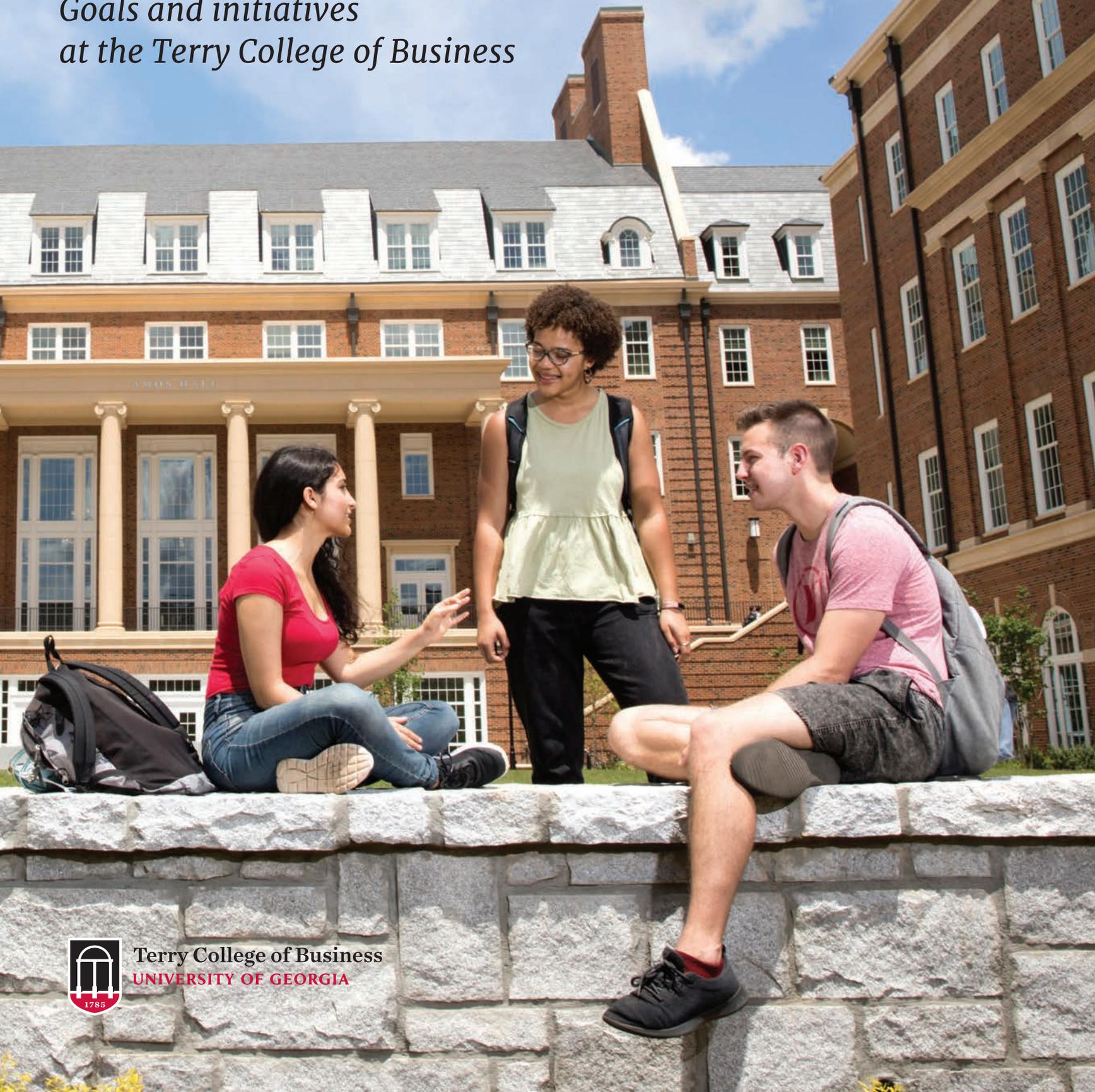
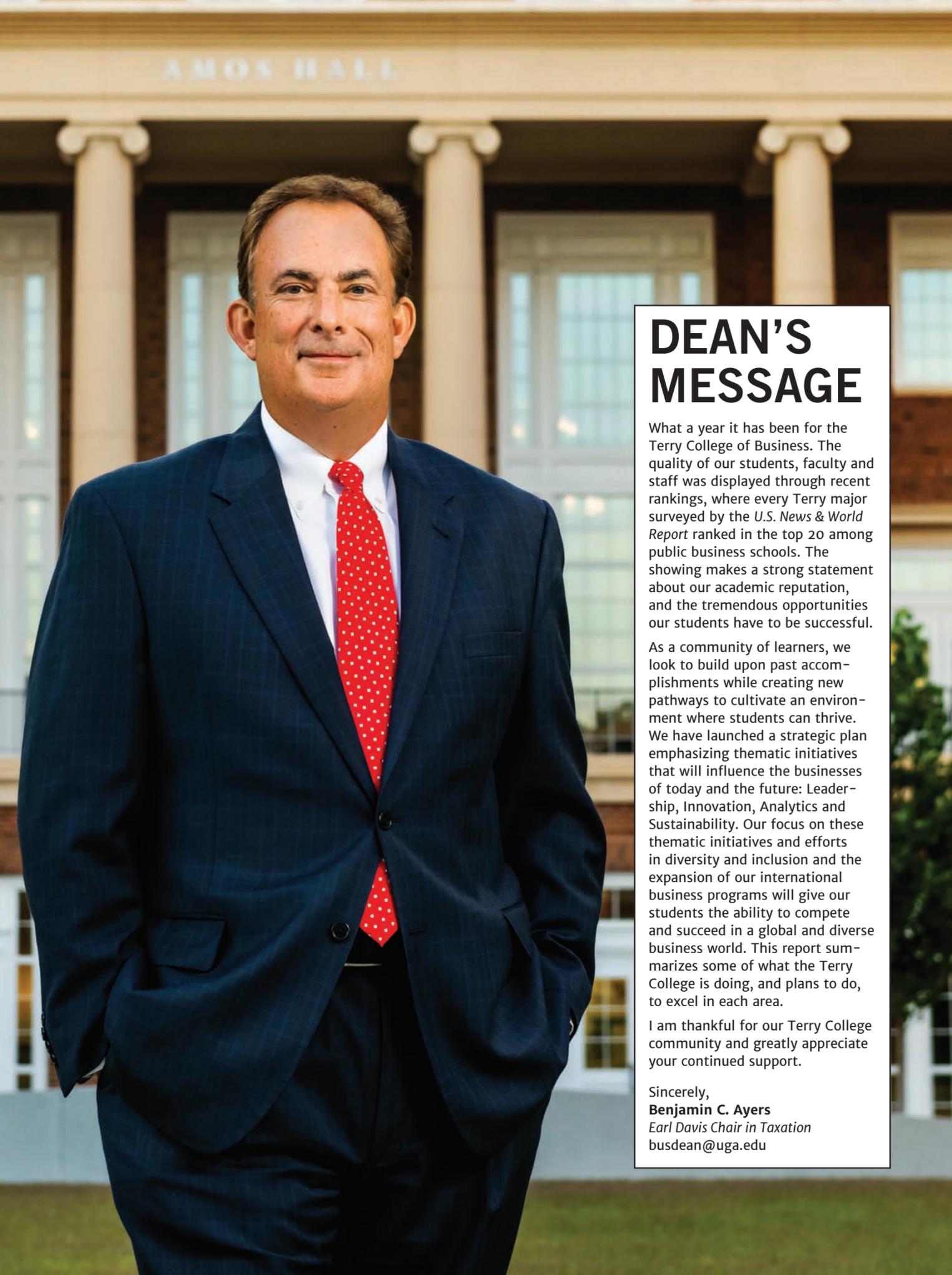


DEAN'S REPORT | 2021

*Goals and initiatives
at the Terry College of Business*



Terry College of Business
UNIVERSITY OF GEORGIA



DEAN'S MESSAGE

What a year it has been for the Terry College of Business. The quality of our students, faculty and staff was displayed through recent rankings, where every Terry major surveyed by the *U.S. News & World Report* ranked in the top 20 among public business schools. The showing makes a strong statement about our academic reputation, and the tremendous opportunities our students have to be successful.

As a community of learners, we look to build upon past accomplishments while creating new pathways to cultivate an environment where students can thrive. We have launched a strategic plan emphasizing thematic initiatives that will influence the businesses of today and the future: Leadership, Innovation, Analytics and Sustainability. Our focus on these thematic initiatives and efforts in diversity and inclusion and the expansion of our international business programs will give our students the ability to compete and succeed in a global and diverse business world. This report summarizes some of what the Terry College is doing, and plans to do, to excel in each area.

I am thankful for our Terry College community and greatly appreciate your continued support.

Sincerely,
Benjamin C. Ayers
Earl Davis Chair in Taxation
 busdean@uga.edu

RANKINGS

The Terry College boasts 13 academic programs ranked among the best public programs in the country, including seven in the top 10.

#13
TERRY COLLEGE OF BUSINESS
U.S. News & World Report
 Undergraduate Program Ranking

#1
RISK MANAGEMENT AND INSURANCE
U.S. News & World Report
 Undergraduate Program Ranking

#2
MASTER OF BUSINESS AND TECHNOLOGY
U.S. News & World Report

#3
EXECUTIVE MBA
Financial Times

#5
REAL ESTATE
U.S. News & World Report
 Undergraduate Program Ranking

#9
FULL-TIME MBA
The Economist

#9
J.M. TULL SCHOOL OF ACCOUNTING
U.S. News & World Report
 Undergraduate Program Ranking

#9
MANAGEMENT INFORMATION SYSTEMS
U.S. News & World Report
 Undergraduate Program Ranking

#13
DEPARTMENT OF FINANCE
U.S. News & World Report
 Undergraduate Program Ranking

#15
MASTER OF SCIENCE IN BUSINESS ANALYTICS
U.S. News & World Report

#16
DEPARTMENT OF MARKETING
U.S. News & World Report
 Undergraduate Program Ranking

#18
DEPARTMENT OF MANAGEMENT
U.S. News & World Report
 Undergraduate Program Ranking

#29
PROFESSIONAL MBA
U.S. News & World Report

Note: *U.S. News & World Report* does not rank departments of economics.



STRATEGIC INITIATIVES

Accordant with our mission, the Terry College of Business continually presses forward to prepare our students for evolving career opportunities and keep the college at the forefront of business education. To achieve these objectives, the Terry College has centered on strategic priorities in Analytics, Innovation, Leadership, Sustainability, Diversity and Inclusion and International Business.

ANALYTICS

To prepare students to succeed in today's data-driven business environment, we are expanding analytics curriculum across Terry.



Master of Science in Business Analytics

A one-year interdisciplinary program, the Master of Science in Business Analytics (MSBA) helps develop technical expertise in collecting, analyzing and interpreting big data in a business context. During the program, students develop expertise in the collection, storage, analysis, interpretation and visualization of data, as well as learn the predominant programming languages in the field, namely SQL, R, and Python. Efficient processing of large quantities of data via platforms such as Hadoop and SAS are also included. Business courses in analytics, marketing, economics and strategy provide students with frameworks to turn data analyses into business insights.



Undergraduate Area of Emphasis in Business Analytics

To broaden undergraduate students' analytics skills, Terry plans this year to add an area of emphasis in business analytics for each undergraduate major. The area of emphasis will develop skills to enable undergraduate students to synthesize data, generate insights and recommend strategies. These efforts underscore an exciting push toward expanding business education into the fields of data science, artificial intelligence, machine learning and more. Through the emphasis, students will have hands-on experience using analytics to solve real-world business problems and learn the necessary skills for defining business analytics for data-driven decision making.



Master of Marketing Research (MMR)

The MMR program at Terry was the first Master of Marketing Research program in the U.S. and is internationally regarded as the standard of comparison for such programs. MMR students are immersed in a rigorous academic program with hands-on use of the same analytics tools and research methods used by the marketing research industry to guide business decisions. The program emphasizes business applications and students acquire a solid grounding in marketing strategy. As a result, our MMR graduates are highly sought after by both the marketing research industry and market intelligence/consumer insights departments of major corporations. Our program maintains ties with many partner corporations who, acting as advisory board members, guide the program content for standards and relevancy.

\$77K

average starting salary for MSBA graduates

100%

of MMR and MSBA students employed full-time within 3 months of graduation

730

MMR alumni since the program began in 1980





INNOVATION

The Terry College is cultivating a community of innovation through collaboration, entrepreneurship and experiential learning.



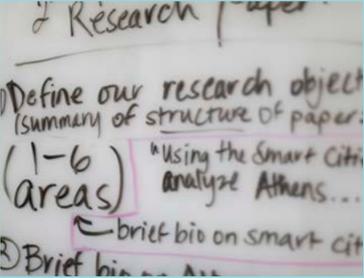
Entrepreneurship Program

The Entrepreneurship Program, housed in the Terry College, is a collaborative, campuswide initiative serving the University of Georgia and our community. True to UGA's commitment to excellence, entrepreneurship programs and events are designed to inspire and equip the next generation of innovative leaders. We infuse and refine an entrepreneurial mindset in our students through experiential learning and comprehensive academic courses. In addition to earning an Undergraduate or Graduate Certificate in Entrepreneurship, students can also earn an MBA with a concentration in entrepreneurship. The university-wide certificate launched in the spring of 2016, and students from any college within the university can apply to be a part of the program.



Studio 225

Sitting on the edge of where campus meets downtown Athens, Studio 225 serves as the home to the UGA Entrepreneurship Program. It houses faculty/staff offices, student business offices and space where student entrepreneurs can meet to form teams, meet with mentors and collaborate to develop ideas. In addition to huddle rooms, conference rooms, and study nooks the building includes a variety of multipurpose educational areas – such as a maker space, a pitch deck, and a collaboration space – where students can work through business plans and showcase ideas to potential investors. Studio 225 hosts numerous activities, such as the Entrepreneurship Speaker Series, national pitch competitions, accelerator programs, and group meetings.



Business, Systems and Technology Innovation

This year, Terry launched the Business, Systems and Technology Innovation initiative. As part of the initiative, Terry plans to launch courses focused on change, technology and innovation across business concentrations; a Business, Systems & Technology Innovation elective focused on the long-term fundamentals that sustain organizational success; a regular seminar series that features guest experts sharing insight into models, systems or technology; experiential programs to enable students to learn firsthand about innovations transforming businesses, industries, and society; research grants and seed funding to support faculty research on innovation across business disciplines; and community engagement through student project teams and faculty researchers to address business challenges and opportunities.

3,500+

students impacted by the Entrepreneurship Program

\$50K+

awarded to winners in pitch competitions by the Entrepreneurship Program each year

\$531M

in national impact from UGA startup program

28

companies received seed grants from the UGA Kickstart Fund

LEADERSHIP

Terry instills leadership capabilities that promote self-development, effective communication, teamwork, innovation and adaptability.



Institute for Leadership Advancement (ILA)

With the Institute for Leadership Advancement as a guiding light, Terry aims to develop ethical leaders who embrace stewardship, excellence, integrity and purpose. Through leadership curriculum, service projects, networking and experiential opportunities across academic departments, we seek to empower all Terry students to lead in their lives and careers. Terry offers two ways for students to earn a Certificate in Personal and Organizational Leadership: the two-year Leonard Leadership Scholars Program and the yearlong Leadership Fellows Program. With the generous support of Chick-fil-A, the Terry College is growing the Leadership Fellows Program, expanding leadership courses across the Terry College, and initiating the Leadership Dawgs Alumni Symposium.



Terry Women's Initiative (TWI)

The Terry Women's Initiative provides an array of experiences and resources designed to promote the confidence and leadership skills needed for students to achieve their academic, personal and professional goals. As an inclusive initiative, it welcomes all Terry students. Program highlights include a Learning from the Pros Series, a series of panels, workshops and presentations designed to introduce students to potential career paths; flash mentoring; the TWI Annual Golf Clinic; and Sea Island Scholars (pictured above), an annual experiential learning opportunity with notable Terry alumnae and supporters. It offers an inside look at the business operations of an internationally recognized resort, and the chance for students to further develop personal and professional goals.



Deer Run Fellows

Each semester, eight of our highest achievers are selected to participate in leadership classes with Dean Ben Ayers and a weekend leadership retreat with former Coca-Cola CEO Doug Ivester (BBA '69) and other executives at Deer Run, Ivester's 25,000-acre property in Leary, Ga. The Deer Run Fellows program helps to foster understanding of effective leadership; engages students intellectually through lectures and discussion, as well as discussions of their life and professional goals and plans; informs students about the business operations of a modern farm and its impact on the economy; and promotes team building through activities associated with life on Deer Run. At the weekend leadership retreat, prominent executives discuss their area of expertise, and topics may include any aspect of business in a wide array of organizations.

1,500+

alumni of ILA's leadership development programs

\$10M

pledge from Chick-fil-A to expand and enhance ILA

84

external consulting projects Terry students participated in last year

53

Terry alumni-led businesses in 2022 Bulldog 100





SUSTAINABILITY

Through embracing sustainability in business, the Terry College is helping to address some of the world's most pressing problems.



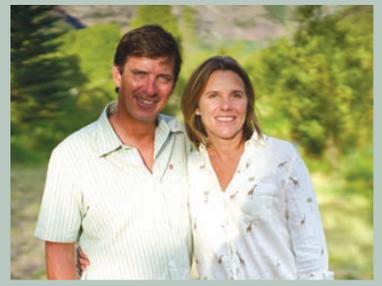
Sustainability Certificate

As a sponsoring college of UGA's Sustainability Certificate, Terry believes its graduates should not only become business leaders, but also responsible business leaders mindful of their global impact. In the certificate program, students gain an understanding of issues pertaining to sustainability, as well as what sustainability means for individuals, communities and the world. It incorporates applied learning in interdisciplinary settings and equips students with critical skills to address global sustainability challenges through real-world solutions. The Sustainability Certificate emphasizes seven key competencies to link knowledge, skills, values, aptitudes and attitudes necessary to address complex sustainability challenges in alignment with the United Nations Sustainable Development Goals.



Social Innovation focus in MBA

The Georgia MBA Social Innovation focus prepares students to work on creative solutions to the key challenges facing business and society. The Social Innovation focus includes 15 hours of coursework and an applied learning experience where students work on either a service learning project, a B Corp project with a corporate partner, or participate in Terry's Non-Profit Board Fellows Program. Terry students have helped organizations such as Wander North Georgia (pictured above), Ad Victoriam Solutions and Creature Comforts Brewing Co. with their B Corp certification initiatives, worked on service learning projects with Ciné and the Clarke County School District, among others, and served on the boards of local non-profits such as Extra Special People, Athens Area Community Foundation and Books for Keeps.



Faculty support, speaker series

This year, the Terry College launched a Sustainability Initiative and fund for faculty support for the endeavor. The pledge from the family of Joanna (BSEd '87) and Stuart (AB '92) Brown (above) of Telluride, Colo., will help attract, retain and support a scholar who serves as a champion for sustainable development instruction. The endowment will help provide financial resources to launch the sustainability initiative and annual funds to support programs at Terry for years to come. Plans for the initiative include hiring faculty, expanding course offerings, launching a new undergraduate area of emphasis in sustainable development and supporting new experiential learning opportunities. The college seeks to secure additional funding for a sustainability speaker series, research support, faculty-led study away programming and internship opportunities.

\$5K

in grants available to students each year who wish to initiate projects that advance sustainability

\$1M

gift from Brown family to start the Sustainability Initiative

102

student groups earning a campus sustainability grant since 2011

185

students earning the Sustainability Certificate since 2017

DIVERSITY & INCLUSION

The Terry College of Business believes diversity and inclusion strengthen our community to help make business a force for good.



Terry Diversity Fellows Program

The Terry College received a gift from EY that will expand efforts to enhance student diversity through recruitment, professional development and mentorships. The gift will fund diversity and inclusion initiatives to increase Terry's outreach to high school students and also offer pre-business students earlier access to professional development, mentorship opportunities and corporate site visits. The Terry Diversity Fellows Program, sponsored by EY, will be facilitated by a newly created position in student services. It grew out of dialogue current students shared with faculty and administrators about ways the college could enhance its onboarding of new students.

\$500K

gift from EY to expand student diversity efforts at Terry



Terry Trailblazers

As part of Black History Month, the Terry College recognizes four outstanding African American alumni who are pioneers in their industry. In 2021, Terry honored **Dr. Harold Black** (BBA '66, pictured above), professor emeritus at the University of Tennessee and the fourth African American student and the first African American male freshman to attend the university; **Angela Tolliver** (BBA '92, MBA '14), engineering data governance leader at Cox Communications; **George Azih** (BBA '03), founder and CEO of LeaseQuery; and **Kiana Morris** (MBA '14), director of the Office of Planning, Budget and Legislation at the Centers for Disease Control and Prevention.

2014-2021

consecutive years that UGA earned the national Higher Education Excellence in Diversity Award



Workforce diversity

The William E. and Barbara H. Beckham Jr. Workforce Diversity Certificate provides participants with the professional, social and cultural knowledge to successfully launch a career in a competitive job market. Thousands of students have benefited from the Workforce Diversity Series, which helps train the next generation of business leaders in international business practices and team effectiveness. This certificate equips students with a better cross-cultural understanding of their work environment. This certificate provides students with the skills to develop a "management capability" for leveraging diversity in their coursework and improve business performance throughout their careers.

1,600

first-generation college students on UGA campus in Fall 2021





INTERNATIONAL BUSINESS

Terry seeks to empower students to understand the world beyond their doorstep and learn to collaborate with the world.



International Business co-major

Offered in conjunction with other Terry College majors, the International Business co-major gives students a competitive edge in the global job market. The Terry IB co-majors study a contemporary foreign language through the conversation level; learn about the international business environment and international strategic management; study an international function of business outside of their primary major; and gain real-world experience by participating in an internship, study abroad, or by taking advanced language classes to boost language skills.



Study abroad

Terry continues to expand study abroad programs to maximize students' ability to participate in an international education experience. Faculty-led study abroad programs allow students to live and study abroad independently, while participants in foreign exchange programs essentially trade places with a student from a partnering university. These life-changing experiences provide students with an integral understanding of international business through experiential learning inside and outside of the classroom. Increasing merit and need-based scholarships to make study abroad more accessible to students is a strategic priority for the college.



Brown Family Scholars

A gift from the Terry (BBA '84) and Lisa Brown family established the Brown Family Scholars program, which provides vast access to international and experiential learning for Terry College students with financial barriers. At present, 2,500 Terry students have a documented financial need, as the average cost of a study abroad experience for a student is \$5,000. The Brown Family Scholars program diversifies access to these programs and will impact Terry students for years to come. The financial support helps make the college's vision that all Terry students, regardless of financial status, can access study abroad.

70+

student organizations at UGA with a focus on global commerce and international experience

15

student exchange partnerships supported by Terry with top academic institutions on five continents

290

undergraduates were enrolled in the IB co-major in 2020-21

YEAR IN REVIEW

With top rankings, faculty excellence, student success and alumni achievement, the Terry College of Business had a stellar 2021.



JANUARY

The **Online Master of Business and Technology** degree was ranked No. 4 by *U.S. News & World Report* among non-MBA programs in its survey of the Best Online Programs for college graduates interested in furthering their education. The MBT degree is taught entirely through online courses. Working professionals can complete the part-time program in two years without taking time out from their careers.

FEBRUARY

For the second straight year LeaseQuery LLC, an Atlanta-based firm headed by Terry alumnus **George Azih** (BBA '03) and Chris Ramsey, topped the Bulldog 100 ranking of the fastest-growing businesses owned or operated by UGA alumni. The company helps accountants and finance professionals eliminate errors through its lease accounting software — the first of its kind built by accountants for accountants.

MARCH

The Terry College management faculty was ranked first in the nation for its research productivity for the second year in a row. The **Department of Management** published the most papers in the field's top research journals in 2019 and again in 2020. The department's five-year publications total ranked fifth nationally, with the University of Georgia credited with 68 published papers from 2016–2020.

APRIL

Terry's **Full-Time MBA Program** and, for the first time, **Business Analytics** as a specialization were both ranked in the top 20 among public business schools by the *U.S. News & World Report*. The Full-Time MBA Program was ranked No. 39 in the nation and tied for 17th among public business schools. Terry was ranked No. 33 overall and 15th among publics for Business Analytics.

MAY

NBC reporter **Maria Taylor** (ABJ '09, MBA '13) told UGA graduates to “speak your truth, live in your purpose, walk in grace, and inspire with your legacy” during her undergraduate Commencement address at Sanford Stadium. Of the 7,500 students who graduated in 2021, more than 2,700 were Terry students.

JUNE

John Hulland, who holds the Emily H. and Charles M. Tanner Jr. Chair in Sales Management at Terry, was appointed to head the Department of Marketing. Hulland, who came to UGA from the University of Pittsburgh in 2011, succeeded **Charlotte Mason**, who returned to full-time teaching and research. Mason holds a Terry Chair of Business Administration and served as department head since 2008.



JULY

Santanu Chatterjee was named Terry's associate dean for diversity, international and master's programs. He has directed the Full-Time MBA Program since 2014 and led the formation of the Master of Science in Business Analytics degree four years ago. He also holds a Josiah Meigs Distinguished Teaching Professorship in the Department of Economics.

AUGUST

Terry received a \$1 million gift from **EY**, a global leader in assurance, consulting, strategy and transactions, and tax services, that will expand efforts to enhance student diversity through recruitment, professional development and mentorships and establish the **Dennis R. Beresford Professorship of Accounting**, in honor of the longtime EY partner and former member of the J.M. Tull School of Accounting faculty.

SEPTEMBER

In its annual survey, *U.S. News & World Report* ranked a total of seven academic majors at Terry among the top 20 public business schools in their respective fields. It was the most business majors at Terry to be ranked by *U.S. News* in a single year, led by risk management and insurance at No. 1 in the nation. Collectively, Terry's undergraduate program ranked No. 23 overall and 13th among public business schools in the U.S.

OCTOBER

Raphael Bostic, president of the Federal Reserve Bank of Atlanta, brought his perspective on leadership and building successful teams to UGA during the Mason Public Leadership Lecture, hosted by the Terry College of Business Institute for Leadership Advancement. Bostic told the audience that a team is strongest when everyone is contributing, and the same is true of society when all are contributing their best to the nation's economy.

NOVEMBER

Jay Henry (BBA '93), director of corporate innovation at Shaw Industries, told students and guests at the inaugural lecture for the Terry Innovation Speaker Series that it doesn't matter how established your company is or how long they've been making a product, innovation is a necessary part of every business plan. “We need disruption. We need to do it ourselves. This is why innovation is important.”

DECEMBER

Georgia Economic Outlook returned to its annual in-person forecast at the Georgia Aquarium in Atlanta. The forecast is based on the Georgia Economic Outlook report, produced by UGA's Selig Center for Economic Growth. This year's forecast is positive with steady growth projected throughout the year, albeit slower than the initial recovery seen in 2021. In 2022 the state is expected to surpass its pre-pandemic jobs count, signaling full recovery.

STUDENTS

Terry students learn the skills to become future leaders while winning top honors, national awards and actively helping businesses solve problems.



STUDENT OF THE YEAR FINALISTS

Five students were nominated as the Terry College Student of the Year in April. The winner was **Jan Joho** (center), of Framingham, Mass., who earned degrees in finance, economics and German. Jan was an ILA Fellow and created the Terry Student Research Group, among many other activities. The finalists included, left to right:

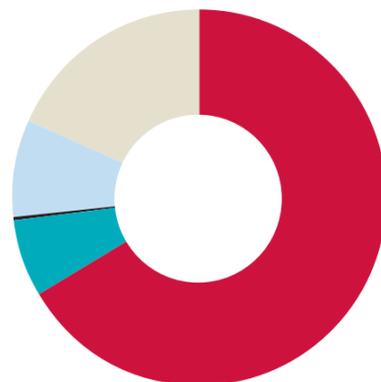
- **Amanda Lynn Arboleda**, of Auburn, earned a degree in economics and was an Leadership Fellow. She served as a Terry Ambassador, Sea Island Scholar and president of Women in Business.
- **Cameron Falk**, of Acworth, earned degrees in finance and management and a minor in Spanish. He was an Honors

student, Leadership Scholar, president of the Atlas Business Society and a member of the Student Managed Investment Fund.

- **Zakiyya Ellington**, of Little Elm, Texas, earned undergraduate degrees in accounting, Arabic and a master's degree in business analytics and a minor in Spanish. She is a Schwarzman Scholar, an Honors student, Foundation Fellow and Stamps Scholar.
- **Brennan M. Cox**, of Atlanta, earned a degree in finance and a certificate in legal studies. He was an Leadership Fellow, an Honors student, a Deer Run Fellow and a member of the Student Managed Investment Fund.

DEGREES CONFERRED

- Undergraduate (2,240)
- MBA (228)
- Ph.D. (10)
- Specialized master's (284)
- Certificates (609)



2020-21 Academic Year
Source: UGA Office of Institutional Research

STUDENT POPULATION

8,233 UNDERGRADUATE ENROLLMENT
Fall 2021

971 GRADUATE ENROLLMENT
Fall 2021

95% JOB PLACEMENT
Undergraduate and graduate students in past four years were employed full-time within three months of graduation

STUDENT ACCOLADES

- **Kristen Dunning**, a graduate student and founder of Gently Soap, impressed judges with her idea for a subscription box of craft and herbal goods during UGA's Idea Accelerator Demo Day pitch competition in October. Her pitch for The Herby Box won her \$2,500 in startup capital for her new venture. She plans to use the money for a social media marketing campaign to fuel the sale of 150 boxes by the end of January.
- A startup idea called Meld, an internship platform connecting college students with small businesses seeking workers, won the \$2,500 top prize at the 2021 Community Design Sprint virtual pitch competition. Created by **Sabrina Greco**, Meld would respond to the needs of small businesses in college towns. Students complete a profile, personality assessment and match with compatible businesses in terms of skills, goals and interests.
- For the third year in a row, a Ph.D. student from the Terry College's Department of Marketing has won the William O. Bearden Doctoral Student Research Award as part of the Southeast Marketing Symposium. Third-year doctoral student **Lan Anh Nu Ton** won first prize in the marketing research competition.
- Senior **Arden Farr**, an Honors student from Memphis, Tenn., was selected for the fourth cohort of Knight-Hennessy Scholars, a global graduate-level program at Stanford University. A Foundation Fellow, Farr graduated with bachelor's degrees in international affairs and economics from the School of Public and International Affairs and Terry College, respectively. She began a master's degree in international policy at Stanford University in the fall. The Knight-Hennessy Scholars program provides full funding for graduate students as they pursue studies ranging from medicine to law to doctoral programs as well as joint and dual degrees.

• **George "Tripp" Koenig** of Atlanta, an Honors student majoring in finance and international business in Terry, spent six weeks over the past two summers in Quantico, Va., tackling the task of U.S. Marine Corps Officer Candidate School. Koenig thrived, rising to the top of his class and earning the Marine Corps Commandant's Trophy, an honor presented to the candidate with the highest aggregate score in leadership, academic performance and physical fitness during the six-week Platoon Leaders Class.

• **Worth McFall**, founder of Somewhere Waffle and a Terry senior studying economics, won the \$5,000 Summer Launch Demo Day. The business plan for Somewhere Waffle, a food truck that caters events like wedding parties and sorority socials, has shifted over the past year. McFall's long-term plan had included developing the food truck into a chain of fast-casual restaurants.

• A team of student workers at the Terry College received the top group honor in the annual Student Employee of the Year awards program, co-sponsored by the University of Georgia Career Center. **Allison Doss, Jack Dugan, Samir Gupta, Natalie Roberts, Chandler Shockley** and **Lawson Smith** won the Student Employee of the Year Team Award for their work in Terry's Office of Information Technology, where they performed a crucial role helping the college transition to remote learning during the early days of COVID-19.



MBA student veterans bond over shared service, goals

An enterprising group of MBA students, who discovered several of them were former or present military veterans, formed the Georgia MBA Veterans Club. It helps MBA student veterans build professional networks and share time with people with similar experiences. About one in four Georgia MBA students is a veteran or active-duty service member. Former U.S. Army Aviation Officer Jason Hedrick and Army officers Ania Gardner and Jackson Perry and former U.S. Marine Capt. J.T. Carroll serve as club officers. The club boasts nearly two dozen members, composed of student vets from the Full-Time MBA in Athens and Terry's Executive MBA and Professional MBA programs in Atlanta.

MBA CONSULTING PROJECTS

Project-based courses and experiential learning opportunities in Georgia's Full-Time, Executive and Professional MBA programs prepare students to solve complex business problems in ambiguous contexts. Terry offers coursework, projects, and student leadership roles that foster a learning environment focused on the practical application of knowledge. The programs source team-based projects for our students through the Consulting, Lean Six Sigma, and Innovation Projects courses, the Leadership Fellows Program, corporate-sponsored case competitions and the MBA Volunteer Dawgs. Recent consulting projects include:

• **Emylee Connally**, a 2021 MBA graduate, led a team of fellow students to consult with Wander North Georgia, an independent outdoors outfitter and lifestyle store in Clayton, to complete its B Corp audit process and apply for B Corp certification. Other companies partnering with UGA have included a brewery, a wealth management firm, a software company and an architectural firm.

• The Full-Time MBA offers the **Non-Profit Board Fellows Program**, which places first-year MBA students on boards of directors of Athens area nonprofits through a competitive application process. Students serve as nonvoting, ex officio members through the four semesters of the MBA program. Participating nonprofits benefit from the energy and fresh perspectives of dedicated Fellows, the network of the Georgia MBA community and help shape the next generation of civic leaders.

FACULTY

Terry faculty gather national awards, train tomorrow's business leaders and continue to excel in publishing pertinent and informative academic research.



Leniency and worker misconduct

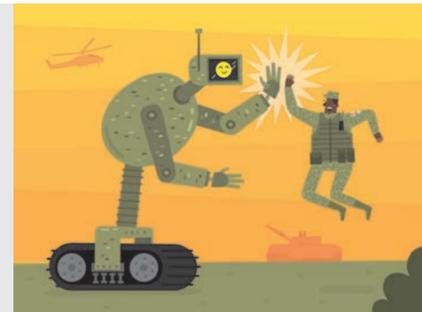
When an employee breaks the rules, what do you do? Enforce the policy, issue a slap on the wrist or look the other way?

Organizational behavior researchers at the Terry College found that employees who give a pass to rule-breaking co-workers have conflicting reactions, causing an emotional tug of war that can affect job performance.

"When individuals are lenient, it makes them feel proud, which makes them perform better on the job," said management professor **MARIE MITCHELL**, who studies dysfunctional behavior in the workplace. "But there's also a conflicting feeling: guilt. Over time that exhausts them and hampers their performance."

Building trust between humans and robots

As more artificial intelligence systems and robots aid human workers, building trust between them is key to getting the job done. Terry College professor **AARON SCHECTER** is seeking to bridge that gap with assistance from the U.S. military. Schecter, an assistant professor in the Department of Management Information Systems, received two grants — worth nearly \$2 million — from the U.S. Army to study the interplay between human and robot teams. While AI in the home can help order groceries, AI on the battlefield presents a much riskier set of circumstances — team cohesion and trust can be a matter of life and death.



Private equity buyouts create safer workplaces

When it comes to worker well-being, private equity firms aren't usually seen as allies. But it turns out workers are often safer after their companies have been bought out. Terry College finance professor **MALCOLM WARDLAW** reviewed years of job injury data at companies with public ownership that were purchased by private equity firms and at public companies that remained owned by shareholders.

"There's a conventional wisdom that when a private equity firm buys a company, the goal is to strip it down to its bare essentials, and that would entail stripping away the investments in workplace safety," Wardlaw said. "But that doesn't seem to be the case."

For more information about Terry research: terry.uga.edu/research

FACULTY AT A GLANCE

179

FULL-TIME FACULTY
Fall 2021

29

PART-TIME FACULTY
Fall 2021 and
Spring 2022

114

TENURED/
TENURE TRACK
Fall 2021

34

NAMED/ENDOWED
CHAIRS AND
PROFESSORSHIPS
Fall 2021

NEW FACULTY Terry College welcomed nine new faculty members this fall.

MARIANA ANDRADE-ROJAS

Associate professor,
Department of Management
Information Systems
Ph.D., University of Hong
Kong



SUSAN BROWN

Executive Director and
Lecturer, Professional and
Executive MBA Programs
MBA, University of
Georgia



FILIFE CORREIA

Assistant professor,
Department of Finance
Ph.D., University
of Illinois Urbana-
Champaign



TARI DAGOGO-JACK

Assistant professor,
Department of Marketing
Ph.D., University of
Washington



ONYEDIKA EKWERIKE

Lecturer, Institute for
Leadership Advancement
Ph.D., Kansas State
University



LEONARD GOFF

Assistant professor,
Department of Economics
Ph.D., Columbia
University



JULIE MCGINTY

Senior lecturer, J.M. Tull
School of Accounting
MAcc, University of
Georgia



JOHN RIOS

Lecturer,
Department of Management
Information Systems
Ph.D., University of Iowa



XU (ETHAN) TIAN

Assistant professor,
Department of Finance
Ph.D., University of
Rochester



SELECT AWARDS

SUNDAR BHARADWAJ, the Coca-Cola Company Chair of Marketing, was named an ISBM Fellow by the Institute for the Study of Business Markets. ISBM Distinguished Research Fellows are selected by fellow researchers in recognition of their work and dedication to the advancement of business-to-business marketing practice and theory.

RADINA BLAGOEVA, assistant professor of management, received the 2020 Dissertation Award from the Erasmus Research Institute of Management. The award recognizes Blagoeva's dissertation, "The Hard Power of Soft Power: A behavioral strategy perspective on how power, reputation, and status affect firms," published in the *Academy of Management Journal* and *Strategic Management Journal*.

ROB HOYT, the Dudley L. Moore Jr. Chair of Insurance and head of the Department of Insurance, Legal Studies and Real Estate, won the 2021 Mehr Award for "The Value of Enterprise Risk Management," a paper he co-authored in *The Journal of Risk and Insurance* in 2011. It has influenced a decade of research into the value of enterprise risk management and was given the award in recognition of its long-term effect.

ELENA KARAHANNA, the C. Herman and Mary Virginia Terry Distinguished Chair of Business Administration and UGA Distinguished Research Professor, was awarded the title of Distinguished Fellow by the INFORMS Information Systems Society. The ISS Distinguished Fellow Award recognizes individuals who have made outstanding intellectual contributions to the information systems discipline.

Editors of the *American Business Law Journal* presented **LINDSAY SAIN JONES**, assistant professor of legal studies,

with its Hoeber Memorial Award for Excellence in Research. Her paper, "Aligning National Bank Priorities with the Public Interest: National Benefit Banks and a New Stakeholder Approach," appeared in the *American Business Law Journal*.

STEVEN POTTIER, professor of risk management and insurance, won the Casualty Actuarial Society Award in recognition of his paper "Estimating the Cost of Equity Capital for Insurance Firms With Multiperiod Asset Pricing Models," published in *The Journal of Risk and Insurance*.

IAN SCHMUTTE, associate professor of economics, was named to the editorial board of *The Journal of Privacy and Confidentiality*, an interdisciplinary journal focusing on sharing research in the areas of privacy, confidentiality, and disclosure limitation. Schmutte, who studies labor economics and data privacy, also was named review board chair for the Atlanta Research Data Center at the Federal Reserve Bank of Atlanta.

JULIO SEVILLA, associate professor of marketing, was selected for the Advertising Research Foundation's 2021 class of MSI Young Scholars. This group of marketing academics convenes every other year to discuss their research, encourage future collaboration, and foster their interest in solving real-world marketing problems. Sevilla is ranked 30th in the world for research productivity in top American Marketing Association journals between 2011 and 2020.

RUCHI SINGH, assistant professor of real estate, was awarded a \$127,840 grant from the U.S. Department of Housing and Urban Development. The grant aims to develop new methods for calculating fair market rental rates in areas with rental shortages or rapidly rising rents. The project is a collaboration with faculty at the University of Illinois-Chicago.

PHILANTHROPY



The Terry College seeks private support from our alumni to fortify our strategic priorities.

STUDENT VETERANS

With a Terry degree, veterans are well equipped for career success. But many arrive on campus with families to support and limited access to government benefits. We aim to ease their financial burden by creating scholarships designated for these heroes. Your gift helps write a student veteran's next chapter by providing support for living expenses and experiential learning opportunities. It helps shape the college's future, as scholarships allow Terry to compete with the nation's top business schools in veteran recruitment.

NEED-BASED SCHOLARSHIPS

At the Terry College of Business, we give students the tools they need to thrive in an ever-changing world.

Private gifts allow us to expand our reach by providing need-based scholarships to students who are interested or enrolled in our top-ranked undergraduate programs.

Scholarships give these students full access to Terry's ultramodern facilities, field-leading faculty, outstanding career services and powerful alumni network, ensuring that they are primed for success in both business and life.

A Terry degree makes a measurable difference in our students' lives. Typically, over 95% of students accept employment offers within three months of graduation. Many go on to become innovators in their field. Need-based scholarships make this possible.

With a gift, you can create an endowed scholarship to aid Terry students in perpetuity. Join us today to help prepare tomorrow's business leaders for success.

By the numbers

- 33% of Terry undergraduates have documented financial need, but just 6% receive need-based scholarships
- \$27,958/\$47,372 in annual student costs in Fall 2021
- 435 Terry undergrads received need-based aid (FY20)
- \$1.2 million paid in need-based aid (FY20)
- 111 Terry students received Georgia Commitment Scholarships (FY20)

ANALYTICS

As we continue to evolve to meet industry demand, we plan to create an endowed Center for Business Analytics that will consolidate all analytics efforts at Terry, by creating a platform that brings together academic programs, faculty expertise in instruction and research, industry collaborations and experiential learning opportunities. Your gift in support of this effort will enhance Terry's analytics offerings through an Analytics Lab in the Business Learning Community; research grants and seed funding to support faculty research on related topics; big data projects with corporate partners; additional coursework in programming languages; case competitions and hackathons; and scholarship support for analytics students. These initiatives will enable Terry students to develop leadership, project management and teamwork skills both inside and outside the classroom in the area of analytics.



INNOVATION

The Terry College has long recognized the importance of technology and innovation. As part of the college's strategic plan, we hope to firmly establish innovation as a core value of the Terry College — one that transcends any single course or major. To do this, we plan to create the **Center for Business, Systems & Technology Innovation**. With this new center, we can prepare students to become transformative leaders while reinforcing our commitment to innovation collegewide. The center will enhance and broaden innovative education, research and outreach at Terry and beyond. When funded, it will fulfill its mission through a certificate program, seminar series, undergraduate innovation elective, experiential programs, faculty research and community engagement.

DIVERSITY & INCLUSION

We greatly appreciate your financial support of the programs, groups, funds and events that advance Terry's commitment to DEI. Funding opportunities include:

- Make a gift of any size to the **Terry College Diversity Relations Fund**, the college's most versatile DEI fund, which allows us to create integral programming, attract and support outstanding students, and provide scholarships and learning opportunities.
- Donors interested in supporting a specific DEI area within Terry may establish their own endowed support fund or contribute to an existing fund, such as: William E. and Barbara H. Beckham Jr. Workforce Diversity Certificate, Risk Management & Insurance Diversity Recruitment Fund, National Association of Black Accountants Future Leaders Fund, Terry Women's Initiative Fund and Veterans Scholarship Fund.

SUSTAINABILITY

In preparing students to solve tomorrow's business challenges, we are mindful of our global impact. Our graduates should not only become leaders — they should become responsible leaders. We are committed to making sustainability a core element of the Terry experience. Your gift supports current collegewide efforts to hire faculty, enhance course offerings, fund sustainability research, launch a speaker series and expand student participation in life-changing experiential programming.

TERRY EXCELLENCE FUND

As we complete a successful calendar year, we want to highlight the impact of your support on our efforts. Together, we continue to open doors for our students.

Terry's resilience during this time would not have been possible without the Terry College Excellence Fund. Our most critical and versatile funding source allowed us this year to:

- Provide scholarship support to current and incoming Terry students.
- Purchase and install innovative classroom technology to improve virtual and socially distanced learning.
- Implement enhanced safety measures to ensure the well-being of our students, faculty and staff.
- Offer innovative virtual, hybrid and in-person experiential learning opportunities as well as employer and alumni connections for students in both challenging and encouraging times.

We remain committed to providing students with a world-class business education. Your support of the Terry College Excellence Fund helps us open doors for all students.

To make a gift to support these priorities, please contact Kathy Ortstadt at ortstadt@uga.edu or 706.542.3546

Terry Dean's Advisory Council

The Terry Dean's Advisory Council is the senior-level task force of volunteers established for the purposes of promoting and improving the Terry College. In particular, members of TDAC advise the Dean, help foster corporate relationships and participate in or lead activities for the good of the Terry College.

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Alumni Board of Directors

The Terry College of Business Alumni Board serves in an advisory capacity to the Dean and faculty to further the goals of continuous improvement in instruction, research and service and professional activities in business administration. Board members work to promote and support the programs and activities of the Terry College in order to cultivate and encourage a continuing affiliation between alumni and the institution.

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The Terry College of Business Young Alumni Board exists to bridge the gap between the Terry College student experience and greater alumni network. The board's mission is to develop initiatives that support the goals of the Terry College.

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