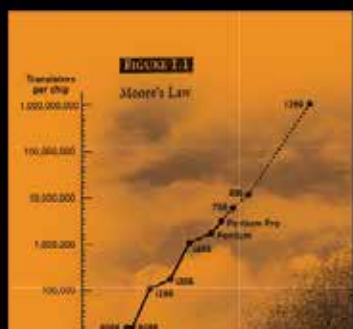
To be an IS professor is to consider how work is changing, how it is that people work so that information technology can be used well. "It really requires you to have a more holistic idea about the business," he says.

It is these changes that keep Dr. Kettinger excited about teaching. It is, in fact, the constant need to update and stay connected and learn that is "why you're a professor," he says. "You are a professor because you want to learn and you love the context of learning. The university is the context where that is most central, so that's what draws someone to want to have the life of a professor. Those are the contexts I enjoy the most, when I'm engaged with student and faculty and we're engaged in new things."

...ch of the DOD in charge of awarding grant money. The agency is now known as DARPA—the added *D* is for *Defense*.)  
The ARPANET was highly successful, and every university in the country



INFORMATION  
**CONTENT  
MANAGEMENT  
SYSTEM**  
NO TECHNOLOGY



# DR. ROBIN POSTON

## ENGAGED IN INDUSTRY AND COMMUNITY TO BE A BETTER TEACHER



**Dr. Robin Poston**, associate professor of Management Information Systems, MIS PhD Coordinator, and a recipient of the 2006–2007 University of

Memphis Alumni Association Distinguished Teaching Award, is excited by the engagement between the University of Memphis and local industry.

It's feedback she receives from her students as well, saying, "It's contagious. If you're excited, they're excited."

Dr. Poston was born in Tulsa, Oklahoma, and grew up in Orlando, Florida. She received her BS in computer science from the University of Pennsylvania, a master's in accounting from the University of Central Florida, and her PhD in management information systems from Michigan State University.

"I love technology, and the idea of being able to do research was really what sold me on the profession," she says. "The idea is to be able to think about things differently and push people's ideas whether in the classroom or out in industry, which is what we do."

She came to the Fogelman College of Business & Economics ten years ago.

In addition to her classroom duties, she is a systems testing research fellow and associate director of the System Testing Excellence Program for the FedEx Institute of Technology.

With more than a decade of experience in the information systems field working for leaders in the industry and consulting with several Fortune 500 companies and government agencies, Dr. Poston now focuses her research on understanding how teams manage the software development and testing process and how they follow innovative, quality-driven methodologies, as well as how individuals use web-based knowledge management applications and Internet-based information disseminators.

One of the draws of the University of Memphis, she says, is the access to well-respected, big players calling this city home, and she engages frequently with many local organizations such as FedEx Corporation, First Horizons, St. Jude/ALSAC, Rhodes College, and the University of Memphis IT Division. She works with national entities as well, including Elsevier and the U.S. Department of Defense, to conduct projects and educational programs.

Every October, an annual workshop run by Dr. Poston brings people from all over the world to discuss research ideas and test software. "It's awesome because we get to engage with industry, and then we get to

engage with other researchers and students on topics related to that area."

It's this sort of offering that attracts students, especially PhD students interested in research, to the University. "I think there are few schools that have such a close collaboration with industry like we do. It's one of the best things about Fogelman College."

Dr. Poston has published articles in publications such as *Management Information Systems Quarterly*, *Decision Sciences Journal*, *Communications of the ACM*, *IEEE Computer*, *Information Systems Management*, *Journal of Organizational and End User Computing*, *International Journal of Electronic Business*, *Journal of Information Systems*, and *International Journal of Accounting Information Systems* and in major international conference proceedings.

She finds satisfaction in her students' success and works to line them up with mentors from the business community. It's a win-win for the graduate and the CEO. "Our business partners often hire students from our Project Management class because these mentors built a relationship with them and taught them the skills necessary to succeed."

Industry and academics are both part of the alchemy that builds better students, a better university, and a better community.

"I just love it here. I love the opportunities that the University of Memphis gives you."



# DR. PANKAJ “P.K.” JAIN

## PUTTING HIS STUDENTS UP AGAINST THE BEST AND THE BRIGHTEST



**Dr. Pankaj “P.K.” Jain** didn’t grow up in India with teachers in the family pushing him toward that same goal. And he wasn’t drawn to the vocation of his own volition at an early age. Instead,

it was while working toward his PhD that he developed a passion for teaching.

“I started teaching, and I really enjoyed my interactions with students and then seeing them grow and develop,” he says. “That clearly gives me a lot of job satisfaction.”

Dr. Jain came to the United States in 1998 for his master’s in business in finance from Indiana University-Bloomington, where he stayed on for a PhD in finance.

He joined the faculty of the Fogelman College of Business & Economics in 2002 and has been indulging his passion for teaching ever since, giving 100 percent of himself to his students every day. He has traveled with students to leading global events and student competitions on investment research, where they are able to apply textbook knowledge at a level that can help them impress upon potential employers that they are better off hiring Memphis graduates over peer groups from any other college.

During one such trip, the students were able to walk among finance royalty, as it were, and into a private meeting with Warren

Buffett. “He likes to meet with students,” Dr. Jain says. “It was supposed to be a thirty-minute meeting with forty students and their mentors in the room, but it turned out that he kept them for three or four hours so they got their fill of asking him questions and personally getting a reply. It was really exciting.”

Dr. Jain teaches finance courses to PhD, MBA, and undergraduate students. He was the visiting financial economist in the SEC’s Division of Risk, Strategy, and Financial Innovation—Office of Market, in Washington, DC, for 2012–2013.

He travels extensively for work, occasionally making it back to India, yet he feels settled in Memphis and has adopted it as his new hometown. As the father of two sons, he considers being active within the community important. “I take them to all of these activities, and they always need coaches or volunteers, so I step up to those responsibilities.”

He has served as a Shelby County Schools “Think Show” juror, a Boy Scouts leader, and a board member of Dance Works.

But such responsibilities come with his professional interests as well. Outside the classroom, yet still in the instructor mindset, Dr. Jain has served as the president of the CFA Society of Memphis and as one of the directors of the Memphis Center of International Business Education and Research (CIBER), sponsored by the U.S. Department of Education. He provided strategic finance training to the Mid-South

Minority Business Council (MMBC) members as part of FCBE’s collaboration with that institute. He has instructed in the Helen Hardin Honors Program and also volunteers as the University’s Work in Progress Symposium evaluator.

Financial education should begin early in life, Dr. Jain believes. “I think financial responsibility is lacking, not just in Memphis or the U.S., but in the entire world. People are growing up with a lack of understanding, and that can lead to unethical behavior later in life.”

To that end, Dr. Jain is working to educate a new generation on the principles and concepts he has learned. He challenges and inspires his students every day to find their passion and compete in the workplace against established, well-known, and respected graduates everywhere. He will, he reiterates, put them up against any schools anywhere. As a result of his hard work, the efforts of his students have been published in premier finance journals and have won multiple best paper or outstanding research awards at national and international conferences.

Though he came to teaching later, he has found the path rewarding. “I teach for the benefit of my students. I want to help them find a good job and become successful,” he says. “Sometimes I push them a bit too hard . . . but I think after all the years, it is really making them shine.”



department of ::  
**MANAGEMENT**

# DR. DAVID ALLEN

## MAKING MEMPHIS, AND THE FCBE, HOME AT LAST



**Dr. David Allen** grew up as an “Army brat,” moving around the globe as his father was assigned to different commissions. He is often asked about his adventure as a child and the exotic places

where he has lived.

As a distinguished professor of Management and George Johnson Research Professor at the Fogelman College of Business & Economics, he still travels as the profession of teaching and researching takes on an increasingly global perspective.

“This fall semester, I was on a professional development assignment teaching in Spain and in England. It was a fantastic experience” Dr. Allen says.

After an early life lived among camouflage, Dr. Allen landed in Atlanta for college, receiving undergraduate and MBA degrees at Georgia Tech University and his PhD from the Beebe Institute of Personnel and Employment Relations at Georgia State University.

He says he always thought he might enjoy being a professor at the university level some day and, during the MBA program, decided to “go ahead and commit to a PhD program before I had a family to support or a well-paying job to give up.”

He adds with a laugh, “To be honest,

when I started getting into this field, I didn’t fully know what I was getting into. I got into it because I thought I would love teaching, which I do, not realizing the emphasis that would be placed on research. It turns out I love doing that too.”

By all accounts it was the right move to make. He is passionate about helping his students meet their goals while learning how to be better talent managers and better stewards of their own careers and organizations. He says, “I love helping students figure out what they want out of a career and how to get there.”

Dr. Allen has been awarded the 2008 HR Excellence Award by the Tennessee State SHRM Council and named to the Memphis Business Journal’s “Top 40 Under 40” in 2008. The recipient of a First Tennessee Professorship and a three-time recipient of a Suzanne Downs Palmer Professorship award for research, Dr. Allen teaches undergraduate, graduate, and executive courses primarily in the areas of human resource management and research methods.

His primary research interests include the flow of people into and out of organizations and global talent management, and his research has been published in the Academy of Management Journal, Academy of Management Perspectives, Journal of Applied Psychology, Journal of Management, Journal of Organizational Behavior, Personnel Psychology, Organizational Research Methods, Human Relations, Human Resource

Management Review, Human Resource Management, and other outlets. Based on award-winning research, he recently published the book, *Managing Employee Turnover: Dispelling Myths and Fostering Evidence-Based Retention Strategies*.

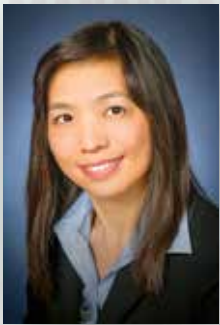
Dr. Allen conducts organizational research and consulting on topics such as recruitment, retention, and organizational effectiveness and has worked with organizations such as ALSAC-St. Jude, Bryce Corporation, Campbell Clinic, Georgia Department of Family and Children Services, Harrah’s Entertainment, First Tennessee, Methodist Hospitals, Monogram Foods, Pfizer, the Red Cross, Region’s Bank, and the U.S. Navy.

“There’s a famous, old psychology quote about how psychology professors need to handle their own rat, which means actually get in touch with what you’re studying. So for me, that means I have to get out in these companies. It doesn’t just help my research. It helps my teaching because then I have all kinds of current examples I can share with the students.”

He is a past president of SHRM-Memphis, served on the executive board for the Southern Management Association, and is the 2013–2014 division chair for the HR Division of the Academy of Management. He is senior associate editor for *Journal of Management* and associate editor for *Human Resource Management Review* and *Human Resource Management*.

# DR. CHEN ZHANG

## THE LOVE OF LIFE AS A PROFESSOR FOUND THROUGH MIS



**Dr. Chen Zhang** is an assistant professor of Management Information Systems at the Fogelman College of Business & Economics and a Systems Testing Research Fellow for

the FedEx Institute of Technology.

This type of work requires much research and a love of technology, yet Dr. Zhang was in the process of earning an MBA at Bowling Green State University, with the plan to become a business analyst, before the idea of a career in computers was ever put to her.

"I took a couple of programming classes, and I just fell in love with it, so I decided to go back and I got my master's in computer science," she explained.

After graduating with her MS from Wright State University, she found the timing was not ideal for a job in information technology.

"I took a step back to see what I had and where I wanted to go," she says, and the best option had been right in front of her.

She had been able to learn what life was like for a university faculty member, to see the passion that such a career impressed upon a professor, while a research assistant

in the Computer Science at Wright State. That experience greatly influenced her decision to complete a PhD at Purdue University.

"It was something related to business and IT, which led me to MIS," says Dr. Zhang.

She came to the Fogelman College in 2007, and her research has primarily focused on individual behavior in online communities, especially in open-source software development communities and other IT-enabled co-creation communities. She is also interested in how information influences individual decision making and how organizations' information capabilities create business value. Her other research interests include the relationship between user-generated content and online consumer behavior, the adoption and impact of social media in organizations, and software development process improvement.

Dr. Zhang has published her research in Information Systems Research, a top journal in MIS, AI Magazine, and proceedings of major international conferences such as the International Conference on Information Systems (ICIS).

She has taught courses such as Application Development, Data Communications and Networks, Computer Hardware and Software, and Introduction to Business Microcomputer Applications.

Teaching may not have been the reason Dr. Zhang first entered the field of MIS and the life of a university academic, but it is something she grew up with, having been raised in China among a family of teachers. She has embraced the classroom experience and says emphatically, "I love interacting with the students. It's very rewarding."

Another passion is learning new technologies. "It's very satisfying and makes you feel you are in the front of this, and you are on the front line. It's lifelong learning. It never stops."

Dr. Zhang received a BS in economics from Beijing Normal University before leaving home to obtain an MBA. She landed in the United States on New Year's Day with \$1,000 in her pocket and no network for support. She has since moved around, increasing her education with each turn, until finding a home in Memphis and the Fogelman College. This is the city she's lived in the longest as an adult, and she is proud of the work being done by the University within the community.

"I think the most fulfilling part of the job is to make a difference in the classroom, in the students, in their life-long journey, and in their careers."



# DR. CHRISTINE JIANG

## PROPELLING HER STUDENTS FORWARD WITH INTELLECTUAL CURIOSITY



**Dr. Christine Jiang** grew up in Shanghai, China, and came to the United States and the Sloan School of Management at the Massachusetts Institute of Technology for an

MBA, graduating in 1988.

"Back then there was no business education in China. Knowledge related to business, finance, and economics was passed down from one generation to the next. I had the opportunity to go to MIT, and I started to be interested in economics and finance in general."

With no family here and only a scant understanding of capital markets at the time, she found the learning curve very steep. Attempting to understand abstract concepts while living in a new culture proved challenging, but Dr. Jiang eventually mastered both and earned a PhD in finance from Drexel University in 1992.

She came to the Fogelman College of Business & Economics in 2000 and is the chair and Watkins Uiberall Professor of Finance in the Department of Finance, Insurance, and Real Estate. Dr. Jiang taught briefly at Fudan University in Shanghai, where she received a BS in management science. She says, "I always liked the university setting. It's working with students and piquing their intellectual curiosity that is so rewarding."

Since those early days more than thirty years ago, she has taught graduate- and undergraduate-level investments and corporate finance at leading schools in the United States and Asia. Her research includes issues in market microstructure, investments, and international finance, and she has published many articles on those subjects in leading journals such as the *Journal of Finance*, *Journal of Financial and Quantitative Analysis*, *Journal of Financial Markets*, *Journal of Banking and Finance*, *Financial Analysts Journal*, *Decision Science*, and other refereed journals. She received the Outstanding Paper Award from the *Journal of Financial Research* in 2011, and her research and writing have

been featured in articles in the *Financial Times*, *Dow Jones News Service*, and other financial news media.

In 2003–2004 and 2006–2007, she was awarded the Suzanne Downs Palmer Professorship in Research at the University of Memphis. She is a past executive director of the Economic Club of Memphis, promoting the study and discussion of economic, political, and social issues among business and academic leaders in the community.

With worldwide training and experience, Dr. Jiang has been impressed with her home in Memphis and the Fogelman College's place in local and global industry.

"We have a very good quality program, and I'm very proud of the faculty that we've attracted," she says. "We're known for a lot of our cutting-edge research on capital market structure and regulations. The Dean ensures that we have the resources necessary to succeed. Everyone works hard and is very collegial, making the work environment very enjoyable."

# DR. SANDRA MORTAL

## PROVING THAT THERE IS NOTHING COOLER THAN TEACHING



**Dr. Sandra Mortal** was born in Africa but grew up in Lisbon, Portugal, and received her BS in finance from the Universidade Católica Portuguesa. She came to the United States in 1997 to

earn an MBA from the University of Central Florida. From there, she received her PhD in finance from the University of Georgia and has been at the University of Memphis since 2008.

Dr. Mortal became interested in the field of finance at an early age. She says, "I wanted to do something with math that was not just theoretical but could be practical, and that's how I got into finance in the first place."

What was less certain was that her career would involve teaching. The daughter of a

father who taught accounting, she says, "I always thought that being a teacher was not cool."

During her education, even through her PhD studies, Dr. Mortal had always planned to go back to Portugal, thinking of Lisbon as her eventual home. But she became "hooked" on Memphis, she says. "I thought, 'This is for me.'" She is part of a proud family of teachers now and an associate professor of finance at the Fogelman College of Business and Economics.

She has taught in the past at the University of Georgia, Northern Illinois University, and the University of Missouri. After a circuit of small towns, though, she says, "I like Memphis . . . I like that it's a big city, and I like my colleagues here very much."

Dr. Mortal's research interests lie in corporate finance and market microstructure, and she publishes regularly in the top finance journals, including the Journal of Financial

and Quantitative Analysis and the Review of Financial Studies. Awards she's received through FCBE include Best Paper Awards, the Dean's Service Award, and a summer research grant last year.

In service to her department, school, and university, she has served on the Best Paper Awards committee, School of Accountancy director search committee, Department of Finance chair search committee, and Continuous Improvement committee and as a seminar coordinator (department level) and library liaison (university level).

When not teaching and researching, she enjoys working out, watching movies, and going to the theatre. She still goes back to Portugal twice a year to visit family, and they stay in touch every day online.

And what are Dr. Mortal's thoughts on teaching as a profession today? "Now it's cool, I couldn't be happier."

## About the Author: Richard Alley

A freelance writer since 2008, Richard Alley's work has appeared in The Memphis Daily News, Memphis Magazine, Oxford American, The Memphis Flyer, River Times Magazine, Rhodes Magazine and MBQ magazine among others, and in syndication through the Associated Press and Scripps Howard News Service. He is the author of the weekly parenting column, "Because I Said So," in The Commercial Appeal and was a contributor to the book *Memphians* (Nautilus Publishing). He won the 2013 Silver Award for profile feature writing from the Parenting Media Association Editorial & Design Awards. Richard is a native of Memphis where he lives with his wife and four children.

# Departmental Updates



## School of Accountancy

### Dr. Lloyd Brooks

The School of Accountancy continues to offer programs that prepare students at the undergraduate and graduate degree levels with knowledge and skills needed for entering professional careers in accounting and related career fields. The School of Accountancy, which earned accreditation by the AACSB, continues to be the largest unit in the Fogelman College of Business and Economics in terms of enrolled students and graduates. In addition to offering a solid program needed to provide academic preparation, the School of Accountancy provides a holistic curriculum that engages all students and develops professional and auxiliary skills needed for success.

There are numerous activities and programs that promote research and professional development related to instruction for faculty and staff. A few examples are presented below.

A new model program was offered this year to upgrade professional development of graduates and better prepare them to acquire positions in the field. Accounting Careers for Tomorrow (ACT) is a partnership between the Avron B. Fogelman Professional Development Center and a local CPA firm, Reynolds, Bone

& Griesbeck, with leadership from Ms. Leslie Bouldin, COO. The class comprises three two-hour sessions. This program was completed during the fall and spring semesters.

The advisory council members also participated in activities to provide a social network for accounting majors. Burt Napier, controller for FedEx, provided closing remarks to students. Other departments in the college are developing similar programs based on the model that was used for this program. Seventeen students successfully completed accounting internships during the fall semester. The internships included a variety of locations such as FedEx, Dixon Hughes Goodman LLP, Watkins Uiberall, The Peabody Group, Raymond James, and Thomas & Co. CPAs. Twenty-eight students participated in accounting internships this past spring.

The MS program in accountancy, with Dr. David Spiceland serving as advisor, continues to grow with over one hundred students currently enrolled. Placement of these students is nearly 100 percent prior to graduation.

Contributing significantly to the success and growth of the program is the CPA review program offered each spring. Drs. John Malloy, James Lukawitz, and Charlene Spiceland participated in CPA review sessions with the students. The first-time pass rate for the CPA exam improved from less than 20 percent prior to offering the program to 48 percent in 2012 (the most current results), a very high rating.

Accounting majors were awarded eight scholarships from the Memphis chapter of the TSCPA this spring. These scholarships are competitive among local colleges and universities, and this spring the School of Accountancy received more scholarships than during past years.

Dr. Charlene Spiceland was recently appointed to the Tennessee State Board of Accountancy by Governor Bill Haslam.

Dr. Zabihollah Rezaee, Thompson-Hill Chair of Excellence and professor of accountancy, visited several universities in China, United Arab Emirates, Iran, and Hong Kong during December 2013 and conducted research workshops for their faculty and PhD students on topics relating to corporate governance, professional ethics, and business sustainability. In January 2014, Dr. Rezaee, Dr. Joseph Zhang, and Mr. Shipeng Han (PhD doctoral student) made two presentations at the Auditing and Information System section of the American Accounting Association conference.

The PhD Research Colloquium, chaired by Dr. Rezaee, was established in February 2014 to invite research scholars during the Spring 2014 and future semesters to conduct workshops for faculty and PhD students. A research consortium (which also includes Mississippi State University and the University of Mississippi) will be hosted in Memphis every three years. The purpose is to provide a common forum for faculty and PhD students, including an eminent speaker and presentations of research papers from the three schools. Attending from Memphis this year were Drs. Charles Bailey, Zabi Rezaee, and Joseph Zhang, as well as nine accountancy PhD students. Memphis PhD candidate Brian Laird presented the paper, "Does Monitoring Affect the Agent's Preference for Honesty?" The paper, coauthored with Dr. Bailey, was also presented in March at the American Accounting Association Forensic and Investigative Accounting Research Conference in San Antonio.

Dr. Bailey has been conducting research on the dark triad of personality factors, particularly subclinical psychopathy.

Dr. Hyum Hong will have an article, "The Impact of Mandatory IFRS Adoption on IPOs in Global Capital Markets," published in *The Accounting Review* in 2014. This is her second paper to be accepted by this prestigious journal in two years.

The School of Accountancy Advisory Council,

chaired by Greg Barnes, continues to be very active and provides guidance and support to all areas of the School of Accountancy, including academic programs, student professional development, student placement, and professional recruiting.

School of Accountancy faculty members remain very engaged in teaching, research, service, and working with students and the business community.

**Dr. Lloyd Brooks, Interim Director**  
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## The Department of Economics

### Dr. Bill Smith

The Department of Economics is committed to excellence in both the study and teaching of economics. The department has developed a research focus on applied economics, particularly on economic policy. Our department's areas of strength are in empirical microeconomics—especially health economics and labor economics—and empirical macroeconomics. We publish regularly in major academic economic

journals.

The department offers two undergraduate majors, a BS through the Fogelman College and a BA through the College of Arts & Sciences. Our undergraduate majors go on to successful careers in business and government and often pursue graduate degrees in law, business, economics, finance, statistics, and public policy.

Our undergraduate students have been consistently eager participants in the University's internship program. They have profited from internships at major local firms, including Thomas & Betts, International Paper, and the U.S. Attorney's Office.

More and more of our students are becoming interested in graduate school, so they are taking advantage of our new "accelerated" status. This program allows undergraduate students to take graduate courses in their senior year and count them toward both their bachelor's and master's degrees.

One of our master's students was recently offered a generous PhD scholarship at Vanderbilt, and another has been offered a PhD assistantship at the University of North Carolina, Chapel Hill. One of our former students is now completing a PhD at Northwestern University, and another has just finished his PhD at the University of Houston. Many of our other PhD graduates are now professors at Xavier University, Clarkson University, Simon Frazier University, and others.

PhD student David Taylor was awarded first place for his research, poster, and presentation of the "Rationale for Irrational Behavior in the Stock Market and the Spillover Effect of Being Known for Oil Spills" in the university-wide twenty-fifth Annual Student Research Forum. He competed in the graduate level, business category.

Alumnus David Jacks was featured in *The Economist* regarding his research on inflation trends and the short- and long-term effects

on the economy. *The Economist* is regarded as one of the most prestigious publications in the field. Jacks was an undergraduate FCBE economics major.

Our faculty has also been quite active in outreach over the last year, both locally and internationally.

We have recently hired two new faculty members to our team, Dr. Jamin Speer from Yale University and Dr. Joaquin Lopez from the University of Chicago, and we are excited to welcome them to the College.

Dr. Cyril Chang, FCBE professor and the director of the Methodist Le Bonheur Center for Healthcare Economics, was awarded a research grant by the Triple Aim Project, a community-based health initiative. He will study the economic burden of hypertension, infant mortality, and end-of-life care in Memphis and Shelby County. He has also received a grant from Methodist Le Bonheur to study the feasibility, effectiveness, and potential cost savings of establishing a dedicated asthma unit in Le Bonheur Hospital.

Dr. David Kemme, professor and chair of Excellence, was also awarded with a Fellowship for the Short-Term Travel Grant (STG) program. The STG program is part of the International Research and Exchanges Board (IREX). IREX is an international nonprofit organization that employs field-tested methods and innovative use of technologies to develop practical and locally driven solutions with partners in more than one hundred countries. Their mission is to provide thought leadership and innovative programs for lasting global change. This program provides short-term funding to enable scholars to undertake short, targeted projects. Dr. Kemme did research on Samruk-Kazyna, a sovereign wealth fund in Kazakhstan. His main purpose was to study the links between corporate governance, transparency, and firm performance.

Dr. Albert Okunade received a Certificate of Recognition from the African Finance and Economics Association in appreciation for his service and contributions to the Association as its treasurer-secretary. Dr. Okunade also received national recognition when he was awarded an Honorable Mention as an "Outstanding Campus Leader" by Campus News Publications.

**Dr. Bill Smith, Chair**  
*wtsmith@memphis.edu*



## The Department of Finance, Insurance, and Real Estate

**Dr. Christine Jiang**

The Department of Finance, Insurance, and Real Estate continues to excel in academic programs and in scholarship. The department is active and visible on campus, in the local community, and in the finance profession through activities organized for student organizations, its strong placement of PhD students, and its top-tier publications and

research awards.

Due to the high level of academic excellence exhibited by the Department of Finance, Insurance, and Real Estate, the University of Memphis has become the latest university to be welcomed into the Chartered Financial Analyst® (CFA) Institute's University Recognition Program. The rigorous finance course curriculum required for a BBA or MSBA has met the qualifications for induction into this prestigious group. The University Recognition Program identifies academically prestigious business schools. This elite group provides practical and effective investment and financial education from around the world to students, as well as the opportunity to provide five CFA Program Awareness Student Scholarships.

The finance department congratulates Finance graduate Matt Donahoo on his receipt of the 2013 Financial Executives International (FEI) Memphis Chapter Educational Achievement Award. The FEI Memphis Chapter awards one scholarship each year to a deserving honors accounting/finance student at the University of Memphis. Recipients of the award must be interested in an accounting or finance career, possess an outstanding academic record, exhibit personal attributes to support success in business, and demonstrate achievements in their extracurricular activities, such as school and community leadership roles.

Undergraduate students are continuing to secure valuable internship opportunities. Decorian Williams, a finance major concentrating in real estate, gained valuable market insight through a unique summer 2013 internship opportunity with Shanghai Real Estate in Shanghai, China. Williams was primarily responsible for gathering information that would enable Shanghai Real Estate to create a financial and market analysis of the company's current investment market. During the course of his internship, Williams learned how to apply effectively business concepts and theories learned in the academic setting to real-world decision making in an international setting. He also credited the

internship with helping him improve his skills in communication, technology, quantitative reasoning, and teamwork.

Our professors are committed to working closely with students to provide support and guidance in myriad ways. Our visiting assistant professor, Dr. Steve Jordan, is the faculty advisor for The TVA Investment Challenge, which allows students to gain experience managing an investment portfolio while competing against other universities. Mr. Leslie Mathis continues to work with students in organizing professional development activities for the local chapter of the Financial Management Association, and Dr. Mark Sunderman has continued to work closely with students of the Lambda Alpha Real Estate Student Organization.

Additionally, we encourage and facilitate industry leaders to meet with students regularly to share their insights on the real estate industry and offer career advice.

Our doctoral students are also actively involved in research and teaching. Many of our doctoral students presented papers at major national and international conferences this past year. Each semester, the department has a joint seminar with the finance department at the University of Mississippi. This opportunity allows students and faculty to network and present their research and findings.

Recent PhD placements include tenure-track positions at Clarkson University and the University of Manitoba.

Finance faculty members have had an exceptional year as well. Several faculty members were featured in a recent Securities and Exchange Commission (SEC) report on market structure. The faculty members included Dr. Pankaj Jain, Dr. Christine Jiang, and Dr. Thomas McInish. The report was featured on the high-profile SEC market structure data and analysis website. The faculty members' work is profiled inside the



market fragmentation literature review.

Dr. Jordan recently had his sole-authored paper, "Is Momentum a Self-fulfilling Prophecy?," accepted for publication in the academic journal *Quantitative Finance*.

Dr. Sandra Mortal had a paper accepted for publication in the *Journal of Financial and Quantitative Analysis*, which is among the top journals in the discipline. She co-authored "The Post-Acquisition Returns of Stock Deals: Evidence of the Pervasiveness of the Asset Growth Effect" with Dr. Michael Schill from the Darden Graduate School of Business Administration, University of Virginia.

Professor of Finance Dr. Ronald Spahr and Dr. Mark Sunderman, Morris Fogelman Chair of Excellence in Real Estate, had their paper, "The U.S. Housing Finance Debacle, Measures to Assure Its Non-recurrence and Reform of the Housing GSEs," published in the *Journal of Real Estate Research*.

Dr. Pankaj Jain, Dr. Thomas McInish, and recent PhD graduate Dr. Chinmay Jain were recently honored by a prestigious academic journal, *The Financial Review*. Their paper, "Short Selling: The Impact of SEC Rule 201 of 2010," which was published last year, was named as one of the journal's best papers of 2012.

Dr. Pankaj Jain also had the highly fortunate opportunity to meet with Nobel Prize Laureate Robert Engle to discuss high-frequency trading at the world's leading conference in market microstructure. This conference alternated between New York University and the National Bureau of Economic Research (NBER) in Cambridge, Boston.

We are very proud of our faculty's research and their investment in the College and University. For example, Dr. Richard Evans was named University of Memphis Faculty Senate President and Vice Chair of the Faculty

last April. Previously, he held the position of president elect of the Faculty Senate, serving as the University of Memphis representative to the Tennessee Board of Regents Faculty Sub-Council.

**Dr. Christine Jiang, Chair**  
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## Department of Management Information Systems

### Dr. Lloyd Brooks

The Management Information Systems (MIS) Department is very proud of the accomplishments of our students who have experienced good internship and job placements at both undergraduate and graduate degree levels. Students continue to excel at the national level with recognition for the AMIS student chapter's efforts in the area of professional development, careers in IS, community service, fundraising, and membership. AIS officially recognized our

chapter during the 2013 International Conference on Information Systems held last December in Milan, Italy.

Faculty members have been very productive in contributing publications to top-rated professional journals. Although the list is too large to include everyone's publications, there is room for a few examples. Drs. Sandra Richardson and William Kettinger published an article, "IT and Agility in the Social Enterprise: A Case Study of St. Jude Children's Research Hospital's 'Cure4Kids' IT-Platform for International Outreach," in the *Journal of the Association for Information Systems*. Drs. Thomas Stafford, Jasbir Dhaliwal, and Mark Gillenson published an article, "Sources of Conflict between Developers and Testers in Software Development," in *Information & Management*. Dr. William Kettinger published an article, "Data Monetization: Lessons from a Retailer's Journey," in *MIS Quarterly Executive*. Dr. Brian Janz published an article, "The Human Supply Chain: Mapping and Modeling the Flow of Human Capital for Navy 'Seabees,'" in the *Journal of Supply Chain and Customer Relationship Management*. Drs. William Kettinger and Chen Zhang published an article, "A View from the Top: Integrated Information Delivery and Effective Information Use from the Senior Executive's Perspective," in *Information Systems Research*.

Faculty in the MIS Department received many honors and recognitions during the past year. Dr. Brian Janz received the George Johnson Award to recognize exemplary teaching, and Professor Judy Brown received the George Johnson Award to recognize exemplary service. Each is a college-level award and provides a \$10,000 stipend in recognition of this honor. Dr. William Kettinger served as a program chair for the 2013 SIM/MISQE Academic Workshop on "Business Payoff of Cloud Services" at Universita Bocconi in Milan, Italy.

# Departmental Updates

Dr. Judy Simon, professor and co-director of the Center for Information Assurance, was awarded a two-year National Science Foundation (NSF) grant this year with a long-term goal to increase the number of women employed in cyber security careers. Dr. Simon also received a two-year Department of Defense grant that continues during 2014. Dr. Jasbir Dhaliwal joined the “Millionaire Club” this year by securing grants from the Department of Defense, FedEx, and other organizations in excess of \$1 million to assist with developing better strategies for developing the software testing area. Dr. Robin Poston served as an associate director on these projects. Dr. William Kettinger was an invited speaker at the 21st European Conference on Information Systems in Utrecht, Netherlands, while serving as a Fulbright Scholar. Dr. Brian Janz (along with Dr. John Amis) won the Best Paper Award for a paper titled, “The Paradox of Fit: How Perceptions of Fit Impede Organizational Change.” The award was distributed at the Academy of Management’s annual meeting in Orlando, Florida.

Dr. Jasbir Dhaliwal was invited to present the keynote address at a software quality and testing conference at Ben Gurion University in Israel last May. The keynote speech was entitled, “Leveraging Academic–Industry Collaboration for Software Testing Innovations and Theory Building” and showcased the research successes of the Fogelman College’s Systems Testing Excellence Program, which is based in the MIS Department. Dr. Lloyd Brooks chaired the annual meeting of the Information Systems Academic Heads International in Milan, Italy, during the ICIS Conference. Dr. Brooks also served on the faculty for the Annual Assessment of Learning Conference, which is conducted by the accrediting agency, AACSB. As part of the Association of Information Systems (AIS)–sponsored IS Job Index, the top 50 MIS programs nationally were identified, and the University of Memphis

MIS Department was listed among them. The following criteria were considered in the selection: U.S. schools that have a substantial IS-centric major at the undergraduate or graduate level and have shown excellence in one or more of (a) *U.S. News and World Report* rankings, (b) programs/faculty ranked on the AIS basket of journals, and (c) AIS student chapters.

The MIS Advisory Council, chaired by Bruce Livesay, CIO at First Horizon Bank, and Brent Nair, CIO with the City of Memphis, provided much-needed support to the department this year in areas such as student scholarships, curriculum guidance, professional development of students, research assistance to faculty, recognition of faculty excellence in the classroom, and similar areas. The department continues to depend heavily on the guidance and support of the Council. The Council meets in May and December for regular meetings, with committee meetings held as needed. Council members also meet regularly for lunch discussions relating to areas of interest. Dr. Brian Janz coordinates these very popular luncheon meetings.

The MIS Department plans to place additional emphasis on providing graduates with expertise in the area of analytics. A focus group that includes experts in analytics from companies such as FedEx, International Paper, Medtronic, St. Jude Hospital, and First Tennessee Bank provides guidance for developing a program that meets the needs of graduates from undergraduate and graduate degree programs in the Fogelman College. The MIS Advisory Council will also provide guidance for developing this area.

**Dr. Lloyd Brooks, Chair**  
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## Department of Management

### Dr. Chuck Pierce

Faculty in the Department of Management had another productive semester in publishing their research, teaching undergraduate and graduate students, and engaging in student-centered and professional services. Some of the department highlights are listed below.

Dr. David Allen was elected as a fellow of the Southern Management Association (SMA) based on his research on the flow of human capital into and out of organizations and based on his service to SMA. Dr. Allen was selected as the senior associate editor for the *Journal of Management*, awarded a George Johnson Research Fellowship, and served as 2013–2014 division chair for the HR division of the Academy of Management. He published an article in the *Journal of Management* and two articles in the *Journal of Organizational Behavior*.

Dr. Rabi Bhagat was elected as a fellow of the International Academy of Management based on his research in international management. Dr. Bhagat was invited to Stanford University

as a visiting scholar and chaired a symposium on global mindset at the AIB conference in Istanbul. He recently published a book on work stress and globalization, and articles in the *International Review of Applied Psychology* and the *International Journal of Cross Cultural Management*.

Dr. Carol Danehower served as our department's online course coordinator, an advisor for the student chapter of the Society for Human Resource Management, and the college relations chair for the SHRM-Memphis professional chapter. Dr. Danehower has been working on projects to help reduce the incidence of domestic violence.

Dr. Barbara Davis served as a panelist at the Consortium for Health Education, Economic Empowerment and Research (CHEER) for a session titled, "Bridges to Health Summit: Exploring Breast Cancer Mortality in the Bluff City." Dr. Davis published an article in the *Journal of Business and Entrepreneurship*.

Dr. Frances Fabian published a book chapter on hypercompetition, an article in the *Journal of Ethics and Entrepreneurship*, and an article in *Communications of the Association for Information Systems*.

Dr. Ben Kedia celebrated his twenty-fifth year of serving as director of the Wang Center for International Business Education and Research (CIBER). Robert Wang, founder of the Wang Center, funded publishing a book about the Memphis CIBER titled, *Moving Out to Meet the World: 25 Years of Internationalizing Students, Faculty, and Executives*. Dr. Kedia published a book on global competitiveness and innovation and articles in the *International Business Review*, the *European Management Journal*, and the *Journal of Teaching in International Business*.

Dr. Kimberlee Keef serves as VP of Programs for the Mid-South Compensation Association. Dr. Keef teaches courses in compensation and performance appraisal as well as strategic management.

Dr. Chuck Pierce serves as chair of the Department of Management and coordinator of the Mid-South Management Research Consortium (MMRC). Dr. Pierce was awarded a Great Oaks Foundation Professorship and has published an article in the *Journal of Management*. He is guest co-editing a special issue of the *Journal of Business and Psychology*.

Dr. Robert Taylor serves as director of the J. Austin Baker Memphis Institute for Leadership Education (MILE) program. Dr. Taylor had Mr. Tom Shadyac, noted Hollywood producer and director of films such as *Ace Ventura*, *Liar Liar*, and *Bruce Almighty*, speak to students at the MILE program's monthly meeting in January. Under Dr. Taylor's direction, MILE and its students have recently been involved in charitable contribution activities such as food and dry goods donations and volunteering at the 2014 Winter Gala/Page Robbins Alzheimer's Center.

Dr. Kathy Tuberville serves as an advisor for the student chapter of the Society for Human Resource Management and the college relations chair for the Tennessee State SHRM Council, and she coordinates student internships for the Fogelman College. Recent student internship placements include FedEx Employee Credit Union, City of Memphis HR Department, ALSAC/St. Jude, Memphis Area Chamber of Commerce, Target Corporation, and Lowe's. Dr. Tuberville also serves as director of the Avron B. Fogelman Professional Development Center, which enhances the professional development of Fogelman College students. She teaches a course on managing employee wellness, where students conducted a wellness fair with community partners such as International Paper, Campbell Clinic, and Cummins of the Mid-South.

Dr. Peter Wright had an article on the ramifications of mergers and acquisitions accepted for publication in *Academy of Management Perspectives*.

In addition to faculty success, our students have also received many positive experiences over the past year. Three of our undergraduate students were selected for full-time internships with local employers last summer. David Cash, Steven Maurer, and Austin Ehrat were hired by Lowe's, Target Corporation, and CB Richard Ellis, respectively.

We are pleased to report that 2013 was a positive year for the management department's faculty, students, and community partners.

**Dr. Charles A. (Chuck) Pierce, Chair**  
[capierce@memphis.edu](mailto:capierce@memphis.edu)



## Department of Marketing and Supply Chain Management

**Dr. Marla Stafford**

The Department of Marketing & Supply Chain Management is moving forward with new research and learning opportunities for faculty members, graduate students, and

# Departmental Updates

undergraduate students. Enrollments in both majors are up, and we now have four minors available to our students: marketing management, supply chain management, sales, and social media marketing. Our programs are designed to provide students with a diverse set of skills that will make them competitive in the marketplace.

Perhaps most exciting development is that we have established a new research center in our department that will generate innovative research in the department as well as across the College. The Customer Neuro-Insights Research Lab (C-NRL) is now located on the third floor of the Fogelman College of Business & Economics. Dr. George Deitz, associate professor of marketing, has been named director of the lab and is busy getting things up and running with the assistance of our doctoral students. The lab has equipment capable of assessing eye-tracking, skin response, brain activity, and facial recognition. More specifically, the lab has a twenty-four-inch HD screen with a fully encased 60 megahertz eye tracker for assisting in shelving and billboard studies, an EEG system that uses a neural headset that monitors changes in blood flow and generates data on brain activity in response to stimuli, and a wearable galvanic skin response sensor that measures skin conductance and biological arousal from viewed stimuli. The cutting-edge software in the lab from iMotions Global allows one to integrate information from all sensors simultaneously, which assists in drawing inferences and validating information from the eye-tracker data, and we anticipate acquiring additional capabilities in the future. Although the lab is housed permanently in the FCBE, the equipment is portable, so research can also be conducted offsite for organizations interested in partnering on research projects. Eye tracking is very relevant in so many areas today, and we are excited to have these outstanding tools to engage in cutting-edge research, elevate the prestige of the department and College, and help PhD students with their research. We believe our new lab is poised to become a world-class

research facility.

Our faculty continue to publish in prestigious journals, including the *Journal of the Academy of Marketing Science* (Dr. Al Bush with former doctoral students Dr. Kirby Shannahan and Dr. Rachelle Shannahan; Dr. Emin Babakus with former doctoral student Dr. Aliosha Alexandrov), the *Journal of Service Research* (Dr. George D. Deitz, Dr. Emin Babakus, and former visiting scholar Dr. Subhash Jha), the *Journal of Personal Selling and Sales Management* (Dr. Al Bush with former doctoral students Dr. Kirby Shannahan and Dr. Rachelle Shannahan), the *International Journal of Production Research* (Dr. Mehdi Amini and Dr. Jason Liu), and the *Journal of Advertising* (Dr. Marla Royné Stafford with doctoral students Jennifer Martinez, Jared Oakley, and Alexa Fox). Dr. George Deitz has several publications in the *Journal of Business Research*, and his 2012 *Journal of Business Logistics* article received a FCBE preeminent publication award.

In addition, faculty and students have been recognized for their many achievements. In Fall 2013, both Dr. Emin Babakus and Dr. Mehdi Amini were named George Johnson Faculty Research Fellows, while Dr. Mehdi Amini received the best Theoretical Paper Award of 2012, awarded by the Fogelman College of Business and Economics. Dr. Amini also received a Dean's Service award.

Our faculty members have also been recognized by their leadership positions. Dr. Mike Racer was elected as president of the INFORMS-ED, a group with more than 300 members that sponsors an online journal on teaching. Instructor Dale F. Kehr was re-elected as the 2014 president of the Sales & Marketing Society of the Mid-South. Dr. Marla Royné Stafford is currently serving as president of the American Academy of Advertising.

We are extremely proud of our outstanding students. Our doctoral students have recently accepted positions at schools such as Cal

State University-Pomona, Kennesaw State University, University of Wisconsin-Oshkosh, and Westfield State University. Viktoria Fifer, a senior supply chain management major, received the 2013 Nell Baugh International Scholarship from the Memphis World Trade Club at its December 2013 meeting. The \$2,500 scholarship is awarded annually to a top University of Memphis supply chain management major. Viktoria achieved her exceptional academic performance while working full-time as a manager at CEVA Logistics.

A team of University of Memphis supply chain management majors, including Brittni Cervo, Darilyn Woodson, Peter Himebrook, and Malcolm Adams, participated in the Third Annual General Motors/Wayne State University Supply Chain Competition held in Detroit, Michigan, in September. The team competed against nineteen other top SCM programs from across the country and did an outstanding job. In addition to the case competition, the students had an opportunity to tour the GM Detroit/Hamtramck assembly facility, network with executives from GM and major GM suppliers, and attend a Detroit Tigers baseball game. Selected students also had an opportunity to participate in job interviews with GM and major GM suppliers. Team member Darilyn Woodson interviewed with GM and subsequently accepted a position in the GM Purchasing and Supply Chain Group in Warren, Michigan, starting in June.

**Dr. Marla Stafford, Chair**  
[mstaffrd@memphis.edu](mailto:mstaffrd@memphis.edu)

## CD MBA Student Places as “Entrepreneurial Eight” Competition



**Zachary Harrison, Elite Eight Finalist for DepthChartz**

Zachary Harrison, a Customer Driven MBA student, was recently selected as one of the 2013–14 Student Startup Madness Entrepreneurial Eight Finalists along with students from universities such

as Morehouse, Rochester, and Carnegie Mellon. He was selected by a judging panel of venture capitalists, investors, and successful entrepreneurs capable of transforming their startup ideas into successful realities.

Harrison won his spot with his entrepreneurial online service, DepthChartz, a website that facilitates interactions between student-athletes and coaches by highlighting validated statistics and listing various camps and training programs. This builds the framework from which coaches and student-athletes can come together for top talent-opportunity pairings.

Harrison had laid the foundations for DepthChartz before enrolling as a graduate student at Fogelman College. In fact, it was this idea that led him to Fogelman College to pursue his degree.

“In order to build this company, I needed to develop experience in recruiting, networking, market research, product development, and business modeling,” says Harrison. “Finding a program that concentrated on these necessary skill sets is what led me to apply to the CD MBA program at the University of Memphis.

And these skills have been dramatically enhanced through my student experience.”

In Fall 2013, Zach Harrison applied and was accepted into the entrepreneurship track of the CD MBA program. He joined other select students who were interested in acquiring the entrepreneurial skills necessary to launch and develop their own technology-based companies. This program includes a \$6,000 stipend and a full tuition waiver.

“Zach’s energy and passion for entrepreneurship is exactly the attitude we want to encourage and cultivate within students of the Customer Driven MBA program at the University of Memphis,” says Dean Grover. “We are extremely proud of his accomplishments not only within our program but also of his successful campaign to launch his own company.”

## Award-Winning Fogelman MBA Student Starts New Business

Brad Kerley, a full-time MBA student at the Fogelman College of Business and Economics, represented the University of Memphis at the fifth annual Global Innovation Forum sponsored by Athgo International last May. He was placed on a team with two other business students and tasked with developing a constructive startup: a business founded on social responsibility. He and his team chose to address the global clean water crisis by developing a self-contained, easily deployed water collection storage and filtration unit constructed inside reclaimed shipping containers. Following two days devoted to brainstorming sessions, his team pitched their venture, H2O. Brad’s team was awarded second place, winning an innovation grant of \$2,000 to launch H2O as a real-

world business.

Since the forum, Brad and his team have legally formed their business through a partnership with the Fogelman College of Business & Economics and Crews Center for Entrepreneurship. They are currently revisiting the product design and interviewing potential partners and customers to aid in that process. The team plans to have a prototype in the field by the end of 2014.

## Fogelman College Launches Service Quality Program

In an effort to improve the quality of its student services, the Fogelman College of Business & Economics has launched a program to focus explicitly on how staff members treat students from a service quality perspective. The first phase of the program focuses on training all student-facing staff on all aspects of providing a positive experience to students. This training involves learning critical service quality concepts and building appropriate attitudes through practical role-play exercises adopted from the hospitality, restaurant, and other service sectors. The training is helping the College’s academic advisors, department secretaries, and other support service personnel to understand key individual change dimensions that have an impact on their service interactions with students. The program brings a personal growth imperative to significant improvements in the College over the last four years that focused on professionalizing its student service operations through process automation, personalization, and program streamlining.

Dean Grover noted, “These initiatives have two simultaneous impacts: the students receive higher quality service, allowing them

to graduate faster with a positive overall experience, while at the same time our staff feel more engaged, valued, and involved. They are increasingly considering themselves to be front-line service professionals rather than traditional support staff."

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## MILE Program Article Accepted for Publication

The MILE Program of Fogelman College had a research manuscript accepted for publication in the prestigious academic periodical, *Journal of Business Ethics*.

The article, "Ethical Leadership and Followers' Moral Judgment: The Role of Followers' Perceived Accountability and Self-Leadership," is the first publication spawned by MILE. The authors are Dr. Bob Renn, MILE research coordinator, Dr. Bob Taylor, MILE program director, Robert Steinbauer, management PhD student, and Phil Njoroge, accounting PhD student.

"We are very pleased about the MILE program's first published research study. The publication not only contributes to leadership scholarship, but also puts the MILE program on the international scene with other top-notch universities with leadership development and research programs," says Robert W. Renn, PhD, MILE's research coordinator.

The MILE Program, which stands for Memphis Institute of Leadership Education, prepares Fogelman College students to become future leaders in the city of Memphis through leadership development and mentoring programs. The program matches a select group of highly motivated students with an opportunity to engage in additional leadership education and training during a six-month structured program.

## EMBA Alumna Receives Major Promotion



**Dorchelle Spence**

The Executive MBA program at the Fogelman College is an intensive seventeen-month program offered exclusively to students with five years of experience in executive roles.

The program results in savvy business professionals learning and collaborating about a number of current business issues.

**Dorchelle Spence**, a 2012 graduate of the Fogelman College's Executive MBA program, was promoted to vice president of the Riverfront Development Corporation (RDC). Formerly director of communications for RDC, Spence will assume broader organizational responsibilities beyond communications and focus on providing strategic direction. Spence is responsible for marketing, public relations, advertising, community relations, programming, and government relations in addition to her new duties.

"This program has helped many of our students achieve new professional heights," says Mary Ann Dawson, manager of the EMBA program. "We attract highly capable individuals with diverse educational and professional backgrounds. The accelerated curriculum, coupled with the collaboration of their peers, helps our students dramatically in the business world."

## Three Faculty Awarded Professorships for Exemplary Leaders

Three Professorships for Exemplary Leaders (PEL) awards were distributed at a Dean's Advisory Board meeting at River Oaks Restaurant last summer. The PELs were funded in order to recognize three outstanding administrators for their high-level leadership and significant contributions to the college.

Dr. Lloyd Brooks, chairman of the MIS department, was the recipient of the Jennifer and Michael Cook Professor of Exemplary Leadership Award. Dr. Tom Miller, associate dean for Administration, was the recipient of the Morgan Morton Professor for Exemplary Leadership Award. And, Dr. Jasbir Dhaliwal, associate dean for Academic Programs, was the recipient of the Papasan Family Professorship for Exemplary Leadership Award. Below are pictures of the PELs recipients receiving the awards from their benefactors.

Each of the PELs was privately funded by members of the Dean's Advisory Board. This financial commitment showcased the level of appreciation the Dean's board places on outstanding educational leadership and hard work.

The honored faculty members will receive monetary compensation of \$10,000 per year for five years. Dr. Brooks, Dr. Dhaliwal, and Dr. Miller were selected as the inaugural recipients of the PELs because of their tremendous influence on the successes of their departments and programs. Each of these three honorees have helped move the College to higher levels of innovation and recognition.



*Dr. Lloyd Brooks receives PEL award from benefactors, Michael and Jennifer Cook  
From left to right: Dr. Bill Pounds, Mrs. Susan Brooks, Dr. Lloyd Brooks, Mr. Michael Cook, and Mrs. Jennifer Cook*

"It is critically important to recognize and award those individuals who keep our college moving in a progressive and positive direction," says Dean Rajiv Grover. "Programs such as PELs help us say thank you to influential leaders who have dedicated years of service to improving Fogelman College. I cannot think of a better group of faculty than Drs. Brooks, Dhaliwal, and Miller to receive the first PEL Awards."

To further recognize these three extraordinary leaders of Fogelman College, Dean and Professor Emeritus of MIT's Sloan School of Management Dr. William Pounds attended the ceremony and helped distribute the awards. Dean Pounds is regarded as an esteemed leader in both the academic and professional business fields. He has served as a professor of MIT's Sloan School of Management for more than forty years, as the senior advisor to the Rockefeller family, and finally, as chairman on the boards of numerous corporations. His presence indicated the significance of the Professorship for Exemplary Leaders Awards.

## U.S. News Ranks Online MBA Top 10 for Veterans

*U.S. News & World Report* has ranked the University of Memphis's Fogelman College of Business and Economics in its Top 10 list of online graduate business programs for veterans. This is the first year the publication has included analysis of online degree programs for veterans in its college rankings.

The University of Memphis is ranked ninth for online graduate business programs. Other universities on the list include Washington State, Central Michigan, Nebraska, and Temple.

Researchers in recent years have included online-only programs in their annual report but said they included the veteran-specific rankings in recognition of the challenges that population faces.

"Our duty as business educators today is to understand and serve the customized individual needs of both our students and the employers who hire them," says Dr. Jasbir Dhaliwal, associate dean of FCBE Academic Programs. "Given our veterans' great service to the nation, I am proud of the exemplary work our faculty and staff are doing to serve the specific learning and support needs of this critical segment of our student community."

Karen Weddle-West, vice provost for Graduate Programs and director of Diversity Initiatives, added, "This ranking validates the excellent quality and rigor of the graduate programs in the Fogelman College, highlights the university's commitment to achieving excellence by enhancing access to high-quality graduate programs, and underscores the value of offering online degrees to those who have sacrificed for and defended our country."

The top online veteran programs all are certified by the Department of Veterans Affairs and participate in the VA's Yellow

Ribbon Program, which can help offset some of the costs of schooling. The institutions also were graded on their flexibility for military and veterans' schedules and their willingness to consider academic credit for military training.

The U of M online MBA program recently was also rated a "Best Value" by [www.businessmba.org](http://www.businessmba.org) and as a "Best Buy" by [www.geteducated.com](http://www.geteducated.com).

## Executive MBA Students Return from International Residency

The Fogelman College of Business & Economics' Executive MBA students returned from their international residency held in Eastern and Western Europe and the Middle East. The EMBA program traveled to Warsaw, Poland; Berlin, Germany; and Istanbul, Turkey last May.

Each year, the EMBA program takes its students on an international trip to experience firsthand how business is conducted in other parts of the world. Through company visits and meetings scheduled with company executives, they are able to learn about issues relevant to business in that part of the world, immerse themselves in the local culture through various tours, and explore how those cultural differences play their parts in business.

The international residency is taken at the end of the first year in the EMBA program. Locations tend to change each year, based on interest and the global business environment. Locations chosen since 1981 have included various cities in Mexico; numerous countries in Europe; Hong Kong, Shanghai, and Beijing, China; as well as Brazil, Argentina, and Chile in South America.



*Fogelman students volunteer to package meals for the less fortunate*

## Eight Students Awarded Presidential Tuition Service Scholarships

Eight Fogelman College graduate students were awarded the prestigious and highly competitive Presidential Tuition Service Scholarship. This scholarship is designed to cover the costs of tuition and fees for three

or six hours of coursework per semester. In return, the students commit to a service component of seventy-five hours for six hours of tuition, or 37.5 hours for three hours of tuition.

The awardees consisted of three International MBA students, two Professional MBA students, and three MS accounting students: Tamika Benton (MS-ACCT), Christine Chumney (PMBA), Jessica Futch (MS-ACCT), Mikell Hazlehurst (IMBA), Melissa Hinote (PMBA), Nicholas Jordan (IMBA), Marcus Lomax (MS-ACCT), and Shi Wang (IMBA).



# Fogelman College Donates 61,000 Meals to the Mid-South Food Bank

In partnership with Outreach International, an organization committed to fighting world hunger, FCBE hosted the Fall 2013 Fogelman Feeds event last October. Fogelman Feeds is a volunteer event during which students, faculty, staff, and community partners package meals to be donated to the Mid-South Food Bank. At this year's fall event, nearly 300 volunteers spent the day packaging more than 61,000 nutritious meals for families in the mid-south region.

The Memphis area has one of the highest hunger rates in the country. A 2013 study conducted by the Mid-South Food Bank and Feeding America found that 22.1% of the population in Shelby County is at risk from hunger, 50,000 of whom are children. Fogelman Feeds seeks to promote action and awareness regarding the plight of those struggling with food insecurity and hunger.

Two Fogelman Feeds events are conducted each year, one per semester. The fall semester's Fogelman Feeds event was scheduled to correspond with World Food Day, on October 16, 2013.

Fogelman Feeds is a part of the Complete Professional Program sponsored by the Avron B. Fogelman Professional Development Center.



*FCBE students conducting mock interviews with the Boys & Girls Club of Memphis*

## FCBE and FedEx Volunteers Share Tips with Future Leaders

FCBE students conducting mock interviews with the Boys & Girls Club of Memphis. This past November, FedEx Services and the Fogelman College of Business & Economics hosted a Resume and Interview Boot Camp for the Boys & Girls Club (BGC) of Greater Memphis. The boot camp offered a professional development opportunity for volunteers in a fun and engaging atmosphere. FCBE volunteers performed a career-dress fashion show for BGC students, showcasing a range of styles that BGC students were encouraged to critique for interview suitability. Styles ranged from suits to pajama

pants. BGC students then rated the level of appropriateness of each outfit. FCBE students also led a discussion about elevator speeches, demonstrating for BGC attendees both the right and wrong ways to use them.

"I could not be prouder of our Fogelman business majors," stated Kathy Tuberville, director of Avron B. Fogelman Professional Development Center. "It was so engaging and inspiring to see our volunteers working directly with the Boys & Girls Club students to provide guidance and information that will help shape the future leaders of our community."

The BGC of Greater Memphis serves nearly 4,000 members each year between the ages of six and eighteen by providing the fun experiences and critical guidance young people need to build bright futures.



*From left to right: Dean Rajiv Grover, Dr. Clara L. Adams-Ender, Annette Webb McNeil, Darryl Poole and Dr. Tom Miller*

## American Academy of Nursing Living Legend, Visited University of Memphis

The Fogelman College of Business in Economics (FCBE), in partnership with the Loewenberg School of Nursing (LSON), was honored to host the American Academy of Nursing "Living Legend" former brigadier general and U.S. Army nurse, Dr. Clara L. Adams-Ender ("General Clara") at the University of Memphis last October. One of the Army Medical Corps' most renowned leaders, General Clara attended two large group discussions regarding leadership in nursing and health care and several smaller meetings with faculty, leaders, alumni, and students from both nursing and business schools. She also visited the VA Hospital to meet with health care professionals and veterans.

General Clara was the first female nurse in Army history to be awarded the Expert Field Medical Badge. General Clara was the first female, African American nurse ever to command a major army base. Following retirement from the army in 1993, this extraordinary leader became an author, educator, consultant, foundation founder, and elected member of the renowned Council on Foreign Relations.

# “Multicolored Tigers” Promotes Diversity and Cultural Awareness

Multicolored Tigers seeks to increase awareness of cultural customs by providing a platform for people from every background to express their heritage. Whether students are from Arkansas or Zimbabwe, Multicolored Tigers members embrace and celebrate their differences. Their events range from treasure hunts to potlucks to drama and dance shows. Multicolored Tigers was founded by three full-time International MBA students, Peter Kennedy, Rohini Daraboina, and Aashish Goyal. The founding members came together to present their idea to Dean Grover, who emphasized the importance of cross-cultural immersion as a part of the learning process.

“Memphis is an international city with an increasing population of immigrants. While these people bring their skills to our city and University, it is equally important to learn

about each other’s’ cultures and embrace the differences,” says Dr. Balaji Krishnan, director of International MBA programs. “We hope that by acquiring this tacit knowledge about one another it will help us all be more more understanding and better global citizens.”

## Five FCBE Alumni Honored as “Super Women in Business”

*Memphis Business Journal* announced its 2013 list of this year’s top twenty-five “Super Women in Business.” These awards honor women in various industries who have achieved significant success through leadership in business and community contributions. Five of the winners are Fogelman College MBA graduates.

Emily Greer, chief administrative officer at ALSAC/St. Jude Research Hospital, graduated from the Executive MBA program in 2006. Donna Abney, executive vice president at Methodist Le Bonheur Healthcare, graduated

from the Executive MBA program in 1983. Dawn Fitzgerald, chief executive officer of QSource, graduated from the Executive MBA program in 2003. Lauren McHugh, president of Huey’s Restaurants, graduated from the Professional MBA program in 1993. And, Kimberly Young, chief financial officer of Baptist Medical Group, graduated from the Professional MBA program in 1990.

“We are extremely proud of these movers and shakers,” says Dean Rajiv Grover. “It is rewarding to see our alumnae recognized for their successes in the business community. Furthermore, they are excellent role models for our current students, especially the young women.”

**Looking for a way to re-connect with classmates, leverage networking opportunities and stay informed about what’s going on at your alma mater?**

Sign up for Fogelman Connect today! Fogelman Connect is a social media platform exclusively for FCBE alumni and friends. Log in through your facebook or LinkedIn account. For more information and to sign up, visit [fogelmanconnect.com](http://fogelmanconnect.com).

## Congratulations to Fogelman College’s Super Women in Business!

The University of Memphis Fogelman College of Business & Economics congratulates the five FCBE graduates who were recently named “super women” in business by the *Memphis Business Journal*.



**EMILY GREER**  
Chief Administrative Officer  
ALSAC/St. Jude Children’s  
Research Hospital  
Executive MBA ‘06



**DONNA ABNEY**  
Executive Vice President  
Methodist Le Bonheur  
Healthcare  
Executive MBA ‘83



**DAWN FITZGERALD**  
Chief Executive Officer  
Qsource  
Executive MBA ‘03



**LAUREN MCHUGH**  
President  
Huey’s  
Professional MBA ‘93



**KIMBERLY YOUNG**  
Chief Financial Officer  
Baptist Medical Group  
Professional MBA ‘90

# Alumni Luncheon Highlights the Value of Education

The Fogelman College of Business & Economics hosted its annual Alumni Appreciation Luncheon in November to celebrate some of the school's most distinguished graduates and honor their lifetime of support.

John Bomer, former president of Consolidated Steamship Agency, and Gary Shorb, president and CEO of Methodist Hospital, received the Outstanding Alumnus Award. David Wedaman, chairman and CEO of ReTrans, Inc., was named Entrepreneur of the Year. And, Rhomes Aur, executive vice president of First Tennessee Bank Wealth Management, was awarded the Distinguished Friend of the College award.

Audiences were moved by both Bomer and Shorb's acceptance speeches. Despite their incredibly successful careers, both were extremely humbled by this honor. They each reinforced the value of education and how their degrees from the Fogelman College dramatically improved their lives. Bomer graduated with a BBA in 1972, and Gary Shorb is an alumnus of the 1985 Executive MBA class.

David Wedaman, who graduated in 1980 with a BBA in accounting, was honored as a successful visionary. He founded Re Transportation in 2002 and has already grown the company to a national level. It currently operates with thirty-five offices across the nation.

Finally, Rhomes Aur, an executive with thirty-one years of experience in the financial services industry, was named this year's Distinguished Friend. This award recognizes individuals who are tremendous supporters of the school and its programs. Aur is a 1981 graduate of the Fogelman College and has continued to be involved in the business school's programs ever since. During his acceptance speech, he reinforced the critical importance the Fogelman College has on the local business community and the banking industry in particular.

Billy Orgel concluded the luncheon with his keynote speech. He reinforced the day's theme by discussing the ways in which education positively affects people's lives. As former chairman and current board member of Shelby County Schools, he was able to illustrate several moving and inspiration testimonials about the power of education. Orgel is also the president of Tower Ventures and part-owner of the Memphis Grizzlies.

"This year's luncheon was especially well received," says Dr. Rajiv Grover, dean of Fogelman College. "All of the award winners reinforced the importance of integrity, hard work, and a well-rounded education. These are the same values we strive to teach in the classroom. It is inspiring to hear accounts from individuals who have become successful by implementing these values in their personal and professional lives."

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*The FCBE Alumni Chapter is accepting applications for new board members.*



*David Wedaman, Entrepreneur of the Year, shaking hands with Dean Grover*



*Outstanding Alumnus, Gary Shorb, and his wife, Glenda*



*Billy Orgel presenting keynote address*



*Award winners, (listed from left to right) Rhomes Aur, David Wedaman, John Bomer and Gary Shorb, gather with Dean Grover (far right).*



*Rhomes Aur walking to the stage to receive his Distinguished Friend award*



*Table of awards*



*John Bomer thanking the audience for his Outstanding Alumnus Award*

# Honor Roll

*The Fogelman College of Business & Economics gratefully acknowledges the following individuals for their generous donations to the College during the past year. (Jan. - Dec. 2013)*

## **Your gift is important to us!**

We have made every effort to report gifts correctly; however, if we have made an error, please bring it to our attention by contacting 901.678.3633.

## **Thank you!**

A.C.A.P. - The Care Foundation  
Mr. and Mrs. T. Robert Abney  
Absolute Storage Management Inc.  
Mr. and Mrs. James W. Adams Jr.  
Ms. Mary F. Adams  
Ms. Aimee D. Aholou  
Mr. William F. Akin  
Mr. William N. Akin  
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Ms. Victoria Y. Bass  
Dr. and Mrs. John W. Baur  
Mr. James W. Beach

Ms. Sigrid Beck-Catanzaro  
Ms. MJ Becker  
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Ms. Deborah J. Bell  
Mr. Richard T. Bellchamber  
Belz Enterprises  
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Ms. Elisabeth A. Benson  
Ms. Linda B. Benton  
Mr. Christopher D. Berry  
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