

## Man in the Middle

Bryan Calhoun (BBA '92) is  
Vice President of New Media  
at D.C.-based Sound Exchange,  
which dispenses \$200 million a  
year in digital music royalties



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# Inroads in music/E! world




**Before the advent** of the Music Business Certificate Program, UGA students intent on a career in the music industry were on their own. It's tough to get your foot in the door when every 20-something with a demo tape and a fancy résumé is beat-

ing down the same doors. But thanks to \$750,000 in seed money from New West Records executive George Fontaine (BBA '76), the university's MBUS program has become a collegiate rookie league for students like Stephanie Mundy Self (BBA '07, BMus '07) who want to learn the ins and outs of the music and E! world before they graduate.

One look at Stephanie's résumé — which included a Terry degree in risk management and insurance, plus MBUS-inspired internships with a promotions company, a management company, a music festival, and a student-run record label — and management firm FBMM knew she could hit the ground running. And Stephanie now becomes a point of contact for future MBUS certificate holders to seek out for connections and employment advice.

"We're already seeing the first wave of MBUS students landing good jobs in the music and entertainment industries," says Terry College Dean Robert Sumichrast, who is a music enthusiast himself. "But I think it speaks well for the power and prestige of a Terry College education that people like Bryan Calhoun (BBA '92), Jimmy Barge (BBA '78), and Chris Frankenberg (BBA '00) made it big in music and entertainment long before we started our MBUS program. These people are at the top of their professions at industry giants like Sound Exchange, Viacom, and Sony Music — and they are more than just symbols for our students to emulate. Bryan Calhoun spoke to my class at Terry last year, and Jimmy Barge gave a leadership series lecture on campus. In each case, you could tell that our students were thrilled to both meet them and to be able to tap into their wisdom and experience."

The key to getting ahead in the music and entertainment industries is taking the first step, and both Calhoun and Frankenberg say it's important to take that first step in college. They ought to know because they both got started at UGA's campus radio station, WUOG. "The training manager at the time was Harry Marquez," says Frankenberg. "He showed me the ropes, we ended up in graduate school at NYU together — and ultimately in each other's weddings. This is one of those industries where who you know really *does* matter."

As I hope you have already noticed, *Terry* is sporting a new look in this fall '09 issue. We've just completed a comprehensive redesign that's intended to make the magazine brighter, more distinctive, and easier to read. (Hats off to art director Chris Taylor for all the work he did on this project!) If you have an opinion about our new look — or the stories we run, the people we feature, and the issues we address — I hope you'll send me an e-mail. We would love to start a Letters to the Editor page, and your thoughts on our redesign would be a good starting point. 

*Kent Hannon*

Kent Hannon  
khannon@terry.uga.edu



SPECIAL

Terry's Student-Run Record Label Showcase is one of many interactive elements of UGA's popular Music Business Certificate Program. To maximize the appeal of this annual event — and what they can learn from producing it — MBUS students are responsible for "signing" a band, marketing the band's appearance at the Melting Point, even setting up lights and sound equipment. For more information, go to: [www.terry.uga.edu/musicbusiness](http://www.terry.uga.edu/musicbusiness).

2009-2010

# ECONOMIC OUTLOOK SERIES

Directed by the Terry College of Business, the Georgia Economic Outlook series annually draws thousands of influential business and governmental leaders to nine luncheons around the state. The kickoff luncheon in Atlanta will feature Gov. Sonny Perdue; David Wyss, Chief Economist for Standard and Poor's; and Terry College of Business Dean Robert T. Sumichrast. The cost for this event is \$80 per person or \$640 for a table of eight. Go online or call Elizabeth Bohler at (706) 425-3280 for more information about the forecast series.

Research for the Economic Outlook Series is provided by the Selig Center for Economic Growth.

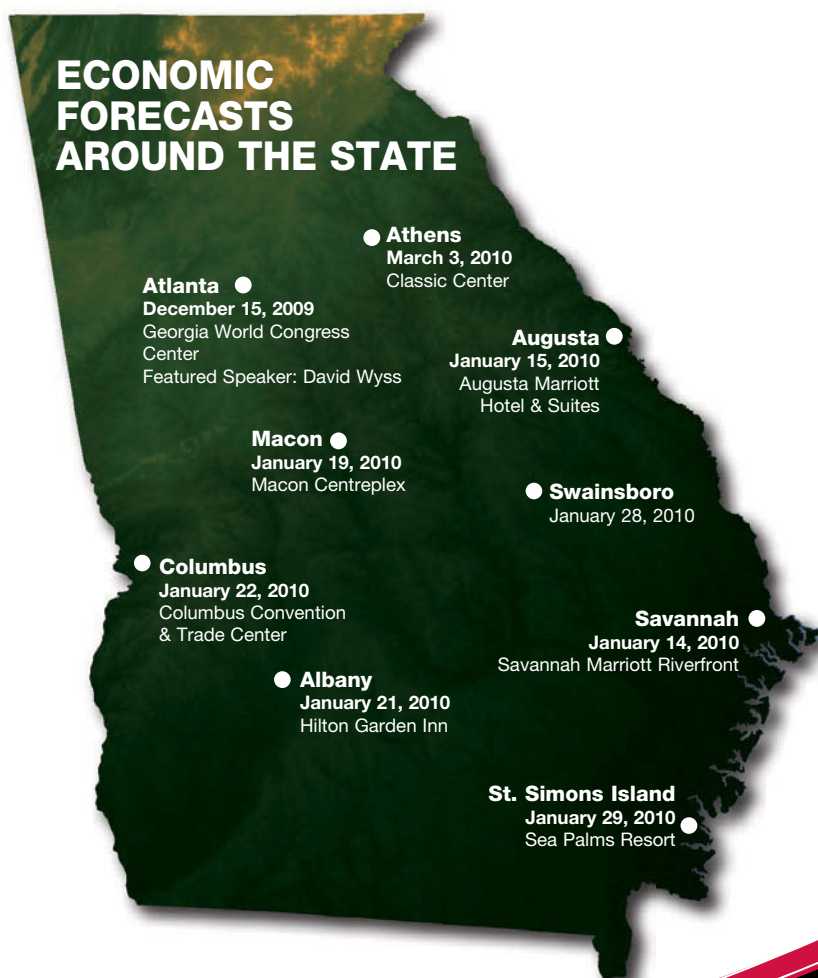
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# Changes to junior year

**One of the** harsh realities in lean times is that budgetary constraints force us to scale back or postpone some initiatives until revenues recover. Much like businesses in the private sector, Terry College has also been confronted with this reality. But that does not mean that progress has to stop. Our faculty have been updating our curriculum and educational policies to assure that graduates are better prepared than ever to begin their careers.

As I wrote to you this past spring, we are improving the quality and reputation of our MBA program by updating and upgrading the programmatic areas that are within our control. Likewise, we have put a lot of effort this year into increasing the rigor and relevance of our undergraduate program. Our faculty began by studying what other business schools are doing well and seeking input from alumni and the business community. We also wanted ideas from our students and the companies that hire them.

Typically, students enter majors in Terry as juniors, so our initial changes are focused on revising the junior-year experience. We are introducing a structure that is common in MBA programs. Starting next fall, our juniors will take their required business courses as a cohort. That means that every student who enters a particular major will take the same core classes in the same order throughout their junior year.

We also have developed a new class focusing on leadership and career planning that we believe will help Terry students have a better understanding of the professional opportunities available to them. Students will be enrolled in this class for the duration of their junior year. We want this class to have a very strong application to the real world, so we plan to ask some of our alumni to help teach it.

These changes in the junior year will provide several advantages for our students. The students will get to know each other better as they share the same classroom experiences, which will be a jumpstart to their professional networks. Our faculty believe that they will be able to create some assignments that cross classes and provide a better understanding of how business is practiced. In addition, we can raise the rigor of senior-level courses because faculty can count on a common level of preparation. There are gains to be made, even during distressed times. I continue to be encouraged by the attitude of our faculty and students to make the most out of every situation. 



TERRY ALLEN

A handwritten signature in black ink, appearing to read 'R. Sumichrast'.

**Robert T. Sumichrast**, Dean  
busdean@terry.uga.edu

# Agenda

## NOVEMBER

- 19 Terry Third Thursday**  
 Speaker: **Howard McLure** (BBA '79)  
 CVS Caremark Pharmacy Services.  
 Reservations required: \$30 per person.  
 7 - 9 a.m., Terry Executive Education Center, Atlanta.  
 Reservations: (706) 583-0397  
[www.terry.uga.edu/ttt](http://www.terry.uga.edu/ttt)
- 20 Terry Leadership Speaker Series**  
 Speaker: **Peter Foss**, President, Olympic Sponsorship  
 and Corporate Sales, General Electric.  
 10 a.m., 148 Miller Learning Center, Athens  
 Contact Institute for Leadership Advancement: (706) 542-9770  
[www.terry.uga.edu/tlss](http://www.terry.uga.edu/tlss)

## DECEMBER

- 15 27th Annual Georgia Economic Outlook Luncheon**  
 Speaker: **David Wyss**, Chief Economist, Standard and Poor's  
 Robert T. Sumichrast, Dean, Terry College of Business.  
 Reservations required: \$80 per person.  
 11 a.m. - 2 p.m., Georgia World Congress Center, Atlanta.  
 Contact Executive Programs: (706) 425-3280  
[www.terry.uga.edu/exec\\_ed/eol](http://www.terry.uga.edu/exec_ed/eol)

## JANUARY

- 21 Terry Third Thursday**  
 Speaker: **Leo Wells** (BBA '67)  
 Founder and President, Wells Real Estate Funds.  
 Reservations required: \$30 per person.  
 7 - 9 a.m., Terry Executive Education Center, Atlanta.  
 Reservations: (706) 583-0397  
[www.terry.uga.edu/ttt](http://www.terry.uga.edu/ttt)

## FEBRUARY

- 2 15th Annual Southeastern Bank Management and Directors Conference**  
 Mansion on Forsyth Park, Savannah.  
 Contact Executive Programs: (706) 425-3054  
[www.terry.uga.edu/exec\\_ed/banking/](http://www.terry.uga.edu/exec_ed/banking/)
- 11 15th Annual Southeastern Bank Management and Directors Conference**  
 The Gwinnett Center, Duluth.  
 Contact Executive Programs: (706) 425-3054  
[www.terry.uga.edu/exec\\_ed/banking/](http://www.terry.uga.edu/exec_ed/banking/)
- 18 Terry Third Thursday**  
 Speaker: **Kessel D. Stelling, Jr.** (BBA '78)  
 President and COO, Bank of North Georgia.  
 Reservations required: \$30 per person.  
 7 - 9 a.m., Terry Executive Education Center, Atlanta.  
 Reservations: (706) 583-0397  
[www.terry.uga.edu/ttt](http://www.terry.uga.edu/ttt)
- 25 Terry Leadership Speaker Series**  
 Speaker: **Al Koch**, Vice Chairman and Managing Director  
 Alix Partners.  
 10 a.m., 213 Sanford Hall, Athens.  
 Contact Institute for Leadership Advancement: (706) 542-9770  
[www.terry.uga.edu/tlss/](http://www.terry.uga.edu/tlss/)

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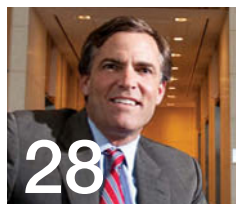


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SoundExchange VP Bryan Calhoun (BBA '92) turns up just about everywhere in the music and entertainment industry. So do other Terry College graduates.

By Kent Hannon



## What makes Sam run?

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Atlanta real estate standout Sam Holmes (BBA '87) is the new chairman of the University of Georgia Foundation.

By Charles McNair

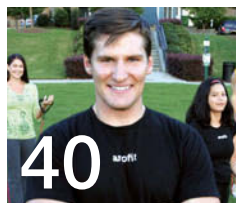


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Mark Martin (MBA '07) is K-3 principal at a new charter school that's making a difference in post-Katrina New Orleans.

By Alex Crevar (AB '92)



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The top eight teams in this "American Idol" style business competition generated \$212,000 in revenue.

By Matt Waldman (AB '96)

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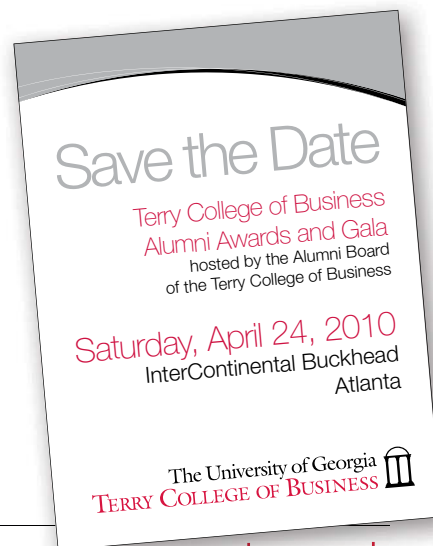
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# Forget New York style pizza. “Eat mor chikin!”

**When you live** in the New York metropolitan area and both Southern food and your beloved Bulldogs are 850 miles away, who you gonna call to bolster your homesick, red-and-black spirit?

Answer: The Chick-fil-A cows, who teamed up with the Terry College to throw a huge alumni picnic in Central Park in August that attracted a couple hundred hungry NYC-area Terry and UGA grads and their families. The event was the first of its kind for the new Terry Regional Alumni Network ([www.terry.uga.edu/alumni/rn](http://www.terry.uga.edu/alumni/rn)), which is reaching out to alumni who live outside Georgia. (For more information, see Jill Walton’s alumni column on p. 61).

Mai-Lise Nguyen (BBA ’05), an organizer of the New York regional network, says events like the Chick-fil-A picnic are creating a buzz about Terry’s presence in New York City. “The creation of the networks has helped local Terry alumni interact,” says Nguyen, who works for the global public relations firm Weber Shandwick. “Because we all attended Terry and have a business background, there is a foundation of commonality and shared interests.”

If the photo at right doesn’t look like Central Park, you’re partly right. It’s New York’s popular Tavern on the Green restaurant, which is located in Central Park and which became the alternate site for Bulldog barking and buffeting when rain forced the picnic indoors. Chick-fil-A founder Truett Cathy provided the yummy sandwiches, and the menu also included brownies and something you’re hard pressed to find in The Big Apple: sweet tea. 



LORENZO CINQUELO







# Newsfeed

News about Terry College students, faculty and alumni

Fall 2009

## Mrs. Terry awarded honorary doctorate




Upon receiving her honorary degree, Mrs. Terry told the graduating students of the pride she takes in their accomplishments and the strides made by UGA. "And I don't, for a minute, let those Gators in Jacksonville not hear about it."

By David Dodson (ABJ '89)

**"What an exciting day this is!"** Mary Virginia Terry told the graduating Class of 2009, after having the ancient symbol of the hood draped over her shoulders. Awarded an honorary Doctor of Humane Letters degree at spring commencement, Mrs. Terry reveled in the buoyant emotions radiating from more than 3,000 graduates inside sun-splashed Sanford Stadium. She spoke of her late husband Herman (BSC '39), a Jacksonville, Fla., insurance executive and the college's benefactor, recounting "his great love for this university."

"I have been blessed by being a part of this university for a long time," she said, "and particularly being able to carry on what Herman loved so much."


The Terrys made their first major gift to the business school in 1985 during UGA's bicentennial. As the college's namesake, Mrs. Terry has continued to add to that legacy of support through the present day. As she said from the podium at commencement, "I know all of this would've made Herman so proud." 

## Terry graduation convocation debuts

**Next spring**, as graduation approaches, the Terry College will hold — for the first time — a ceremony to recognize all Terry degree candidates at one time under one roof.

It's going to require a big roof.

The new Terry convocation will be held in Stegeman Coliseum one week before UGA's spring commencement ceremony. The 2010 convocation is set for May 1 at 1 p.m.

Degrees will still officially be conferred at UGA's commencement on the Saturday after final exams end, but the Terry convocation will give all business degree candidates (including graduates from the previous fall term) an occasion to be personally recognized by name at graduation. 





# accolades



**Linda Bamber** is the recipient of this year's Outstanding Accounting Educator Award, given by the American

Accounting Association. Bamber, the college's Tull Professor of Accounting, was presented the award Aug. 4 at the AAA annual meeting. It is regarded as a lifetime achievement award for contributions to accounting education, ranging from excellence in teaching and research to extensive involvement in professional activities and mentoring graduate students.




Associate Dean **Mark Dawkins** was one of the inaugural winners of the Ernst & Young Inclusive

Excellence Awards for Accounting and Business School Faculty. The five award winners were chosen from more than 260 nominations for their exemplary efforts to advance inclusiveness and diversity on their campuses. Dawkins just completed a year as president of the American Accounting Association's Diversity Section.



**Ben Ayers**, director of the J.M. Tull School of Accounting, is the first professor to be appointed

to the Earl Davis Chair in Taxation. The Davis Chair reached its endowment goal in 2008 and was approved as a new faculty chair last spring. Ayers was named director of the Tull School in 2005. He is one of only two professors to have been awarded both the AAA's Competitive Manuscript Award and American Taxation Association's Outstanding Manuscript Award. 



UGA PHOTOGRAPHY

President Adams (left) said that Morehead, a former editor of the *American Business Law Journal*, is the ideal person to help the university enhance research, as well as graduate and professional education.


## Morehead named provost

By Sam Fahmy (BS '97)

**Jere W. Morehead**, UGA's vice president for instruction and Meigs Professor of Legal Studies at the Terry College of Business, will serve as senior vice president for academic affairs and provost. Morehead was chosen by UGA President Michael F. Adams from among four finalists identified in a national search to fill the second-highest position in the university's administration. Morehead will succeed Arnett C. Mace Jr., who will retire on Jan. 1 after 18 years of service to UGA, with seven of those years as provost.

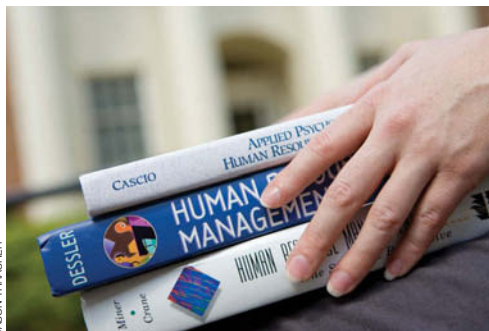
In making the selection, Adams cited Morehead's integrity, his commitment, and his ability to take a leadership role in enhancing UGA research, as well as graduate and professional education.

Morehead has served UGA in several leadership positions since joining the faculty in 1986. He was named vice president for instruction in 2007 after serving on an interim basis in 2006. He was named Meigs Professor of Legal Studies at the Terry College of Business in 2004. He served as vice provost for academic affairs from 2004-06 and as associate provost and director of the Honors Program from 1999-2004. He was acting executive director for the Office of Legal Affairs from 1998-99. Before joining the UGA faculty, he served as an assistant United States attorney with the Department of Justice for six years.

Morehead has published numerous books and scholarly articles on legal topics ranging from export controls to jury selection. He has served as editor-in-chief of the *American Business Law Journal* and held every other major position on the editorial board of that journal. He is co-author of the 15th edition of the McGraw-Hill textbook, *The Legal and Regulatory Environment of Business*. Morehead has been honored with several university teaching awards, including the Josiah Meigs Teaching Award, the Richard B. Russell Undergraduate Teaching Award, and the Terry College's Teacher of the Year award. 

## Undergrad ranked No. 25

**Terry's undergraduate program** ranked No. 25 overall — up from No. 30 last year — and No. 18 among public business schools, according to *U.S. News & World Report's* latest annual ranking of the “Best Business Programs.”



JASON THRASHER

This year's ranking marks the 11th consecutive year Terry has been ranked in the top 30. Of the more than 2,000 U.S. business schools, fewer than 500 have achieved full accreditation and are eligible to be ranked by *U.S. News*.

Terry's Risk Management and Insurance program maintained its No. 2 ranking nationally, Real

Estate repeated its No. 3 ranking from last year, Management Information Systems ranked No. 13, and the J.M. Tull School of Accounting is No. 18.

The rankings are available online at [www.usnews.com](http://www.usnews.com), and highlights of the college rankings were published in the Sept. 1 issue of the magazine.

*U.S. News & World Report's* 2010 edition of “America's Best Colleges” guidebook has been available since late August. *U.S. News'* business school rankings are based solely on a peer survey of deans and senior faculty at each undergraduate business program accredited by AACSB-International. [u](#)

## MBA 50th in ROI ranking

**The Terry College** made a new *Forbes* magazine list of the top 75 schools that give MBA students the highest return on their investment in a graduate business degree. *Forbes* ranked Terry's full-time MBA program No. 50 overall for the return on investment graduates had achieved five years after completing their degrees.

*Forbes* based the rankings on the rate of return for the graduates of the Class of 2004. The magazine surveyed the grads about their earnings during those five years and compared them to their “opportunity costs,” which included two years of forgone wages, plus the cost of tuition and fees. Five years after graduating, the typical Terry MBA

graduate was \$23,000 ahead, according to *Forbes'* calculations. And Class of 2004 alumni had recouped all their opportunity costs in less than 4.5 years, on average.

In the survey, Terry MBA graduates reported a median, pre-MBA salary of \$45,000 and a post-MBA salary for 2008 of \$108,000. [u](#)



TERRY ALLEN

## lectures



MARK SORROW

**Michele Burns** (BBA '79, MAcc '80), chairman and CEO of Mercer LLC, encouraged students at the Terry Leadership Speaker Series on Oct. 2 to work abroad as soon as they can in their careers.

**“For the most part, we in America don't understand yet how important it is to embrace the global community,”** said Burns. **“Within the next couple of decades, it won't be the United States and the UK that drive growth. The big growth rates are going to be in China, India, Brazil, and Russia. If you have an employer that will let you do an international assignment, take it. Take it even if you're lonely. Take it even if it doesn't feel good. Take it to learn the culture.”**

**Kevin B. Marsh** (BBA '77), president and COO of South Carolina Electric & Gas, used a metaphor to tell MBA students how he puts people into two categories: “Frisbees and rubber balls. A Frisbee is nice, sleek, smooth, looks good from the top. What's the bottom of a Frisbee look like? It's hollow. Some people treat the top one way and people underneath them another way. You want to be like a rubber ball. You want to look the same on all sides to everybody.” [u](#)

# Leadership Academy prepares HR managers for the “C-suite”

**The Atlanta Chapter** of the Society for Human Resource Management and the Terry College have teamed up to form the HR Leadership Academy, which will begin classes in January at the Terry Executive Education Center in Atlanta.

The 10-day executive program is designed to develop human resource professionals as strategic thinkers for the entire enterprise. “Business Expertise to be C-Suite Ready” is the program's driving vision and motto.

“Being ‘C-suite ready’ means that an HR professional will complete this program knowing enough about accounting, finance, innovation, strategy and economics to be a more valued business partner to the CEO and the CFO,” says Daniel L. Stotz, director of strategic partnerships in Terry's Office of Executive Programs.

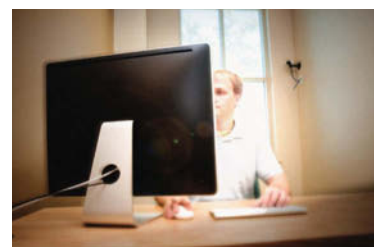
“The HR profession has been trying to become more of a strategic function in business, especially since it represents the largest asset and the largest expense that any company has,” says Diane Tuccito, SHRM-Atlanta's executive vice president overseeing the Leadership Academy.

“Through the years, HR professionals have been encouraged to ‘get a seat at the table,’ but SHRM-Atlanta has talked about the fact nobody is doing anything to prepare people for that seat at the table,” Tuccito says. “Too often, HR professionals get there and they’re not prepared and they don’t succeed, which hurts the profession and doesn’t give businesses the added value they should be getting from their HR people.”

The training program will be divided into five Friday and Saturday modules.

The Terry College was chosen by SHRM-Atlanta to lead the leadership program through a competitive bidding process that was open to the state's top business schools. The fee to register is \$4,500, which includes all meals, refreshments, parking, course materials and a year's membership in SHRM-Atlanta. For more information, including availability of scholarship support, visit the SHRM-Atlanta Web site under the “Events” menu. [m](#)

— Chris Starrs (ABJ '82)



MARK SCROW

State Farm agents donated \$1500 apiece. The company matched those gifts dollar for dollar for a total outlay of \$96,000.

## State Farm Sales Lab is open

**When State Farm** agents Gary Garrett and Steve Condon participated as buyers and judges at the 2008 Terry Sales Competition, they were so impressed with Terry students' sales skills that they asked marketing professor Kevin Ellis what more they could do to help. With 70 percent of Terry grads taking sales-related positions right out of college, Ellis suggested a new sales lab.

State Farm asked for a proposal, and Garrett immediately spread the word to his fellow agents, who donated \$1,500 apiece. With State Farm matching their contributions dollar for dollar, a total of \$96,000 was in place by summer 2008.

With marketing professor Peggy Emmelhainz assuming the role of project manager, the State Farm Sales Lab is now up and running in Sanford Hall. The new lab has six small presentation rooms for sales role-playing exercises, real-time screening that displays six presentations simultaneously, a multi-functional breakout space, and web-based recording capability.

“Students can even e-mail copies of their presentations with their resume to prospective employers,” says Ellis. “It doesn’t get any better than this.” [m](#)



SPECIAL



# quoted



Under the federal stimulus legislation passed in February, states, counties and school systems that receive stimulus funds must report

every quarter to the federal government on how they spent the funds and how many jobs were created or saved. In October, 18 state agencies in Georgia reported spending \$702 million in stimulus funds so far, which created or retained 23,879 jobs. That breaks down to \$23,380 spent per job. Most of the jobs were in education and public safety.

"You are actually getting a very good employment impact per dollar out of this package, higher than I actually would have expected," **Jeff Humphreys**, director of the Selig Center for Economic Growth, told *ajc.com*. "I suspect the reason for that is because so many of the jobs are in the public sector where the pay levels are not quite as high."



The phone book, dropped every year on doorsteps and driveways, appears to be headed to oblivion, *The Atlanta Journal-*

*Constitution* reported in August. AT&T asked the Georgia Public Service Commission for permission to stop delivering residential "white pages" to customers. But MIS professor **Rick Watson** expressed no remorse over the likely end of the century-old icon.

"We stopped riding horses, too," Watson said. "It's just part of technological change that occurs and the move to electronic services, which are more convenient." ■



Ivester (BBA '69) will host eight nominated students twice a year for three days of facilitated discussions at his 18,000-acre plantation in South Georgia. He has also committed to a two-year appointment as Terry's first Executive-at-Large.

## Deer Run Fellows Program will generate future leaders

By David Dodson (ABJ '89)

**A select group** of Terry College students will participate in a new fellows program that, according to Dean Robert Sumichrast, "represents a fascinating departure in business education." Students chosen for the Deer Run Fellows Program will participate in formal and informal discussions about business, leadership, and goal-setting, hosted and facilitated over three days by a business leader with vast executive experience in Georgia and around the world.

In addition to directing and hosting the Deer Run Fellows Program, Doug Ivester (BBA '69) has committed to a two-year appointment as the Terry College's first Executive-at-Large. Ivester is president of Deer Run Investments LLC in Atlanta. He was elected chairman of the board and CEO of The Coca-Cola Co. in 1997 and served in that capacity until he retired in 2000.

Ivester now chairs the audit committee of SunTrust Banks and is a member of the board of S1 Corp. He and his wife, Kay, spend much of their time at Deer Run, their 18,000-acre plantation in south Georgia, which they own and operate as a diversified farming business. The Ivesters will host the fellows program for Terry College students twice a year, spring and fall, at Deer Run.

"Tomorrow's business leaders will need to understand and embrace a diverse, complex, and ever-changing world," says Ivester. "The Deer Run Fellows Program is designed to give UGA students a unique chance to learn about those real-world challenges from people who have lived them."

Ivester is a retired managing trustee of the University of Georgia Foundation. He is chairman of the board of the Robert W. Woodruff Health Sciences Center and he also serves on the board of the Woodruff Arts Center.

"Through the Ivesters' network of friends and business associates," says Sumichrast, "students will have face-to-face interaction with some of the great minds of business and the arts, and other innovative thinkers." ■

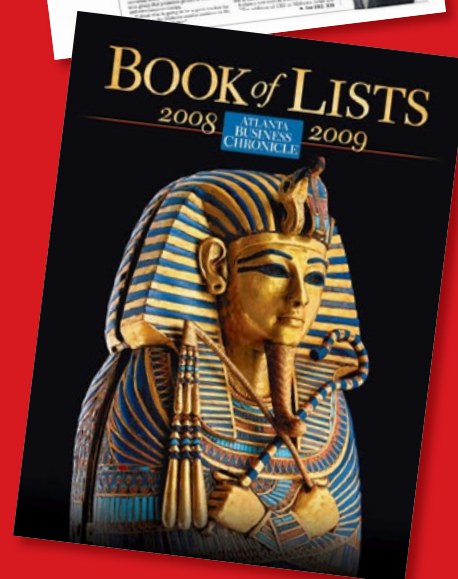
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# Research and Innovation

Advances from the Terry College of Business

## False promise of foreign aid

By Matt Waldman (AB '96)

**Santanu Chatterjee's** hometown of Calcutta is one of the last bastions of communism in India. Growing up in a city where buildings display graffiti eulogies to Marx, Lenin, Guevara, and Castro, Chatterjee was encouraged by his father, a tea exporter, to pursue a degree in engineering or the sciences. But it was Chatterjee's father's volunteer work with the United Nations that had the most powerful influence on the Terry economics professor, who is now a two-time recipient of the George P. Swift Award for Outstanding Teaching in Undergraduate Economics (2003, 2006).

"We have photographs of my father shaking hands with Russian premier Leonid Brezhnev, U.N. Secretary General Javier Perez de Cuellar, and Mother Teresa," says Chatterjee, whose father functioned as a liaison between government leaders, policymakers, and people at the ground level who were determining the best way to provide aid to disadvantaged regions of India. "Although I never intended to study economics, listening to his stories and seeing

his work, I gained an interest in economic development."

Chatterjee's 2009 Institute for the Study of Labor discussion paper "Where Has All the Money Gone? Foreign Aid and the Quest for Growth," co-authored with UCLA professor Paola Giuliano and recent Terry Ph.D. graduate Ilker Kaya, grew out of work that Chatterjee did with Giuliano while he was a visiting scholar at the International Monetary Fund in Washington D.C. in 2005. It is also a reflection of his earlier work on foreign aid with Stephen Turnovsky at the University of Washington.


"In theory, tying foreign aid to public investment is good because if the government does what it is supposed to with the aid it will promote economic growth . . . but there is a consensus that foreign aid does not work," explains Chatterjee, who is also a five-time Terry Sanford Award recipient (2004-2008) for research pertaining to macroeconomics, international economics, and economic development.

Economists need to consider whether aid is actually spent as intended and why foreign aid has failed to alleviate poverty and economic deprivation in developing countries. These are issues the existing academic literature hasn't addressed systematically, says Chatterjee.

"What we find is that for every dollar of foreign aid, 70 percent is not spent how it is supposed to be," says Chatterjee. "And for every dollar of investment aid that developed countries give to developing countries for public infrastructure projects, 90 percent gets diverted elsewhere. This gives us some perspective as to why foreign aid has failed to deliver."

Despite the inherent inefficiency and corruption in the way it is disseminated, foreign aid has undergone a seven-fold increase over the past

50-60 years. With world leaders calling for even more, Chatterjee believes the focus should be on improving the design of aid programs. "No one is talking about designing incentives to spend foreign aid as intended," says Chatterjee. "So increasing foreign aid will not solve the problem."

Growing up in a developing country like India — whose colonial and socialist past often presented a "distorted view of the west" as Chatterjee was growing up — was an advantage to his research. "I consider myself privileged to see both worlds, and it gives me a more holistic view," says Chatterjee. "It is interesting to study their differences." 



SPECIAL



# Are homeowners better citizens?

By Matt Waldman (AB '96)

**Biology and real estate** economics are strange bedfellows, but for Terry professor Michael Eriksen, it was his initial foray into the sciences that changed his career aspirations from medicine to real estate.

Eriksen was a sophomore biology major on a pre-med track at Gonzaga University in Spokane, Wash., when the dean asked him to help develop a math and science tutoring/mentorship program called the Gonzaga Indian Education Outreach Project. As coordinator, Eriksen matched 80 undergraduates with 7th-12th graders at Native American reservation schools in Washington state, and his work with them sparked an overriding curiosity about the dynamics of low-income populations.

"Students are always talking about poverty in the Third World, but here I was in Spokane — and you can take a 30-minute drive and be in an incredibly different place," says Eriksen, a native of Redmond, who was startled by the stark contrast between life on the reservation compared to a college town. The experience convinced him to choose economics as a second major. "I got to interact with people from this environment on a daily basis," he recalls, "and I grew curious about what made this population unique."

Eriksen's fascination with low-income housing is now a central focus of his academic research. His working paper, "What are the Social Benefits of Homeownership for the Poor? Evidence from a Field Experiment" — co-written with Gary Engelhardt, William Gale, and Gregory Mills, and invited for resubmission at the *Journal of Urban Economics* — challenges the theory that homeownership creates good neighbors.

"A lot of the academic literature notes a strong correlation between homeownership and volunteering in the community, voting, and general engagement in other socially beneficial activities," says Eriksen, who surveyed 1,100 low-income households in Tulsa, Okla. The U.S. government spends \$30 billion annually to encourage homeownership, and much of it over the past 20 years has targeted low-income populations because of the widely accepted homeownership-community correlation.

"However, the study finds little to no evidence that low-income homeowners were more likely to volunteer, vote in a recent election, or attend a school or PTA meeting," says Eriksen.

In fact, some of his data suggests that low-income homeowners are actually less likely to participate in such activities.

"It was naïve to think that if we provide incentives for these people to own a home, they will vote more," says Eriksen, who notes that families involved in programs like the Low-Income Housing Tax Credit are the working poor. Although they do well when the market grows, it's a fragile balance because they can't afford that variance in earnings.

"No one talks about the flipside, which is what happens when the



furnace breaks," says Eriksen. "It's not even about the housing market. It's about the little things where they don't have that surplus \$5000 to fix things. These people won't be volunteering to be a little league coach because to get a house they have to take two jobs."

Eriksen, who is beginning his second year on the real estate faculty, believes affordable housing development can be a mutually beneficial venture for investors and low-income populations.

"It's a really unique opportunity from a business school perspective, because affordable housing is a growing field with jobs available — and there aren't many schools that have graduates who can speak intelligently about it and where the opportunities are . . . and I feel like it can happen here," says Eriksen, who is incorporating the subject matter into his real estate finance courses. "These students will be in positions of power in the near future, and I get to help arm the next generation of people who will put these policies into action. That's why I really like being here." ■

## Movers & Shakers

# Amos stumps for votes every day

*Aflac CEO Dan Amos (BBA '72) was interviewed in the June 27 edition of The New York Times. What follows are excerpts from that interview.*

**Q: What did you learn as a young manager?**

A: I never had a sales meeting that I didn't either have a customer letter read or a customer there. You get caught up trying to tell people how they can make more money and how they can make their quota. I always felt it was important that you understand why people ultimately buy. There's nothing higher than a salesman's high, and nothing lower than a salesperson's low. So I would always keep claimants in front of them so they could see they were providing a service to people.

**Q: What was the most important leadership lesson you learned?**

A: I majored in risk management and insurance, and there were three principles: Don't risk a lot for a little, don't risk more than you can afford to lose, and consider the odds. I would also say, make sure you motivate people because they ultimately are getting the job done for you. In business, you should treat your employees like they can vote. It doesn't mean you're going to get everybody to vote for you. But you kind of try to kiss the babies and shake the hands and tell 'em you appreciate 'em and would like them to support you.

**Q: There are lots of paths to the top job. You came up through sales to run the business your family started. How does that**

**sales background help you now?**

A: When my son, who has a J.D./M.B.A. degree, said he wanted to come and work for the company, I put him in sales on all commissions for the first two and a half years. I said, "If you don't understand how our salesmen make a living, then you can't comprehend what they do and how they struggle. You need to see the tough work and the failures that are out there."

**Q: Talk more about failure.**

A: I tend to be aggressive in marketing but cautious everywhere else. The duck is a good example of being aggressive. To make fun of your name is something that's kind of scary, but I thought it might work. It was a hard decision, but I finally decided, "No guts, no glory," and we needed to try it. I was ready to pull it immediately if it didn't work.

**Q. Any feedback on your leadership or management style that has led you to make adjustments?**

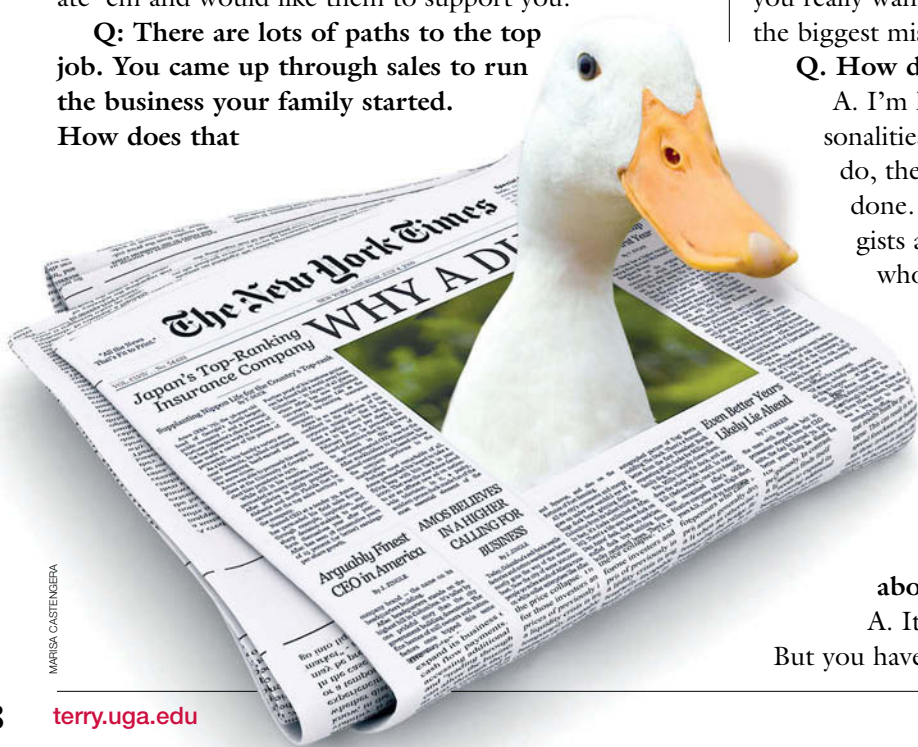
A. I make some people nervous, because I'm very inquisitive and sometimes do rapid-fire questions. But I tend to be a little softer now than I used to be and say, "Why don't you go get me an answer on these, and let's set up another meeting?" It's O.K. for you to tell me you don't know the answer and get back to me. But if you really want to get me, try to fake an answer. That's the biggest mistake.

**Q. How do you hire?**

A. I'm looking for people who are Type A personalities — they are driven, they know what to do, they know how to do it and they can get it done. But I also look for people who are strategists and can look at issues at a higher level, who have a vision for understanding what we do and how we do it. I also notice little things — are you nice to people who will not have an impact on your career? I know they're going to be nice to me, but I pay attention to whether they speak to the lowest-level person on the elevator.

**Q. What has surprised you most about the top job?**

A. It's pretty lonely. I think I expected that. But you have to be careful or you'll become aloof. 🦆



MARISA CASTENGERA



# Teaming up for the first time


**They never played** a single down together, but Matt Stinchcomb (BBA '98) and David Greene (BBA '04) both enjoyed stellar football careers at Georgia. Now retired from pro football, these long-time friends have teamed up off the field to open the Atlanta office of Seacrest Partners, a privately owned insurance brokerage and consulting firm that looks like a win-win situation for both them and their customers.

"My brother Jon and David were college roommates . . . that was the common tie," says Stinchcomb (at left in photo), who was recently inducted into UGA's prestigious Circle of Honor. "In the offseason, we put together a charitable organization and held a couple of events, including Countdown to Kickoff in Athens. We've had a constant connection ever since David started at Georgia. When he transitioned away from football and I had retired, it seemed like it was a good fit to get together."

"We couldn't be in a better place," says Greene. "The way Seacrest services clients and goes about getting new business is perfect for what we were looking for. We're new to this and we needed to partner up with a firm that really understands the business and can teach it."

And Seacrest Partners has no shortage of Terry mentors.

Vice Chairman Cliff McCurry (BBA '71) was recently appointed to the Terry College Alumni Board, and other Terry grads include Vice President Susan Wilson White (BBA '85), partners Michael Butler (BBA '82) and Cindy Parker Robinett (BBA '89), and assistant account manager Thomas Odom (BBA '09).

"Terry has an unbelievable reputation nationally," says Greene, a risk management major who ran into a lot of Terry grads during his NFL years in Seattle, Kansas City, New England, and Indianapolis. "With all the different carriers and brokers in Atlanta, department head Rob Hoyt has done an outstanding job of putting on job fairs and getting students out in front of companies to help them find jobs right out of college. He does a phenomenal job. He really cares and you can tell." 


— Chris Starrs (ABJ '82)

## Harvard Club forecaster

*Jeff Humphreys, director of Terry's Selig Center for Economic Growth, spoke at the Harvard Club of New York City in September. His topic was a 2009 investment outlook for the Atlanta metro area. What follows are bullet points from Humphreys' economic forecast.*

The big news is that I believe that the recession ended in July. I know it doesn't feel like it, but the recession is over.

The good news:

- **In Georgia, home price declines have been, and will continue to be, very modest.** We have not seen a truly dramatic home price correction because there really is nothing to correct. Georgia had a huge supply bubble, but Georgia did not have a speculative home price bubble.
- **The Federal Housing Finance Agency's purchase-only home price index for Georgia shows home prices in the second quarter of 2009 were down 11 percent from their peak.** That's about the same drop experienced by the nation, but far less than collapses experienced in states where speculators bailed. Home prices have dropped 35 percent in Florida.
- **The steep downturn in single-family home sales has already bottomed out.**
- **New home construction also bottomed out this summer.** 





## 1-2 Alumni picnic at Tavern on the Green

[1] The Chick-fil-A cows made a guest appearance at the Terry Regional Alumni Network's New York City event in August. Terry alums in attendance included (from left): Ellen Green (BBA '08), Lindsay Bissell (BBA '07), and Mary Beth Buchignani (BBA '07).

[2] Also on hand were (from left) Blake Edwards (BBA '07) and Chick-fil-A employee Bailey Pouns (BBA '08). For more information, see *TM*'s "Snapshot" section on p. 8-9.

## 3 Alumni Board changes leadership

Outgoing Alumni Board Chairman Andy Barksdale (BBA '89, MBA '93) received a bulldog statue as a memento of his service.

## 4 Frances Wood Wilson Scholarship lunch

(from left) Blitch Ann Bird (BS '69), president of the Frances Wood Wilson Foundation, with Terry Director of Development Erik Kahill at last spring's Frances Wood Wilson Scholarship lunch hosted by Dean Sumichrast.

## 5 John Bell lectures . . . and performs!

Lead singer John Bell of the famed Athens-based band Widespread Panic was the first fall semester guest lecturer for UGA's Music Business Certificate Program. Bell talked, sang, and offered advice to students at the UGA Chapel.

## 6 Blue Key honors Griffin, McGowan

Jerry Griffin (BBA '67, MPA '70) and Amy Mulkey McGowan (BBA '01) were honored this fall with Blue Key Honor Society awards. Griffin, board chairman of GEBCorp., received a service award. McGowan, a former First Honor graduate and Miss Georgia, received a distinguished young alumnus award. She is a business analyst with McKinsey & Company.

## 7 Uga VII is a work of art

Sonny Seiler (BBA '56, JD '57) poses with a print of Uga VII, done by artist Kurt Ira Browning, at a fall UGA Bookstore authors event.

## 8 Fran Tarkenton book signing

Football legend and Terry grad Fran Tarkenton (BBA '61) signs his new book, *Every Day is Game Day*, at the UGA Bookstore.

## 9 Web evangelist speaks to MIT students

Molly E. Holzschlag, web evangelist for Opera Software and a distinguished advocate for web browser standards, speaks to Terry MIT students at the UGA Gwinnett Center.

## 10 Sam Holmes is new UGAF chairman

Sam Holmes (BBA '87), new chairman of the UGA Foundation, gavels the fall meeting to order. *TM* feature story on Holmes begins on p. 28.







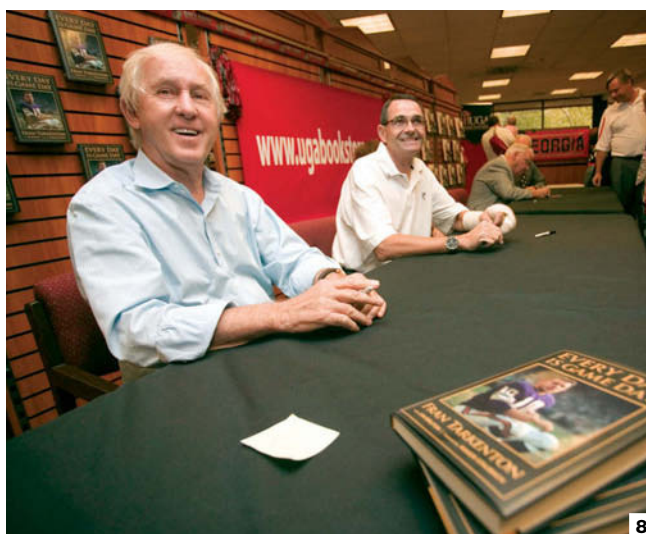
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# Man in the Middle

**Bryan Calhoun** (BBA '92) turns up just about everywhere in the music industry. He manages Kanye West's web site. His innovative software product, Music Business Toolbox, teaches independent musicians and record labels how to make money. And he's a vice president for SoundExchange, which collects and disperses nearly \$200 million annually in digital music royalties. Not bad for a former WUOG disc jockey who hasn't turned 40.

If you were MapQuesting the journey that Bryan Calhoun (BBA '92) has taken through the music industry since he began taking finance classes at the Terry College in 1990, you would start by typing in the address for UGA's campus radio station, WUOG, whose cubbyhole offices on the top floor of Memorial Hall did not afford Calhoun a view of where he has ended up nearly two decades later at the modern, glass-walled offices at SoundExchange on 14th Street in Washington, D.C.

WUOG has an all-volunteer student staff, and its signal begins to fade not long after you leave the Athens city limits. In music industry circles, it's the rookie league, or what comes before the rookie league. But it's also a seat-of-the-pants, make-your-own-destiny kind of place where young upstarts like Bryan Calhoun begin their careers in the music business, sort of while nobody's looking and before anyone can tell you that you'll never make all the hay you're intent on making.

"When I wasn't DJing at WUOG or organizing step shows for Kappa Alpha Psi, I was booking acts for the student union's Contemporary Concerts division," says Calhoun, who learned so much in the process that he and some enterprising classmates — including J Lett (BBA '93, JD '97), who is now a successful entertainment attorney in Atlanta — pooled their money and started working independently to help usher in the first wave of hip-hop stars before they reached superstar status.

"It was an intriguing time in hip-hop," says Calhoun, "because back then everyone was afraid to book these acts — which gave us the ability to get into the Atlanta marketplace with acts like Tupac Shakur, Cypress Hill, and Digable Planets."

By Kent Hannon

Photos Courtesy: Bryan Calhoun

Calhoun is indebted to his first event planning experiences when he was still a Terry student. “We were getting big names and decent budgets to work with, and I was calling booking agents and arranging for security. I paused one afternoon and thought, *Wow, this is what it’s like being the boss!*”

Calhoun now serves as vice president of new media and external affairs for SoundExchange, which the U.S. Copyright Office has designated as the bursar for the entire digital performance industry.

“SoundExchange is a non-profit organization that collects and distributes digital performance royalties on behalf of recording artists and copyright owners (usually a record label) when their recordings are performed on digital cable, satellite TV, the internet, and satellite radio, such as XM and Sirius,” says Calhoun.

SoundExchange represents 5,000 record labels and 40,000 artists. Clients include both signed and unsigned recording artists; small, medium, and large independent record companies; and major label groups and artist-owned labels. Bottom line: This is a company that writes a lot of checks.

“We’re collecting roughly \$200 million a year in royalties,” says Calhoun, who has also worked with such hip-hop icons as Ludacris and Kanye West.

Calhoun was previously COO for West’s Good Music label and is one of the driving forces behind West’s online marketing strategy. When MIDEM 2009 convened in Cannes in January, [kanyeversecity.com](http://kanyeversecity.com) generated a lot of positive buzz at the world’s largest music industry fair. At a panel discussion moderated by Billboard international bureau chief Mark Sutherland, West was praised for being one of the world’s most effective artist-to-fan communicators.

“We think it’s the biggest artist web site in the world with more than a million unique visitors some months — and that’s definitely him,” says Calhoun, referring to the multiple online entries that West posts himself each day. “It’s totally authentic. You can’t pay to put things on there . . . people have tried.”

E-mails and announcements to fans come specifically from West — never from his label, Island/Def Jam — and Calhoun considers that a crucial element in making personalized connections with fans.

When West caused a firestorm of criticism by interrupting Taylor Swift’s acceptance speech at this year’s Video Music Awards, it wasn’t up to Calhoun to sort out the direct fallout from the VMA incident. But as the manager of the controversial Mr. West’s web site, he did have to deal with all the negative responses and hate mail — some with racial epithets — that flooded West’s on-line inboxes and message boards.

“The digital footprint we’ve amassed for him is really significant,” says Calhoun, who turns up in various music industry niches besides SoundExchange and the West marketing team. Principal among those is a company Calhoun created on behalf of the little guys in the recording industry who aspire to be as big as Ludacris or West someday.

“In 2003, I started Label Management Systems to level the playing field with major record labels by offering indie labels the business and budgetary solutions necessary to run their operations efficiently and manage their releases successfully,” says Calhoun, who didn’t stop with mere consulting services. He also developed a financial software application to help small labels predict and manage cash flow. The idea came to him after he convinced his label boss to release a compilation album where the only financial analysis was scribbling some numbers on the back of an envelope. “It seemed crazy to me that we committed hundreds of thousands of dollars to a project with almost no analysis,” Calhoun recalls. “I figured there had to be other labels that would want to do some more detailed analysis.”

Calhoun soon realized that many indie artists and labels needed more basic information about the process for commercially releasing music. The result? An electronic collection of templates, spreadsheets, and detailed instructions that he calls The Music Business Toolbox, which has been used by music industry conferences and

**“Bryan’s role in the music industry is hard to define because he seems to turn up everywhere . . . I’ve always thought of him as an infrastructuralist. In the same way that John Keane’s Pro Tools software teaches artists how to record music, Bryan’s Music Business Toolbox teaches them how to make money doing it.” — MBUS director Bruce Burch**





## Music Business Toolbox



universities — including NYU’s popular music business program — to teach students how to manage labels and releases. Calhoun has used that same toolbox, plus considerable skill, in his work with powerhouse management company Hip Hop Since 1978. When the company helped launch the musical career of the now-famous Drake, Calhoun posted the first single on digital services like iTunes. “Best I Ever Had” sold 300,000 downloads in less than two weeks with no major label support.

It was his financial software that got Calhoun hooked up with Kanye West, whose mother was impressed by it — and by Calhoun — at a conference where he was demonstrating his software. “She wanted me to use it to help determine how much Sony was obligated to pay them on the first John Legend release,” says Calhoun, who has worked on West’s behalf ever since.

“Bryan’s role in the music industry is hard to define because he seems to turn up everywhere . . . I’ve always thought of him as an infrastructuralist,” says Bruce Burch, a Terry staff member who directs UGA’s popular Music Business Certificate Program. “In the same way that John Keane’s Pro Tools software teaches artists how to record music, Bryan’s Music Business Toolbox teaches them how to make money doing it.”

Sorting through his extensive resume, Calhoun points to one early achievement that convinced him he could make it in the music industry. “I really don’t tell too many people about this,” he confided to a group of Terry students during a recent on-campus visit, “but in 1997 I was instrumental in getting the group Three 6 Mafia signed to a record contract at Relativity Records — and that’s how I got my first A&R job.”

In signing Three 6 Mafia — whose resume would eventually include an Oscar-winning song from “Hustle & Flow” — Calhoun began to establish himself as a player in the industry. His first projects were certified Gold (500,000-plus albums sold) by the music industry trade body, the Recording Industry Association of America. He moved from Atlanta to New York to market other projects for Relativity, including solo projects



Calhoun has testified on Capitol Hill on behalf of the Performance Rights Act, which would compensate artists and labels when their music is played on AM and FM radio. Also lending support were (front row, from left) stic.man of Dead Prez, Dionne Farris, and M-1, also of Dead Prez.

from Bone Thugs N Harmony. When Relativity merged with Loud Records, he transitioned to the distribution side where he was a founding member of the Sony-owned RED Distribution Urban Music Marketing division, which to this day guides indie urban labels through the complexities of releasing new music.

Calhoun was on hand at Apple headquarters in Cupertino, Calif., in June 2003 for Steve Jobs’ historic announcement that Apple was opening up the iTunes platform to independent labels.

“I called two of my friends at record stores,” says Calhoun, “and I told them, ‘You guys better figure out something else to do because your days are numbered.’”

Calhoun spent time with his Terry audience discussing the rapid-fire changes taking place in the music industry. “Technology now enables you to record music very easily, quickly, and cheaply — and thanks to iTunes and Rhapsody, you can distribute your product with the same speed and efficiency as the biggest record labels in the world. There are also ways to do direct marketing to fans and consumers through social networking.”

But lower barriers to entry mean there are more people trying, and it’s easy to get lost in the shuffle. The number of people recording and producing music has skyrocketed. Big labels with high overhead costs and multi-million dollar contract commitments have trouble competing in such a market. Inevitably, they lay off people to try to keep pace, and that’s why Calhoun has shifted his focus to servicing indie labels that are gaining traction through 21st-century delivery systems.

*continued on page 66*

# Terry grads in the middle of music and entertainment



GORDON GRANT

**Jimmy Barge**  
(BBA '78/Accounting)  
Executive Vice President/  
Controller, Viacom

**Q: How did you get started in the music/E! world?**

**A:** I started with the Warner Music Group, first as a client when I was with Ernst & Young in public accounting in Atlanta and then in one of the major business units whose finances I helped oversee when I was the controller of Time-Warner.

**Q: What experiences and achievements led you to your current position?**

**A:** I've made only three job changes in my life, and in each case there was no reason to leave — other than new opportunities and a new challenge. I was controller at Time-Warner during some of that company's most transformational events, including the mergers with the Turner Broadcasting System and America Online. I survived the AOL/Time-Warner merger, so I would say that how you deal with adversity is also a key factor in your future.

**Q: What is a typical day like for you?**

**A:** I oversee all aspects of Viacom's financial reporting, accounting, and financial planning, as well as estab-

lishing global tax and cash management strategies. For example, Viacom is now the third-largest entertainment network in India. To compete in the global marketplace, you have to be willing to change.

**Q: What is the most difficult facet of your job?**

**A:** The need to constantly evolve our business plans and cost structure to anticipate and keep pace with changes in consumer behavior, technology, and regulations.

**Q: How is the music and entertainment industry changing, and where do you think it's headed . . . in, say, the next 5 years?**

**A:** Technology and distribution platforms are exploding, and the pace of change is likely to accelerate. This will require business models to evolve faster to support consumer demand for the instantaneous delivery of entertainment on ever improving electronic devices.

**Q: What career advice would you give to students who want to follow in your footsteps?**

**A:** UGA was a huge inflection point in my life, and Terry professors like Don Edwards and Denny Beresford have been with me throughout my career. I recommend that you lay a strong educational foundation because education

is the fault line between success and failure. Develop a high level of curiosity and energy around your work. Focus on value creation by understanding the interplay of consumer demand, technology, and finance. Above all, define your own meaning of "success." Climbing the corporate ladder might not make everyone happy. My definition of "success" is being happy doing what I'm doing.

**Stephanie Mundy Self**

(BBA '07/Risk Management-Insurance, BMus '07, MBus Certificate '07),  
Account Executive, Flood, Bumstead,  
McCready & McCarthy

**Q: How did you get started in the music/E! world?**

**A:** I was always a singer, but I also wanted to learn more about the business side of the industry. I came to UGA to pursue dual degrees in vocal performance and risk management/insurance.

**Q: What experiences and achievements led you to your current position?**

**A:** Before I participated in UGA's new MBUS class, I interned at Sony/ATV Music Publishing in Nashville. While I was enrolled in the MBUS class, I externed with a promotions company, a management company, a music festival, and a student-run record label. As a business management team, we are the artist's direct liaison to the insurance agent, so it helps to be knowledgeable about insurance — which was my major at Terry.

**Q: What is a typical day like for you?**

**A:** My company and I focus on developing, strengthening, and managing all controllable factors that determine the ultimate financial health and success of our clients, who include Kelly Clarkson, Pearl Jam, and Taylor Swift, just to name a few. Some of my tasks include



forecasting, tour budgeting, providing financial reports, facilitating banking relationships, reviewing and negotiating contracts, reviewing and verifying box office settlements, merchandising analysis, helping clients achieve financial goals, investment planning, and taxes.

**Q: What is the most difficult facet of your job?**

**A:** Keeping up with all of the young talent! On any given night in Nashville you can hear artist showcases, writer showcases, large arena concerts, an opra, folk music, country music, rock music — and the list goes on and on. It's important to stay on top of the current talent and go to as many shows as possible . . . add that to a full day's work and you're exhausted!

**Q: How is the music and entertainment industry changing, and where do you think it's headed . . . in, say, the next 5 years?**

**A:** We're becoming more and more digital everyday. The good side is that music is easier to purchase and obtain — with a click of a button — and digital distribution is doing great things for artists who don't have record deals and want to make their music available to the masses. The bad side is that our generation won't get to experience music in its raw form. There is no better sound than a record popping, but I know it is a thing of the past.

**Q: What career advice would you give to students who want to follow in your footsteps?**

**A:** Work for free . . . and always say, "Yes!"

## Chris Frankenberg

(BBA '00/International Business)

Vice President for Digital Strategy,  
Sony Music Entertainment (Sony RED  
Distribution)

**Q: How did you get started in the music/E! world?**

**A:** On the first day of college orientation, I found my way up to the WUOG offices, where I became a DJ and later program director. I was really into college radio in those days, and that became important when I was getting my master's degree in music business at NYU.

**Q: What experiences and achievements led you to your current position?**

**A:** I had three internships while I was at NYU, and one of them was working for a college radio promotion company. I also interned at Matador Records, where I learned about licensing for film, TV, and video. I was doing some contractual work for small bands, and I had some background in that from my international business major at Terry, where I took some legal studies courses.

**Q: What is a typical day like for you?**

**A:** When I worked for Sony's mobile division, it was dealing with ring tones; I was responsible for setting up the first 50 artist ring tones in the cell phone industry. At one time, ring tones were so lucrative that 60 percent of some artists' revenue was coming from ring tone sales. Today, I'm spending a lot of time on internal technical communication productivity between us and our labels, and on



SPECIAL

rolling out new international business.


**Q: What is the most difficult facet of your job?**

**A:** Prioritizing tasks. RED Distribution manages 80 indie labels with lots of artists at each label — meaning I have multiple bosses. To get it all done, I work late nights. Fortunately, it's only a 30-minute train ride home and I don't do much work on weekends.

**Q: How is the music and entertainment industry changing, and where do you think it's headed . . . in, say, the next 5 years?**

**A:** We're dealing with wholesale changes in the marketplace. You see fewer travel agents these days and fewer watch companies because people can book their own travel plans on-line and they can check their cell phone to see what time it. In the music industry, the amount of retail space devoted to CD racks is changing because of digital delivery — which is one explanation why the huge Virgin Records store in Times Square closed.

**Q: What career advice would you give to students who want to follow in your footsteps?**

**A:** Follow your passion, do your best to land music industry internships, and, if possible, enroll in a music business program like Terry's certificate program or an MBA program like the one I enrolled in at NYU. When Sony looks for summer interns, we just naturally gravitate toward the music business programs where we've gotten talented interns in the past. 



UGA PHOTOGRAPHY





# What makes Sam run?

CBRE Vice Chairman **Sam Holmes** (BBA '87) has been brokering deals of the year in Atlanta's office leasing market for more than a decade, and he's now lending his keen business sense and administrative abilities to his alma mater as chairman of the UGA Foundation

STORY BY  
CHARLES MCNAIR

PHOTOGRAPHS BY  
TERRY ALLEN

The UGA Foundation board currently provides \$24 million annually in direct funding, from some \$500 million in assets. Managing that is a tall order, so the trustees turned to a lanky Monticello native to serve as chairman. At 44, Holmes is the second-youngest board chairman in the 72-year history of the fundraising organization. But he's very experienced in money matters. He and his CBRE business partner and fellow Terry alum, John Shlesinger (see p. 31), are the top tenant representation team in the Atlanta real estate market.

A tall, sharply dressed man steps to a lectern at the gleaming new Tate Student Center on the UGA campus. "Welcome to the fall 2009 board meeting of the UGA Foundation," says Sam Holmes (BBA '87), who has just assumed his new role as chairman. At 44, Holmes is the second-youngest person ever to lead the 72-year-old fundraising body.

The foundation board currently provides \$24 million annually in direct funding, from some \$500 million in assets. This kind of institutional financial planning requires a great deal of expertise and experience, and in its history the foundation has employed the skills of trustees who were former governors, supreme court justices, CEOs, philanthropists, and civic leaders.

The current board is just such a blue-chip assembly, a group pledged to help UGA continue its rise among notable American institutions of higher learning. Here's Taylor Glover (BBA '73), president and CEO of Turner Enterprises Inc. Here's Bill Griffin (BBA '72), managing director of Fidelity National Information Services and president of world-famous Oakmont Country Club in Pittsburgh. Here's Bill Young (BBA '78), outgoing foundation chairman and partner at General Wholesale Company, one of Atlanta's largest privately owned businesses. And here's Darren DeVore (BBA '86), managing director of Artisan Partners Limited Partnership. DeVore is also the benefactor who provided \$125,000 in seed money for the Terry College's Student Managed Investment Fund, which allows Terry students to invest real money in real stocks — with results that are currently outperforming the Russell 1000 large-cap index.

More than 20 other highly accomplished UGA grads and supporters round out the foundation board. And as good as these trustees are, the university they support appears to be turning out a generation of students that has every prospect of eclipsing even the most accomplished trustees at this gathering.

"I'm sure I'm not the only one here who feels like he wouldn't even be able to get into the University of Georgia today," quips Holmes. "It's thrilling to see the school improve so fast and come so far."

Fellow trustees entrusted Holmes with the leadership role for a reason.

"Sam has a unique ability to create a vision and to lead people toward it," says Young. "He'll be a dynamic and effective leader of this organization."

## REAL ESTATE POWER BROKER

Holmes is also a leader in real estate. And when the subject is tenant representation in the Atlanta market, Holmes and his partner at CB Richard Ellis, John Shlesinger (MBA '83), tend to dominate the conversation. "Sam and John," as they're known about town, are preeminent brokers in the South's largest city. Since teaming up in 1987, they've been responsible for scores of deals worth billions of dollars — with a domino effect on thousands of jobs.

"God knows, they're on a roll," declares Andy Ghertner (BBA '65), executive vice president at Cushman & Wakefield and a mentor to both men when they began their realty careers. "While I compete with them every day, I can't help but admire how well they've done. I'm proud of them."

Holmes and Shlesinger hold highly exclusive vice chairmen positions at realty giant CBRE; only a few other high-fliers among 30,000 worldwide employees of the firm hold such a title. The Atlanta Commercial Board of Realtors has named Holmes top office leasing producer eight times in the last 12 years, and the *Atlanta Business Chronicle* has honored him with Deal-of-the-Year awards on four occasions. He's made his way onto enough who's-who-in-real-estate lists to paper over the walls of his 14th floor Terminus building office in ritzy Buckhead. Simply put, Sam Holmes is a big deal when it comes to big deals.

And all this at age 44. So where's the hauteur? The swagger? Look somewhere else.

Sam Holmes is the kind of man who personally escorts a visitor to the front desk at the end of a meeting . . . if it's a slow day, he's wearing a golf shirt, khakis, loafers and no socks. And if the mail delivery guy is at the desk, Holmes will clap him on the back.

"How's it going, Alvin?"

Like Will Rogers, you get the feeling that Sam Holmes never met a man he didn't like.

## A STAR IS BORN

Sam Holmes entered the real estate business after a UGA career that primed him for action. He had a laundry list of university activities — including a turn, as a mere sophomore, as president of the Interfraternity Council.

"Of all the wonderful things I was lucky enough to be involved with in college, the most rewarding was president of IFC," says Holmes. "I had the pleasure of getting to know thousands of guys in 30 fraternities, and also the good fortune to meet student leaders from all the student organizations on campus."

Today, that network allows Holmes to call on friends and people of influence in every corner of the state and much of the nation. It's a valuable asset in a business that depends so much on personal connections — and the critical information that long-time friends and associates can share. "I have never professed to be the smartest person in business, but I do know more people than most, thanks to the University of Georgia," says Holmes. "It's been invaluable."



Holmes assumed his new role as chairman of the UGA Foundation at the fall meeting, where he praised the university for the strides it has made since he graduated. The foundation is supporting more need- and geography-based scholarships, which Holmes believes will result in a student body that is more representative of the entire state. "There's nowhere in this state I can go that I don't have a friend from UGA," says Holmes. "I worry about Georgia losing that, becoming simply the University of Atlanta."



At graduation, Holmes mentioned to his dad, J. Paul Holmes Jr. (BBA '62), that he'd like to head out to Colorado and spend some time thinking about his next move. Holmes laughs now at his father's response: "He said, 'Son I'm not too big on this idea about going off and finding yourself. It's time to go to work.'"

Mr. Holmes had built up quite a network himself, as a three-year Bulldog letterman in football and vice chairman of Life of the South Insurance Company. To put the Colorado idea to rest, Paul took his son to Atlanta and introduced him to people of influence. Jimmy Williams, then CEO of SunTrust Bank, liked what he saw in the articulate Terry finance major and wanted Holmes to choose a career in banking. But at a Commerce Club lunch, Sam's dad also introduced him to Ghertner, the two men having been friends since their days at Atlanta's Northside High School. Ghertner and his young protégé, John Shlesinger (who knew Sam's older brother), set out to hijack the promising graduate.

"We met Sam at a Rio Bravo and hot-boxed him!" Ghertner recalls. "We talked him into coming to work with us, right then and there — that's how Sam got into the real estate business."

Holmes and Shlesinger turned out to be Rodgers and Hammerstein. Holmes was the natural salesman, always happy to meet and talk, to speculate, to tee it up. Shlesinger [see sidebar at right] was more cerebral, gifted at slicing and dicing a deal, figuring out how to "get the square peg into the round hole," as he puts it.

Art, meet science. Holmes and Shlesinger have evolved through 22 years of teamwork into businessmen who are eminently capable of handling all aspects of a deal solo. But both men acknowledge that together they're better equipped to excel at this tough business.

"We don't allow ourselves to fit into perfunctory roles — Sam does this, John does that," says Holmes. "We work together to help our clients achieve their goals."

"Both our brains together," says Shlesinger, "are better than one person." "

## THE BOOM YEARS

In 1997, after making their bones with Cushman & Wakefield — where their high-profile clients included AT&T, RJR/Nabisco, Pitney Bowes, Kraft/General Foods, Liberty Mutual, and Polygram Records — Holmes and Shlesinger saw an opportunity to hang out their own shingle. Insignia/Edward S. Gordon, New York City's biggest commercial real estate firm at the time, blew into town wanting to open an Atlanta office. The company made "Sam and John" an offer they couldn't refuse, and lured them away from Cushman & Wakefield.

The team seized the day; in fact, they seized the decade. In just four years — boom years in Atlanta office building — Insignia/ESG grew to be the top real estate services company in Atlanta. The team deepened its reputation by finding office space for technology clients like Manhattan Associates and Internet Security Systems.

In 2004, commercial realty behemoth CB Richard Ellis merged Insignia/ESG into its own portfolio. Business publications and peers



## CBRE's chess master

**Fifth generation** Atlantan John Shlesinger (MBA '83) grew up in a family printing business that ran off timetables for the airlines — and owned the patent for scratch-off games.

"For a period of time," says Shlesinger, "we printed every McDonald's scratch-off game and every lottery scratch-off ticket."

He caught the real estate bug during summer internships at Cushman & Wakefield, where he learned the tenant leasing business at the knee of Andy Ghertner (BBA '65), who also mentored Sam Holmes.

Why is the team of Holmes (the "ultimate hail-fellow well-met" as Ghertner describes him), and Shlesinger (the "chess-master type") so devastatingly effective in tenant rep realty?

"Sam and John together have it all," says Ghertner. "They have great sales skills, great technical ability, and great attention to detail. And when you throw in their connections . . . well, in this business, it all boils down to who you know."

Shlesinger and Holmes seldom hang out together after office hours, each man content to share a 10-hour work day in each other's company. Shlesinger stays busy away from the office as a board member with Central Atlanta Progress and as chair of Aid Atlanta's second-largest fundraising event. He heads home after hours to relax with his wife, Sara, and his children, Abby, 10, and Michael, 7.

"I read fiction and watch stupid TV," he says. "If it's deep, I avoid it. After a full day at work, I'm just trying to shut my mind off." ■

— Charles McNair

wondered openly if the move would leave the dynamic duo enough skin in the game to remain with the new firm. They stayed put.

Today, even in the current economic downturn — maybe *because* of the downturn, with the inevitable waves of consolidations, restructurings, and relocations — Holmes has been busy. In 2006, he and Shlesinger pulled off the biggest deal of the year, a huge 411,125-square-foot reconsolidation of CompuCredit Corp. into the “King” and “Queen” towers in Sandy Springs’ Concourse Corporate Center. And last year, a complex reconfiguring of Cox Communications operations was a highlight. This year, Holmes and Shlesinger — partnering with longtime CBRE team member, Senior Vice President Anne Lofye (BS ’92), are likely to lead the Atlanta market again.

### **SMALL TOWN VALUES**

So what makes Sam Holmes run? Some credit success like his, and the values that support it, to his childhood in Monticello, an hour south of Athens. “I think Sam owes a lot to his rural, small-town upbringing,” says his mother, Susan Dykes Holmes (BSEd ’63), who got a business education degree at Georgia and later served three terms as Monticello’s mayor. “If your child misbehaves in Monticello, you’ll find out . . . somebody is going to hold him accountable. Everybody knows you. Everybody looks out for you. It’s a very special world.”

In that small town, Holmes developed a life-long passion for sports. “When he was growing up,” says his mother, “he’d watch a game on TV, listen to another game on the radio, talk to a friend on the phone about another game, and do his homework — all at the same time. It drove me crazy.”

**Holmes was responsible for finding the perfect Buckhead site for what has evolved into the Terry Executive Education Center across from Lenox Square Mall. As business addresses go, this one may be without peer in the South.**

Thurman Willis, president of McIntosh Bank, has known Sam Holmes since birth. His wife taught Holmes in the fifth grade in Monticello. “It was obvious, at a very early age, that Sam was a unique individual,” says Willis. “His sincerity, just being a stand-up person. He had a natural, God-given talent of being able to communicate. We thought he possessed all the qualities to be president of the United States.”

Holmes played basketball in Monticello at Piedmont Academy, and then in his last two years of high school at The Baylor School in Chattanooga, where he graduated summa cum laude. Coach Bill Cox remembers his caliber of play.

“He was not the most talented individual on the court,” Cox recalls. “But very few people made more of what they had than Sam. He’s a competitor in everything he does, just full of hustle and desire. Other players fed on that.” To this day, the sports bug is central to Holmes and his wife, Lara Horne Holmes (BBA ’88). The couple has three children — Sam Jr., 14; Susan, 13; Cammie, 7 — and they go to every UGA football game, home and away. Holmes still finds time to teach Sunday school at Northside Methodist Church. He also coaches youth league basketball. “I can do a deal and get congratulations, and it’s great,” says Holmes. “But when a kid says, ‘Hey, Coach!’ my eyes light up.”

### **BULLDOG HEART**

UGA has laid claim to four generations of Holmeses. Sam’s maternal grandfather and grandmother were graduates. Sam’s mother and father met and married in Athens, as did he and Lara. Sam’s brother and sister hunkered down. So did an uncle, so did members of Lara’s family, and there’s a nephew on campus now.

Holmes has also been a true son of UGA outside the hedges. In 2003, the UGA Real Estate Foundation tapped him to find an Atlanta home for Terry’s Executive MBA program. Holmes worked tirelessly, checking out 55 potential sites, to find the perfect high-profile location for this important expansion of Terry services into Atlanta. Holmes did such a good job that the One Live Oak building near the corner of Peachtree and Piedmont has evolved into the Terry Executive Education Center, which is home to the Executive and Fast-Track Professional MBA programs, as well as an array of executive programs and the Terry Third Thursday lecture series. As business addresses go, this one — in the heart of Buckhead with Terry’s name in lights at the top of the building — may be without peer in the South. And Terry has Holmes to thank for it.





Posing for a team picture prior to this year's Arkansas game, Holmes and wife Lara Horne Holmes (BBA '88) have three children: Sam Jr. (14), Susan (13), and Cammie (7).


## CONSIDERING THE MISSION

"It's one of the greatest honors of my life to have been selected chairman of the UGA Foundation," says Holmes, who has just gaveled the fall meeting to a close. "This university has become a true leader nationally, and the improvements have certainly made my diploma on the wall look a whole lot more impressive. But our impact will be affected if we lose the balance we have between kids who come from different parts of the state and different parts of our population. More and more, the university is drawing from metro Atlanta — which is understandable considering test scores, but regrettable.

"I do not envy the admissions department. They do a great job, but there are way too many talented applicants. I just hope UGA can find ways to ensure a student body reflective of our great state. The foundation wants to help and is supporting more need- and geography-based scholarships. I'm not the only one who thinks a homogeneous student body may not be the best thing long-term."

Holmes says he experienced at UGA a world where "on one side lived a kid from a great Atlanta private school like a Lovett or Westminster, and on the other side a kid from a little town like Monticello. There's nowhere in this state I can go that I don't have a friend from UGA . . . and I worry about Georgia losing that, by becoming the University of Atlanta."

To those whom much is given, much is asked. Sam Holmes now finds himself front and center in foundation efforts to support the university that has meant so much to him and his family.

"In the era we live in, private funding will be more important than ever," says Holmes. "The work of our foundation, as we strive to help our great university be even better, will remain focused. Our continued mission is to do everything we can to work with the administration to enhance this wonderful university's academic environment and experience." 

# Art of a Deal

**Tom Noonan**, founder and CEO of Internet Security Systems, had a problem every entrepreneur wants. "We took the company public in 1998 and were growing like gangbusters," says Noonan. "We couldn't find space because we needed something like the Pentagon."

The unique nature of the security business required someone who could think outside the high rise. In short, it required Sam Holmes, who was then with Insignia/ESG. "Within 30-40 days," says Noonan, Holmes and partner John Shlesinger had located a large plot of land on the Atlanta perimeter — exactly where Noonan wanted to be. "Sam and John" then structured a deal with developer Joel Griffin.


"Within two years from that first meeting," says Noonan, "I was moving into my new headquarters building. We never needed another inch of office space."

The ISS complex is one of the most unique high-tech buildings in the world, with data centers buried two stories underground, redundant systems for water supply, power, data transport backbones, and a great deal of highly proprietary, highly sensitive electronica.

"It's a high-tech marvel," says Noonan.

He has reason for pride. Noonan wrote a software program as a college student that led to the launch of ISS in 1998 with 146 employees. By 2000, he had 1,100 people on payroll. In December 2006, he sold ISS to IBM for \$1.6 billion in cash.

"When people talk about real estate brokers," says Noonan, "they mostly mean people who walk you around to 10 places to see what you want. In this case, Sam and John helped us build our future from the ground up.

"It was one of the most amazing business experiences I've ever had." 

— Charles McNair



# The Perfect Storm

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*Mark Martin (MBA '07) enrolled in Terry's MBA program to learn how to sculpt a business plan for a charter school he planned to start in Atlanta. When Hurricane Katrina laid waste to New Orleans, Martin saw a chance to give a failing school district wiped clean by a tragic act of nature a new lease on life.*

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**I**t's 8 a.m. and a gaggle of wide-awake first graders are bouncing about their classroom like Keystone Cops. When the lower-grades principal enters the room to deliver today's culture lesson, the students — called "scholars" here at the Langston Hughes Academy charter school — weave their way between desks until most are sitting on a mat at the back of the room. For stragglers, instructions are delivered: "Silently move to your squares and get into scholar positions." The young students — boys in white shirts and grey trousers, girls in plaid dresses — sit cross-legged and look up attentively at the young man with flowing locks, an athlete's physique, and an incongruous blue pinstripe suit. He leans against a desk's edge, wingtips on the floor, and offers the class an important life lesson via a baseball analogy.

"You know how a baseball manager shares secret signals with his players," he asks rhetorically, and then demonstrates a few, touching his nose, chin, chest. The students — framed by posters on the wall: "Dream. Do. Be." — nod in excited agreement. "Well, sometimes the manager wants a big hit . . . but sometimes he wants a bunt to

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By Alex Crevar (AB '92)

Photography by Jackson Hill





As K-3 principal at Langston Hughes Academy in New Orleans, Martin knows all 490 students by name and he greets each one when they arrive at school. An admitted free spirit, he says nothing “has ever drawn me in like this does. There’s just something about children — their resilience, their hope for the future — that hooks you and pulls you in.”



help get a teammate home.” Without the kids knowing it, a lecture about character is in full swing. Next, the lower-grades principal points to a chart and the acronym CLASS-E — pronounced “classy,” as in the ideals one needs to act with class. In unison, the children recite each letter’s meaning: Community. Leadership. Affection. Sacrifice. Success. Enthusiasm. “Very good, scholars,” says the young principal. Then, “Remember, without sacrifice there’s no success.” A closer inspection of the scholars, all but one of whom are African Americans, reveals several tattered uniforms. Clean, to be sure, but in need of mending.

Welcome to Langston Hughes Academy, a free and public-yet-nearly-autonomous charter school that most traditional educators would consider too experimental. The two-year-old, open-admissions, open-enrollment academy serves low-income students from grades K-7. And the stakes are higher for these at-risk children because Langston Hughes Academy is located in New Orleans, which was dealt a devastating blow when the costliest hurricane in U.S. history made landfall on Aug. 29, 2005. Prior to Katrina, the Crescent City’s school system was among the nation’s worst. The pre-storm situation was so dire that the state legislature established a Recovery School District to take over underperforming schools. When you’re talking about educational standards in New Orleans, the word *recovery* was being used long before Katrina.

Mark Martin (MBA ’07), the lower-grades principal teaching kids about sacrifice and success, is not yet 30

**Martin and his MBA teammates took their charter school blueprint to the national Tulane Business Plan Competition. On the first day of competition, the *Times-Picayune* ran a headline that read, “Wanted: Teachers.” Martin held up the front page, told the judges “New Orleans needs this,” and his team won the \$10,000 first prize.**

— and he didn’t call education his profession until just a few years ago. Stranger still, it was business training at the Terry College in Athens that helped prepare this reform-minded educator for the challenges of running a charter school in New Orleans.

Langston Hughes Academy is following a controversial path to educational reform by bypassing school board control and utilizing direct, in-school resource management as a more efficient way to effect change. But no school, no matter how unique or radical in concept, can succeed without proper fiscal direction and health — and that’s where Martin’s MBA from Terry outfitted him for this educational perfect storm, wherein a failing school system wiped clean by a tragic act of nature has been given a new lease on life.

And when we talk about new life at Langston Hughes Academy, we’re not just talking about an attitudinal change, or lessons about character, or new, ener-



Langston Hughes has just moved into a new \$26.5 million, 98,000-square-foot facility paid for by FEMA and the feds. It’s the first post-Katrina school built in New Orleans, and Martin helped fill it by convincing embittered parents that the failures of a corrupt public school system could be fixed by a charter school.



getic personnel like Martin. We're also talking about a sea change in bricks and mortar. From temporary modular trailers in its first year of operation, Langston Hughes has just moved into a new \$26.5 million, 98,000-square-foot facility paid for by FEMA and the federal government.

"It's strange to say it," says Martin, who is responsible for grades K-3, "but education reform is Katrina's silver lining."

**W**alking the halls of Langston Hughes, Martin passes classrooms in

building units demarcated by various university logos, including UGA's, to accent college preparedness. His gait and build reflect his all-state soccer and wrestling status in high school, and he tries to impart the confidence he acquired from his school years to every Langston Hughes student. He knows each one by name, and many slap high-fives with him as he moves through the hallways. He works 11-hour days that are spent teaching classes, assisting instructors, discussing curricula, and disciplining students. Martin's cell phone is stuffed with parents' phone numbers — a testament to expectations on both sides of this unusual educational partnership.

Martin's career path took an abrupt detour after he graduated from the University of Alabama in 2003 with a finance degree — and realized he didn't want to pursue a traditional business career. He applied to Teach For America, ending up as a first grade teacher at Bankhead's Woodson Elementary in inner-city Atlanta. After three years, he knew he'd found his calling.

"Midway through the second year, I knew my commitment to education and high-needs children was long-term, but I needed more training to have a larger impact," says Martin, whose bookshelf includes *Managing the Non-profit Organization* and *Innovation and Entrepreneurship*. "I also knew I was headed in the charter-school direction because I saw the impact they'd had in Atlanta. What I noticed though was that failing charter schools weren't failing because of academics but because there was no business acumen. That's when I decided to go to UGA, where Terry's entrepreneurship program is renowned, to get an MBA."

When he arrived at Terry, Martin was pleased to



**Martin has an undergraduate business degree from the University of Alabama, but found his true calling during a Teach For America stint in inner city Atlanta. He works 11-hour days, his cell phone is stuffed with parents' phone numbers, and he stays in touch with his students' academic progress by spending three hours a week in the classroom.**

learn that he could focus his MBA studies on building a non-profit business. Terry also made it possible for Martin to supplement his business classes with pivotal education courses. One such course was a Ph.D.-level, models-for-educational-reform seminar taught by Carl Glickman, a nationally known figure in education and founder of UGA's Program for School Improvement.

"Mark was unique," says Glickman, who helped establish Georgia's charter school laws. "Most people who start charter schools come through education. But as an entrepreneur developing an idea and following it through economically, Mark saw how business can go hand-in-hand with developing a school that serves urgent-needs students outside normal conventions."

Terry marketing strategies specialist Roberto Friedmann remembers Martin's sharp wit and "anything-but-cookie-cutter" personality.

"Mark's a knucklehead . . . and I mean that in a good way!" says Friedmann. "He's just out of the box enough to bring really unique ideas to the table. There is great room for bringing a business perspective to education — from the design of the academic programs themselves, to running schools in an innovative fashion, to managing fundraising, to encouraging the school to act in an entrepreneurial manner, to designing revenue generating programs . . . or, for that matter, designing a completely novel school, which is what Mark has done."



College is the goal for all Langston Hughes students — who are referred to as “scholars.” To emphasize that goal, classrooms and building units carry university names. The good news is that students who have been at Langston Hughes for two years are outperforming not just the local school district but also state averages on most benchmarks.

**A**s Katrina’s floodwaters receded in 2005, one thing was certain — the schools of Orleans Parish would never be the same. Katrina caused major damage to half the city’s schools, and the pre-charter schools version of Langston Hughes Elementary was deemed unusable. But even amidst such calamity, there was an upside. According to a report from Tulane’s Cowen Institute for Public Education Initiatives, which noted that New Orleans was plagued by a corrupt and underperforming educational structure, “Hurricane Katrina brought with it an opportunity to reinvent public education.”

But it takes more than bricks and mortar to fix a failing system. It takes a new approach. This kind of atmosphere is perfect for charter schools, which according to the U.S. Charter Schools Web site, “operate with freedom from many of the regulations that apply to traditional public schools.... they exercise increased autonomy in return for this accountability.” Cited among typical charter-school founders are entrepreneurs like Mark Martin with a vision to “serve a special population.”

Autonomy means teachers and administrators target needs in-house and largely without district bureaucracy. In return, students take standardized tests to ensure methods are working. Langston Hughes receives \$7,000 per child from local, state, and federal sources for its 490 students. With this outlay of funds, the school and its non-profit charter management organization, NOLA 180, Inc., cover expenses and payroll for everyone

**Martin was pleased to learn that he could focus his MBA studies on building a non-profit business. Terry professors helped him formulate a blueprint for a business plan for a charter school. The college also made it possible for Martin to supplement his business classes with pivotal education courses.**

from teachers to bus drivers. The methods the school employs to guarantee academic and fiscal success include extended school days (7:30 – 4:30), a three-week summer session, one Saturday school day per month, and teachers who commit to working long hours.

Nationally, charters are the bane of educational status quoers. Failure is a real possibility when a school is its own island. Also, because the schools operate like private businesses, employees are expected to perform — bringing teacher security into question. The nays say the risks are too high. But what did New Orleans have to lose? Again from Tulane’s Cowen Institute: “Never has a failing urban public school system in the country experienced such a total destruction of resources and responded with such radical change.” According to state school superintendent Paul Pastorek, about 55 percent of Orleans Parish’s 87 public schools are now charters. Nationally, estimates are closer to 3 percent.

“I went to public schools but never felt they were doing what was needed to get kids where they needed to be — which is college,” says NOLA 180’s CEO John Alford, who grew up in the New York projects and earned an MBA from Harvard. “There’s a lot of politics involved in anything public, so the focus has been on adults. We think the focus should be on kids. What’s at stake here is if charters are successful, they’ll stay in New Orleans and will be potentially something people will think about for other cities.”

**M**artin’s MBA year led him to New Orleans, literally. He headed a team of Terry entrepreneurs who developed a business plan for what Martin envisioned as an Atlanta-based charter school. As luck would have it, the best place to present the charter school proposal was the Tulane Business Plan Competition in New Orleans, where the Terry team won the social entrepreneurship grand prize — beating out Princeton and host Tulane for the \$10,000 cash prize.

“We didn’t think we had a shot,” Martin admits now. “A judge told me later he wasn’t going to vote for anyone who wasn’t going to end up in New Orleans. Luckily, on the day of the competition the front page of the *Times-Picayune*, ran a headline: ‘Wanted: Teachers.’



And that's what we opened with. I held up the paper and said, 'New Orleans needs this.'"

While he was in New Orleans, Martin met Alford, who hired him and asked him to write a proposal for a new school building. The exhaustive proposal Martin authored — with architectural plans, neighborhood association input, and support from Sen. Mary Landrieu — paved the way for Langston Hughes Academy to become the first post-Katrina school built in New Orleans. Martin was also tasked with recruiting prospective families, explaining Langston Hughes' goals, and convincing parents that a charter school could work wonders in Orleans Parish. Those visits often took place in temporary FEMA trailer homes, and skeptical people were often moved to tears when Martin was finished outlining plans for the re-education of their children.

"The Langston Hughes scholars who have been with the school for two years are not only outperforming the local district, but are now competitive with and even outperforming the state average on most benchmarks," says Martin. "Our sixth-graders outpaced the Recovery School District, scoring 18 percent better in English and language arts and 10 percent better in math."

**H**aving completed his baseball-framed culture lesson, Martin is on the move again. He says hello to parents who are signing in late-comers. Outside, he greets a line of scholars headed to P.E. Behind them, a sign on Langston Hughes' new red-brick building reads: "Now enrolling kindergarten only. Seats will go quickly."

Passing the "University of Georgia" logo on one of the modular trailers, Martin notes that the goal for Langston Hughes' scholars is college by any means necessary — a concept that might have seemed laughable a generation ago. Today, the literal and figurative tides have shifted because new teachers and administrators like Martin have made a promise to parents that if you trust them, they'll do better for your children than the old system did for you.

"We have completely changed the paradigm in New Orleans," says Martin. "In the past, there was no reason to send kids to school besides legal obligation. Those same schools failed the parents and grandparents who are now stuck in poverty. For a long time, the stigma was: To have a good education, you have to pay for it. I've had parents in tears when we tell them, 'We're going to get your kids on the college track and get them reading — and it's all for free.' We have a lot of families depending on us to make good on our promise. If they stick with us and their child works hard, our

teachers will take care of the rest."

Chuckling at the thought of Bobby Friedmann characterizing him as a "knucklehead," Martin admits to being a free spirit, but says nothing happening in the world at large beckons to him like Langston Hughes.

"None of it has ever drawn me in like this does. There's just something about children — their resilience, their hope for the future — that hooks you and pulls you in. I know my kids can make it in life, but I haven't gotten to see their completed stories yet. Until I do, this is where I'll be . . . plugging away."

One Langston Hughes story that Martin is particularly eager to see to its completion is that of a little boy named Antoine who was selected to represent the kindergarten at the ribbon-cutting ceremony for the new building. A number of dignitaries were present and halfway through Gov. Bobby Jindal's presentation Martin caught sight of Antoine waving at him from his seat next to the state's chief executive officer.

"Antoine was causing a distraction so I waved him over to me," says Martin. "When he got to me, he said, 'Can I go back to class now? I'm ready to learn.'"

That's how Martin ended up holding hands with Antoine in the photo that appeared in the next day's *Times-Picayune*. Langston Hughes is filled with hundreds of kids like Antoine, and Martin aims to see their success stories all the way to the finish line. ■



At a key moment during the dedication of Langston Hughes' new building — as Gov. Bobby Jindal was making an impassioned point — a kindergarten student named Antoine began to fidget in his seat next to the governor. When Martin motioned him over to his side, Antoine said to him, "Can I go back to class now? I'm ready to learn."



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# Entrepreneurs learn the ropes

**Using an “American Idol” type format to create initial interest, UGA’s “Next Top Entrepreneur” competition crowned its first winning team — and the top eight finishers quickly generated \$212,000 in revenue**

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By Matt Waldman (AB '96)

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**T**hey came from all over campus — undergraduates and master’s candidates, English majors and biology students. Some had spent years refining their creative skills. Others simply believed they had the right stuff. One thing all 114 UGA students had in common when they congregated at the Student Learning Center last November was the drive to turn their dreams into reality. What they came for was a chance to be a part of “American Idol” — Terry style.

The occasion was the inaugural event of UGA’s Next Top Entrepreneur, a campus-wide competition that is the brainchild of Terry entrepreneurship program director Chris Hanks (BBA '90), who says students were initially drawn to the contest with visions of venture capitalists cutting huge checks with their name on it. But what they quickly learned is how much skill and stamina is required to transform creative ideas into a successful marketplace product.

“At first, it’s pure enthusiasm,” says Hanks, who enlisted the aid of venture capitalist Rob Bearden to help him put the students through five months of preparatory seminars. “The fact that we have an entrepreneurship presence garners a big response. But when we got down to work, that’s when we started seeing who was really serious.”

Step one, says Hanks: Gain a realistic perspective of the commitment required to succeed.

“There were times when frustration set in and they weren’t sure they were going to make it,” says Hanks. “Sometimes they weren’t even sure if the business was worthy of pursuing. Most entrepreneurs experience that feeling and these students certainly went through it.”

When the dust settled, eight UGA teams faced off in a business plan competition for a prize of \$500 and the title of UGA’s Next Top Entrepreneur.

The winners were a pair of undergrads from Roswell, Ga., who created an iPhone music software application that gained popularity so quickly that it appeared on iTunes’ New and Noteworthy homepage and generated thousands of downloads within weeks of its launch. But thanks to Hanks and Terry, all of the finalists were winners; before the competition phase had even begun, the top eight business ventures had generated \$212,000 in combined revenue shortly after opening for business.

Top Entrepreneur’s three finalists — Juan Calle and Adam Berlin (SEC Excursions), Adam Balkcom (Anofit), and Hayden Kramer and Wesley Miller (Krasidy LLC) — epitomize what young entrepreneurs are capable of when mentored by an experienced businessman like Hanks, who operates under the umbrella of a forward-thinking B-school like Terry.



Adam Balkcom (BBA '06) was a UGA cheerleader, an experience that led to him giving up his IT job and creating Anofit, a business venture that brings custom-designed fitness programs to individual neighborhoods. When the seminar phase of Top Entrepreneur ended, Anofit had already earned \$50,000 in venture capital. The company has enough monthly revenue to cover costs without dipping into its investment funding, with plans to go nationwide.





SPECIAL

“In the end, the differentiator was the people,” says Hanks. “You begin to see who keeps coming back to meetings and who follows up on the things that you asked them to follow up on.”

## SEC Excursions

SEC Excursions is built upon a pastime all Dawg fans enjoy: Turning a football game into an event. Friends since their days at Roswell’s North Springs High School, where they planned regular events for their classmates, Calle and Berlin realized they should capitalize on the SEC football craze by providing group travel packages to college games, including bus transportation,

hotel accommodations, and the obligatory tailgate.

“Since our football team was ranked No. 1 [last year] in the preseason, we knew demand would be high enough for us to establish a company,” says Calle, whose company services all students, but its initial target was the Greek system because of Berlin’s experience as social chairman of his fraternity, Tau Epsilon Phi.

Though they enjoyed some early success, Berlin says Top Entrepreneur helped SEC Excursions come a long way in a short period of time.

“At the time the competition began, we were just an idea,” says Berlin, who describes the Top Entrepreneur’s seminar phase as a series of refinement steps that are



KENT HANNON

essential for anyone interested in designing a workable business plan. “We met with Chris Hanks extensively, and we learned there are so many resources for entrepreneurship at Terry and the University of Georgia.”

Hanks put Calle and Berlin in touch with Carol McDonell of UGA’s Small Business Development Center, which helped SEC Excursions navigate early legal issues involved with launching their business. Calle and Berlin also took full advantage of Hanks’ lunch series Venture Eat, where he facilitates discussion among aspiring and seasoned entrepreneurs every other week.

Calle was a constant fixture at Venture Eat, and Hanks praises SEC Excursions’ overall focus.

“They stood out because there was no question about their seriousness towards their venture and their desire to make it successful,” says Hanks. “I spent a lot of time with Juan. He practically pitched a tent outside my office.”

SEC Excursions has done well enough in year one that Calle and Berlin are expanding beyond the UGA student community with collegiate sales reps at Florida, Alabama, and Auburn. They are building a web presence, and adding more infrastructural support in financing, accounting, and legal. The company projects between 3,000-6,000 individual reservations requiring 40-60 buses for the 2009 college football season, not counting bowl games.

“Last year, it was a lot harder for us to get good hotel deals and better deadlines for payments,” says Calle. However, they have established enough credibility with bus providers and the hospitality industry that their business relationships are beginning to blossom. “Now they give us special deadlines so we don’t have to put down all the money at once like any other group would have to do,” Calle adds. “We also have a special contract with the largest and best bus provider in America.”

Berlin says these growing relationships will make the business easier to run in the future. “By 2010, we expect to be a multimillion-dollar force in the travel industry in the southeast. We’re on our way to meeting the business goals we wrote for the competition.”

(from left) Wesley Miller and Hayden Kramer share a passion for music and technology, which they used as the inspiration for a novel iPhone application that ranked No. 4 on iTunes’ “Top Paid” items with more than 3,000 user downloads in just two months. Not surprisingly, their Krasidy, LLC product won the Top Entrepreneur first prize and \$500.

## Anofit

As a teen growing up in Snellville, Ga., Adam Balkcom (BBA ’06) started a car detailing business, making \$300-\$400 per week. However, it was his interest in cheerleading that eventually led to his business venture Anofit, which is designed to make people physically fit — and to help them feel emotionally connected to their friends and neighborhoods.

“Change starts in the home,” says Balkcom. “We offer fitness services where people live so they gain the accountability and motivation needed to get in shape.”

Anofit’s pricing is flexible, its workouts custom-fit to the resources of its neighborhoods, and its subcontracted certified personal trainers have incentive-laden programs and scheduling freedom. “We can do anything from coordinating yoga instructors to water aerobics,” says Balkcom, who left his job with international IT consulting firm Cap Gemini when a friend asked the former UGA cheerleader to help him open two gyms with the potential to earn a percentage of ownership. Balkcom jumped at the chance and, to save money, moved in with his parents. Unfortunately, negotiations to attain partial ownership broke down, and by December 2008 Balkcom was out of options: no Cap Gemini, no small business, and nothing on the horizon.

He started Anofit with boot camp style fitness courses in his Atlanta neighborhood.

“It was a little planned community with a clubhouse and a small weight room,” says Balkcom, who originally tried to find others to teach classes because, at the time, he lacked personal training certification. As he continued teaching, he saw opportunity in personal trainers running customized neighborhood fitness centers.

The idea dovetailed nicely with UGA’s Next Top Entrepreneur competition. Balkcom had taken a day to visit a friend in Athens, where he saw students promoting the competition with fliers on North Campus. “I thought, *Man, this is right up my alley!*” he says.

Leading some of the Top Entrepreneur seminars was Rob Bearden of Benchmark Capital. Bearden is a member of Terry’s MIS Advisory Board, and he coached teams on what makes a business appealing to investors. “We showed them how to research an idea, develop a business plan, and pitch it to potential investors,” says Bearden, who also served on the panel of judges and



provided the \$500 prize money for the winner.

When the seminar phase of Top Entrepreneur ended, Anofit had already earned \$50,000 in venture capital. Currently in one community and in the early stages of adding another this fall, Anofit is generating enough monthly revenue to cover costs without dipping into its investment funding while Balkcom works on scaling the business to go nationwide.

## Krasidy LLC

There must be something in the water fountains at North Springs High, where Hayden Kramer and Wesley Miller were classmates of Top Entrepreneur finalists Adam Berlin and Juan Calle. Although Kramer and Miller lacked business training, they shared a passion for music and technology that propelled their venture, Krasidy LLC, to a promising start within the new reality of the music industry. With so much of today's music being produced on digital software, this opportunistic duo holed up in a makeshift studio in the basement of Kramer's mother's house and went to work.

"When I think about Wes and Hayden, I think this is who the contest is for," says Hanks, who describes Miller, a biology major, and Kramer, a nutrition science major, as "two really bright people who lacked the business know-how to create a sustainable business around a really good idea."

And that good idea quickly became a moneymaker.

Krasidy's flagship product, Studio App, is an iPhone application that retails for \$7.99 and allows users to record, mute, delete, or layer vocals over instrumentals in a song. Studio App was an immediate hit — ranking No. 4 among iTunes' "Top Paid" items on its website — with more than 3,000 user downloads in just two months. As impressive as their immediate success was, Kramer and Miller knew they were unprepared to create a sustainable business without the help they received from the competition.

"Top Entrepreneur helps you organize your thoughts and ideas. That's the hardest step," says Kramer, who sees immense value in getting key questions answered by experienced Terry faculty and alumni. "Just being around people who have that business ambition speeds up the process of being proactive."

Kramer was so focused on the seminars that he actually forgot there was a competition. When Miller confirmed Krasidy would have to present its business plan to a panel of experts that included venture capitalists, entrepreneurs, and Terry MIS professor Rick Watson, Kramer panicked. "I said [to Miller], 'We don't even know how to present!' We're two science majors and all

that business terminology and vocabulary that business students learn and present in class every day is new to us. If you want to know about DNA replication, call us. I thought we were going to embarrass ourselves."

Miller was far more confident, if not a bit cocksure about the whole thing. "He said, 'This product is awesome, we're top paid on iTunes . . . they're going to give it to us. It's in the bag.' Meanwhile, I'm sweating bullets," says Kramer.

A complete role reversal occurred between the two partners on the night of the competition. After Miller and Kramer watched the first entrepreneurship team present to the panel, it was Miller who had second thoughts about going through with it.

"After the first team presented, Wes nudges me and says, 'Let's just go. You were right, we are just going to embarrass ourselves,'" says Kramer, who was determined not to let his fears get the best of him. "I said, 'No-no. We came here, I borrowed shoes from a friend, and we're going to do this!'"

Fortunately, Kramer and Miller's misgivings were a private commentary no one else heard. The judges were obviously impressed by Studio App's No. 4 ranking on iTunes' New and Noteworthy page, and that played an important role in Krasidy ultimately accepting congratulations from Hanks and Bearden for winning the inau-

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(from left) Berlin and Calle have capitalized on the SEC football craze by providing group travel packages to college games, including bus transportation, hotel accommodations, and the obligatory tailgate. SEC Excursions is projecting 3,000-6,000 reservations this season.



**“One of the coolest things about being an entrepreneur and writing a business plan is that, like a writer, you have a blank piece of paper and you get to write whatever story you want. What a wonderful privilege to write your own life story.”**

**— Chris Hanks**



gural Next Top Entrepreneur competition and the \$500 first prize.

There may be no one better to introduce students to entrepreneurship than Hanks, whose aptitude for launching new businesses was born out of necessity. As a risk management-insurance major at Terry, Hanks was barely able to survive and pay for his own education while holding down multiple jobs. He served as an RA at Russell Hall, rolled coins in the vault of the old C&S bank, pulled night security detail, even dug sewage pipe. Determined to make ends meet and unable to qualify for financial aid, the Augusta native — whose father was an Army drill sergeant and whose mother stuffed newspapers at the *Augusta Chronicle* — refused to let university bureaucracy get him down. Hanks created a t-shirt that read, “Top 10 Things Heard At UGA’s Registrars Office.” The t-shirt was a hit with his classmates, and Hanks’ ingenuity resulted in some profit.

He didn’t stop there. When a florist said they couldn’t pay him minimum wage to answer the phone, Hanks negotiated a flat rate to deliver flowers for them instead. Then he went to other stores in town and signed them up as accounts, creating a flourishing local business out of what initially seemed like a failed inquiry.

Nearly 20 years later, Hanks is an owner of multiple businesses, a certified business appraiser, and a developer of a private equity fund focused on social entrepreneurship. As a Terry faculty member, he is using his experience, networks, and motivational gifts to make Top Entrepreneur a vehicle for UGA students to follow their own dreams of business creation and ownership.

UGA’s Next Top Entrepreneur is just weeks away from starting its second season, and if year one’s success is any indication it should be a longstanding, annual event. Terry has a strong track record of success with the performance of its MBAs in moot business plan competitions, but the intent of Top Entrepreneur goes beyond presentation skills; it is about launching businesses. It’s also why Hanks has expanded Terry’s entrepreneurial focus to undergraduates.

Although Hanks says teaching entrepreneurial thinking is a proven advantage for MBAs in the corporate workplace, the fact that all eight business launched from year one of Top Entrepreneur are still going strong underscores Hanks’ belief that a campus-wide competition is one of the program’s best vehicles for all the

talent at the university to benefit from Terry’s expertise.


“As an entrepreneurship program, we wanted to find a way to be a resource for any aspiring or existing entrepreneurs,” says Hanks, “and the ‘American Idol’ type experience makes this a fun way for students to get involved and create a lot of interest and enthusiasm.”

The idea of owning a business had a deep-rooted appeal for the SEC Excursions partners. Calle, who moved from Colombia with his family when he was 12 years old, watched his father start his own food distribution and imports business. “Since I was little, I got to see how much hard work it is,” says Calle, a real estate major who initially considered law school as his next path, but decided entrepreneurship is his true calling. “You never just leave your job at the office, but it also gives you more control over your life and gives you a much bigger space to grow.”

Berlin’s desire to be an entrepreneur goes as far back as selling candy in the halls of his elementary school. For him, it has never been as much about the money as it was a creative outlet. “I think people believe business is doing something at a desk that is boring, but there is a lot of creative energy in business,” says Berlin, a marketing major who is a member of an artistic family. “Putting elements together that already exist to create value involves a lot of creative energy.”

Anofit’s Balkcom says the process of launching a business has rewarded him with a more mature perspective about risk. “As I was trying to move forward, I was always thinking I had to get the right answer or make the right choice. What I learned from the Next Top Entrepreneur competition is that I can mess up and still continue to move forward. If I hadn’t competed, I wouldn’t have gotten to where I am right now.”

Hanks says he would like the University of Georgia to become famous for entrepreneurship.

“I want to have a program filled with success stories that include a legacy of successful ventures that were started as a result of our efforts. Peter Drucker once said that there’s no entrepreneurial mystique, it just comes down to discipline. I hear students and those around the state say, ‘I want to do it, but I just don’t know how. I want to do it, but I’m scared. I want to do it, but, but, but.’ Let’s take those ‘buts’ and just cross the bridge. I want Terry to serve as that bridge to help prospective entrepreneurs cross over to the other side.” 





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## Entrepreneurship

# The human torch

Mark “Dill” Driscoll has done it all in what he calls “experiential marketing,” and as Terry’s first Entrepreneur-in-Residence he’s passing his fiery will to succeed on to the next generation.

By Krista Reese (MA ’80)

**Mark “Dill” Driscoll** is sitting in a rocking chair in his Atlanta office, surrounded by mementos of a career in what he calls “experiential marketing.” Even in repose, he carries the youthful posture of a downhill skier just shot from the gate. At 58, when many successful entrepreneurs might be taking up that rocking chair fulltime, Driscoll has just been named the first Terry College Entrepreneur-in-Residence.

Good luck finding him in his own. Ever in motion, Driscoll and his wife and business partner, Susan McWhorter Driscoll (BBA ’85, MMR ’86), live on a farm in the tiny south Georgia town of Osierfield. They commute to Driscoll’s ignition inc. office on weekdays via his twin-engine Baron 58. Driscoll says his international travel schedule has slowed, so he travels to other countries for business only “about once a month.”

That leaves time for Driscoll to spend most Fridays in Athens, where he connects

with —and challenges — enterprising Terry students.

Driscoll earned his Entrepreneur-in-Residence title after a series of on-campus guest lectures inspired him to set up day-long volunteer workshops to answer students’ entrepreneurial questions. After four years of such guest visits, he proposed bringing Terry students into his myriad of endeavors around the world, showing them the importance of “the human touch,” as he puts it.


“That’s all business is,” says Driscoll. “They know all the charts and graphs, but they’ve never been to a meeting. And if I’m going to a meeting, I’m taking them with me. It doesn’t matter how high-level. If I’m meeting with Mike Adams, they’re going with me.”

Driscoll’s first successes included installing an indoor track in his Lake Placid ski shop to help customers try out Nike Waffle shoes. Later, in 1984, he partnered with Busch beer to bring artificial snow to the Boston Commons. He would go on to found two of his own companies, signing Coca-Cola and the ’96 Olympic Torch Relay as clients. He sold those companies to McCann-Erikson, then founded ignition inc., which boasts such clients as the FIFA World Soccer Cup Trophy tour, Delta Air Lines, and Live Earth concerts.

As many as 100 UGA students have shown up for Driscoll’s on-campus chat sessions, and he and Susan were taken aback when one asked, “Should I quit school?” It’s not what you think. He said he was making \$6,000 a month, selling jeans over the internet from his dorm room. “We told him to stay in school,” says Susan, who is a member of the Terry College Alumni Board, “but we also asked if he was paying taxes.” Driscoll directed the student to an accountant, who gave the student good advice on how to proceed.

Driscoll recruits students and casts them for roles in front of, and behind, the camera for marketing films and productions. One of them, Akin Adebawale, has obtained an all-access pass to a Georgia football game, allowing him to film side-by-side with ESPN.

Susan is growing accustomed to phone calls from her husband, saying he’s bringing 10 Terry students home with him for the weekend. After dinner Friday night, the students can take advantage of the Driscoll estate’s horses and ATVs — and in that environment Driscoll is able to provide more personalized mentoring.

“My job is to create opportunities and get kids on the playing field. Then to coach and inspire them . . . not to grade them, but to inspire them.” 

Driscoll (shown here in New York City promoting the 2004 Olympic Torch Relay) is currently involved in his eighth torch relay, this time for Vancouver’s 2010 Winter Olympics. To learn more about Terry entrepreneurship: [www.terry.uga.edu/entrepreneurship](http://www.terry.uga.edu/entrepreneurship).





## Diversity Relations

# Introducing the business major

Terry Business Academy immerses top prep students in a weeklong, on-campus preview of all the B-school majors. This year, they also devised a marketing plan for a new AT&T product.

By Chris Starrs (ABJ '82)

**Terry Business Academy** is a highly selective, weeklong program for high school students who demonstrate a strong interest in business and entrepreneurship. Now in its second year, TBA attracted 21 Georgia students to campus this spring for an up-close-and-personal look at what Terry has to offer prospective business school majors. To be considered for the program, students must carry a minimum GPA of 3.7 (rising juniors) and 3.5 (rising seniors).

"This program gives students an intensive preview of all major business areas, such as accounting, finance, marketing and economics, as well as opportunities for leadership and presentations," says Terry's diversity director Randy Groomes (BBA '92). TBA is also a recruiting tool. "We want to expose students to a great educational opportunity," Groomes adds. "Hopefully, when college decision time comes, they'll want to attend UGA."

Business academy week began on Sunday, when students got to know one another while navigating UGA's ropes course. They attended three accounting classes during the week, and there was also a field trip to Atlanta to visit several companies — including a stop at Chick-fil-A headquarters and the Fusebox recording studio.

Perhaps the most demanding exercise the students participated in was dividing into teams to develop creative briefs for the introduction of a new product created by AT&T. FamilyMap is designed to help parents keep track of where family members are at all times from their wireless phone or PC. The students' task was to devise a marketing plan for the Family Map rollout.

Four student teams made their presentations on the final day of the business academy, gathering in a conference room at the Georgia Center for Continuing Education to make their pitches before a panel of judges.

"These students are going to be highly sought after," says Groomes. "At the beginning of the week, some of them were saying they wanted to go to Harvard, but by the end of the week they saw what UGA has

to offer — and they saw the value of the degree versus the cost. I expect more than half of this group to come to the Terry College of Business."

Don Vickers of Hawkinsville High School was impressed by the experience.

"We had to use the kind of creativity I never thought you'd need in business," he said. "If I decide to study business, I would most definitely come to UGA to do it. It's a great program they've got going on."

Sofia Jesani of Brookwood High School hopes to be accepted at UGA.

"We talked to (Senior Associate Director of Admissions) Patrick Winter and he told us everything UGA is looking for," says Jesani. "I would definitely recommend this program. I feel matured after this."

Lauren Slavin of Riverwood High says she is very attracted to UGA.

"I liked all the professors and the dorm experience was great!" she says. "I would definitely recommend the Terry Business Academy to students interested in going into business, and I definitely feel like I'd be ahead of the game if I came to UGA." ■

(from left) Resident advisor Lance Peiper (BBA '02, MBA '09) sets up a PowerPoint video for business plan competitors Nicolas Crawford (North Gwinnett H.S.), Afzal Jesani (Brookwood H.S.), and Nicole McLaughlin (South Forsyth H.S.) For more information on diversity at Terry, go to: [www.terry.uga.edu/diversity](http://www.terry.uga.edu/diversity).



## Management Information Systems

# Web portal for Washington Co.

Senior Christian Hyatt, who already runs his own web consulting business, was ideally suited to lead a student team's Archway Partnership Project on behalf of a neighboring county.

By Matt Waldman (AB '96)

**Three years ago**, an internship at the Paulding County IT department sparked Christian Hyatt's interest in web design. Hyatt took that experience to heart and eventually co-founded a web consulting business while still enrolled at Terry. Now a senior, Hyatt brought a great deal more experience to last summer's internship assignment. This time around, he was the one providing the service.

Hyatt served as project manager for a team of MIS students completing a web portal for Washington County, located 90 minutes southeast of Athens, as a part of the Archway Partnership Project.

"They want to give their audience a more interactive experience," says Hyatt of the team's design of a new website to revamp the community's online image. Washington County will use the site to post news, upcoming events, and happenings in community development for each of its cities.

"We felt we got real bang for our buck," says Ree Garrett, vice president of the Washington County Chamber of Commerce, who explained that partnering with the University System of Georgia and its faculty and students is a great benefit to them as one of a number of cities and counties known as Archway Communities. These communities identify their needs and work with an Archway professional whose job it is to find the educational resources necessary to execute the project.

"When we [told Archway professional

Hyatt (standing) got a head start on his career by co-founding Hyped Consulting. Here, he gives MIS professor Mark Huber a virtual tour of Washington County's new website, which he and a team of MIS students created.

Roger Harrison] we needed help with our website," says Garrett, "he immediately went to Terry and their MIS students."


Harrison contacted MIS professor Mark Huber, who traveled to Washington County to assess their needs. Huber recommended a team of students for the project under his direction for class credit, with Hyatt as the project manager.

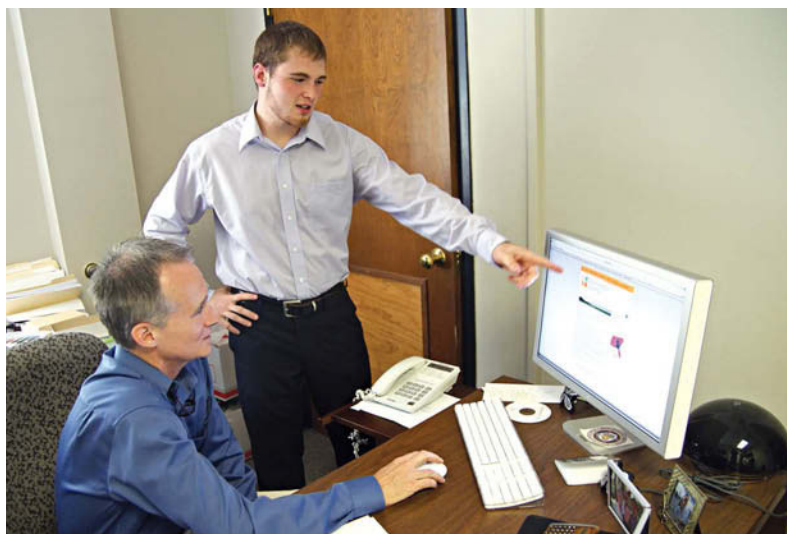
"He's easy to direct because he's a self-starter and does stuff on his own," says Huber about Hyatt, who, in addition to hitting it off with Garrett immediately, already had sufficient web design experience as a co-founder and director of Hyped Consulting, a strategic marketing firm with a portfolio of clients that he built as a student.

Hyatt also received praise from his teammates for his communication and delegation of the workload among several students.

"Working with Christian was a real pleasure. He is very personable and extremely knowledgeable," says rising senior Jeremy Hahn, a dual major in MIS and finance, who was responsible for writing a lot of the website content. "I learned a lot more about the process of developing business solutions for a specific client."

Huber says the project modeled many his students will eventually take on as professionals.

"It was a great way for them to extend the learning they get in the classroom, and it's service to a community in Georgia in an area where you typically don't see a lot of UGA presence," says Huber. "It's a chance to show the community that we have great students who are talented, work hard, and they can help by taking what they learn in our programs and giving back." 





## Executive Programs

# Terry-Ross create a hot ticket

The Atlanta Leadership Symposium is the product of a unique partnership between the Terry College and Michigan's Ross School of Business, known worldwide for its executive programs

By Chris Starrs (ABJ '82)

**Georgia and Michigan** haven't squared off on the football field in more than 40 years, but the business schools from both universities are joining forces to make the fourth Thursday of every month a hot ticket for up-and-coming managers in the Atlanta area.

Georgia's Terry College of Business and Michigan's Ross School of Business are co-producing the Atlanta Leadership Symposium, a six-session conference set to begin in early 2010 at Terry's Executive Education Center in Atlanta. The symposium offers mid-level managers the tools to become more valuable leaders to their companies, as well as the skills they need to reach the C-Suite level.

"Leadership is one of our core competencies at Terry," says Dan Stotz, director of strategic partnerships, who spent five years at Ross, "and we recognize the advantages of taking our best resources and partnering with a powerhouse B-school like Michigan's."

In 2007, *Business Week* ranked Michigan's executive MBA program No. 4 in the world; in 2008, the *Wall Street Journal* ranked Michigan's EMBA program No. 6 in the world.

"We get asked fairly often by other schools to collaborate, but we don't partner often," says Melanie Barnett, chief executive of the Ross School's executive education program. "We're very selective. It has to be the right partner with the right opportunity at the right time. We don't say yes that often."

A critical component of the symposium is the participation of execs from top companies such as Coca-Cola, Delta, Home Depot, UPS, Kimberly Clark, NCR, and Chick-fil-A.

"We're offering people different points of view — from the best theories that come out of deep research to real-world viewpoints from execs who live and breathe it every day," says Stotz. "People attending this program have been identified as future senior executives. But they need specialized knowledge and skills in order to get to the next level."

Each session will begin with presentations by Terry and Ross professors, followed by lunch, which will conclude with panel discussions moderated by Terry professors.

"At each session, we'll focus on a discipline as it relates to leadership roles," says Stotz. "Take innovation, for example: A leader has a much different role when it comes to innovation. The leader is responsible for strategic thinking and decisions, while a manager will be more involved in tactics and implementation."

The interaction between faculty and the inclusion of some of the city's top executives are among the elements that attracted Michigan to the program, says Barnett.

"We're always looking for top-tier partners and the Terry College has a great reputation," she says. "We see some synergies between what our respective faculties work on and that's evidenced by the pairings of faculty for each session."

The first class of the Atlanta Leadership Symposium will number more than 100. Participants will be selected based on recommendations from senior executives of companies working closely with the Terry College, and those who complete the program will receive a Terry College certificate in business leadership. [m](#)

Terry's Executive Education Center will host the Atlanta Leadership Symposium, which is jointly sponsored by Terry and Michigan's renowned Ross School of Business.



“I believe the real difference between success and failure in a corporation can be very often traced to the question of how well the organization brings out the great energies and talents of its people.”

— Thomas J. Watson, Jr., Leader of IBM, 1914-1956

The business philosophy described above is probably even more important today than it was when Mr. Watson was building IBM into one of the world’s most-respected corporations. In an effort to help companies, big and small, “bring out the great energies and talents of its people,” the University of Georgia Terry College of Business has joined forces with the University of Michigan Ross School of Business, which is ranked #4 in the world in executive education, to launch a new leadership development program called the:

## **ATLANTA LEADERSHIP SYMPOSIUM**

### **Business Expertise from World-Class Professors and Practitioners**

The Atlanta Leadership Symposium is a six-session program that offers business and leadership wisdom from 12 world-class professors and 18 senior executives from companies such as AT&T, Cbeyond, Chick-fil-A, Delta Air Lines, Frazier & Deeter, GE, Home Depot, Kimberly-Clark, Southern Company, The Coca-Cola Company, WellStar Health Systems, and, of course, IBM.

The Symposium is held on the fourth Thursday of the month beginning in January 2010 and ending in June. The program will be held at the Terry Executive Education Center located at 3475 Lenox Road in Buckhead. For more information about the Atlanta Leadership Symposium:

**Send an email message to [businessleadership@terry.uga.edu](mailto:businessleadership@terry.uga.edu) or call the Terry Executive Education Center at 404-842-4853.**

**A leadership development program co-designed and co-delivered by:**





# Invest in what you know

by Martee Horne (BBA '78)



**In 1977, Wall Street** investor Peter Lynch became the head of a little-known investment fund by the name of Magellan, which Lynch promptly turned into an industry giant with \$14 billion in assets and a 29.2 percent average return during his 13-year tenure. When giving advice to investors, Lynch's most famous principle has always been "invest in what you know."

Terry's new Director of Annual Giving Amber Sanders (at right) views the Terry Annual Fund as that kind of investment. "Though it tends to operate behind the scenes, a strong annual fund has a direct bearing on the strength of the college," says Sanders, who explains that annual fund dollars move programs forward and bridge the gap during times of shrinking state funds, making a real difference in the lives of our faculty and students. Rob Hoyt, the Moore Chairholder of Insurance and head of the Insurance, Legal Studies and Real Estate Department, lists several ways that the Terry Annual Fund has helped elevate the insurance program's current ranking in *U.S. News & World Report* to No. 2 in the country.

"It defrays the costs of distributing student résumé books to more than 900 businesses and organizations in the fall and again in the spring," says Hoyt, who also makes regular contributions to the Terry Annual Fund. "It also covers some costs associated with bringing top academics to campus to give seminar presentations. When our faculty sharpen their tools and are in tune with current case study, students benefit through relevant presentations and assignments. The annual fund supports a portion of student scholarships, and it even reimburses students for fees when they successfully pass professional exams."


Terry's 2009 Alumni Award winner John McMullan (BBA '58, MBA '60) invests in what he knows. The long-time Atlanta CPA has made numerous contributions to Terry over the years and he

understands that the annual fund helps the college attract and retain outstanding students and top-notch faculty like Rob Hoyt — all of whom contribute to the rigor and reputation of the college. The Terry Annual Fund also supports day-to-day operating expenses. In fact, last year's \$1.7 million in



**Sanders**

state budget cuts for Terry would have gravely impacted professorship chairs, scholarships, and learning tools had the combined gifts of alumni and friends not bridged the gap. And the benefits of contributing to the Terry Annual Fund do not end in the classroom. Alumni participation has a direct correlation on where Terry is ranked in national publications — and ultimately on the value of a Terry degree.

To touch the lives of students today, to guarantee a strong Terry for tomorrow, and to ensure continued professional appreciation for a Terry degree, please consider making a gift — no matter the size — today. 

(bottom left, from left) Terry students Faraz Ahmed, Christy Boudreau, and Melissa Walters appreciate that the Terry Annual Fund covers some costs that the college incurs with classroom purchases, such as the web application Aplia.com used in Ahmed's finance class. (bottom right) Insurance professor Rob Hoyt says the annual fund defrays the costs of distributing student résumé books to more than 900 businesses and organizations in the fall and again in the spring. It also covers some costs associated with bringing top academics to campus to give seminar presentations.



CHRIS TAYLOR



JASON THRASHER

# Honor Roll

2008-2009 • Terry College of Business • The University of Georgia

The Terry College of Business proudly recognizes and thanks the many alumni, corporations, foundations and friends who contribute their support to the college and its strategic initiatives. Donors are making an investment which will enable the Terry College to carry out its mission and achieve its vision of national prominence. This Honor Roll of Donors represents contributions to the Terry College of Business received between July 1, 2008 and June 30, 2009 from thousands of supporters. Every effort has been made to assure its completeness and accuracy. To make a gift to Terry, contact the Development and Alumni Relations Office at (706) 583-0526.

## Dean's Circle of Giving

The Dean's Circle of Giving recognizes those individuals, corporations and foundations who have made leadership gifts during the past fiscal year. The Young Alumni category includes those who have graduated within the past 10 years.

	<i>Alumni/Friends</i>	<i>Young Alumni/Faculty &amp; Staff</i>
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<b>Board Member</b>	\$25,000 – \$49,999	\$12,500 – \$24,999
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W. Marks Towles, Jr. and  
Jane S. Towles

Billy C. Upton  
Charles R. Walker  
William D. Warnell, Jr.  
Charlene Kunis Weaver  
Jerry M. Weil  
Jerry D. Wethington and  
Amy E. Wethington  
Jeanne Stringer White  
Ronald J. Wiese and  
Deborah M. Wiese  
John Wiley Williams, Jr.  
John Harvey Willis, Jr.

## \$1,000 - \$1,499

Bryan R. M. Ahrens and  
Jenifer L. Ahrens  
Frank Walter Allcorn IV and  
Margaret I. Allcorn  
Rebekah Anne West Barron  
and W. Frank Barron, Jr.  
Robert A. Bartlett, Jr. and  
Cathleen M. Bartlett  
Stuart C. Bean and  
Mary V. Bean  
Karen Elizabeth Bennett  
Larry R. Benson and  
Donna Gayle Benson  
Kathryn Birmingham  
Stephen Weyman Brooks  
and Jeanne Boyle Brooks  
Mark Gilbert Bryson and  
Melissa Bryson  
Salem Sanford Bullard  
Charles Preston Butler, Jr.  
Jennifer Coston Camp  
Alisa Loretta Pittman Cleek  
and Craig Cleek  
Charles Bell Compton, Jr.  
and Alva Blount Compton  
Jack William Corn and  
Ann McConnell Corn  
Scott Christopher Cotton  
Kate M. McDonald Dangler  
Angela Hunt Davis and  
G. Lee Davis  
Phillip Asa Dorsey  
Charles Douglas Eden and  
DeLee L. Eden  
James Arthur Ellison  
David Robert Finkelstein  
Jennifer L. Finkelstein  
James Herman Floyd and  
Shawn E. Floyd  
Gregory Thomas Foster  
Robert Lamar Goocher and  
Jan Goocher  
Jeffrey A. Hackman  
Frank Moore Henry and  
Linda Henry  
Edwin Groover Hill and  
Anita B. Hill  
Kenneth Hugh Holcomb and  
Ann Holcomb  
Samuel Dykes Holmes and  
Lara Horne Holmes  
Charlette Flynt Howell and  
Paul Howell  
Craig P. Hume and  
Michelle W. Hume  
Sen. and Mrs. John  
Hardy Isakson  
Charles Ellis Izlar and  
Janice J. Izlar  
John Wylie Jackson and  
Sandra East Jackson  
Elsie Brinson Johnson and  
John W. Johnson, Jr.  
Lewis Edward Jones, Jr.  
Kusiel Kaplan and

Paula Kaplan  
John Ward Knight and  
Charlotte Clark Knight  
James Wyatt Martin and  
Barbara Patrick Martin (d)  
Darryl Dean McDonald  
William Thomas McDougald  
and Cynthia McDougald  
Carrie Melinda McMillan  
James William McPherson  
William Emmett Mitchell III  
and Rosalyn K. Mitchell  
James Hooten Moore and  
Evanda G. Moore  
Christopher David Murphy  
and Faith Murphy  
John Leo Murphy and  
Jacquelyn Almond Murphy  
John Sanford Neel, Jr.  
Luke Nelson  
Matthew Gould Orr and  
Amy Carter Orr  
Mo Ostin  
David Shawver Oyler  
Mr. and Mrs. Thomas  
Hanlie Paris, Jr.  
Alex Nichols Park  
Gov. Sonny Perdue and  
Mary Ann Ruff Perdue  
Michelle Vaughn Posey  
and William D. Posey  
Carter Randolph Posner and  
Angela Lea Posner  
Whitney Ragan  
James David Remick  
and Ann G. Steadman  
Allen C. Rice and  
Nancy Rice  
Gregory J. Rizzo and  
Barbara J. Rizzo  
James Earl Segars and  
Nancy Jean Turner Segars  
Frank Wilkins Seiler and  
Cecelia Gunn Seiler  
Mitchell Lewis Siegel  
George Alfred Steadman III  
and Ann G. Steadman  
Edouard Louis Stelling III  
and Martha McNiel Stelling  
Matthew Douglas  
Stinchcomb  
Mr. and Mrs. Williamson S.  
Stuckey, Jr.  
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Jim Vanden Berg and  
Jennifer Vanden Berg  
John Evan Wade II  
John William Walden, Jr.  
and Sally Walden  
Howard T. Walpole, Jr.  
and Sally Walpole  
John Michael Waters  
Miles Homer Watters, Jr.  
Michael Robert Webb and  
Kalen P. Webb  
Jane S. Willson  
William Neil Wilson and  
Frances Bailey Wilson  
David Charles Wood  
Peter Francis Youtt and  
Dena Youtt

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and Donna F. Aitoumeziane  
Christopher D. Anderson  
Barton W. Baldwin  
Michael Alan Beaty, Jr.  
Fred Russell Bell

Tracy McIntyre Belton and  
Frederick C. Belton  
Wayne Douglas Benn and  
Mickey Jones Benn  
Laverne Allen Benson  
John James Blee II  
Donald Fall Bracewell and  
Ellen H. Bracewell  
William Thomas Bradfield and  
Joan G. Bradfield  
Mr. and Mrs. James H.  
Bradford  
Jolie Waller Bradham and  
Darren Lamar Bradham  
Mark Thomas Bradshaw  
Windham Brannon  
Francis Alan Brown and  
Jan Tilton Brown  
Louis John Brown and  
Sherri Brown  
Mr. and Mrs. John  
Creighton Buchanan IV  
Dennis Campay  
Sallie Harris Chasteen and  
F. Joel Chasteen  
Lee Edward Christensen and  
Gwen A. Christensen  
George Clisby Clarke II and  
Mildred Heyward Clarke  
Kevin David Cleveland  
and Carol Kuniansky  
Cleveland  
Betty Terry Cox  
Anthony Creasy  
Frank William Daugherty III  
and Tracy Croft Daugherty  
Jimmy L. Davis and  
Brenda G. Davis  
Peggy S. Foshee Davis  
James Dean  
Joseph Francis Decosimo  
and Rachel Decosimo  
Darryl Brian Dewberry  
James Wingate Downs  
Elaine M. Drew  
Allison Roberson Dyer  
Allen Curry Edenfield and  
Julia R. Edenfield  
Jim Anton Eisen and  
Denise A. Bacha Eisen  
Robert Stratton Fabris Sr.  
and Patti Nixon Fabris  
Dede Farmer  
Mr. and Mrs. Richard  
Cloud Ferguson  
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and Shannon Kay Fickling  
Steven Ernest Follin  
Ronald Edward Franklin and  
Juana T. Franklin  
Leslie Erin Witt Gates and  
Greg B. Gates  
Sidney Michael Gay and  
Patricia L. Kaylor Gay  
Kerrin Edward Gillespie and  
Karen M. Gillespie  
John Munro Godfrey and  
Flavel McMichael Godfrey  
Marian A. Godfrey  
John Linton Green and  
Ellen G. Green  
Stephen Sutker Green  
Christopher J. Haack  
Michael Patrick Haggerty and  
Paulette M. Haggerty  
Michael Robert Halligan and  
Kathleen Pacifici Halligan  
Ashley Hardy  
Mynelle Grove Harris

Larry Hayes  
John Craig Hertwig  
Jon Allen Higbie, Jr.  
Angie Holland  
Hamilton Earl Holmes, Jr. and  
Gail Bibbs Holmes  
Todd Hoover  
Gail Coucher Hughes and  
Tim Hughes  
Mitchell Wilcox Hunt, Jr. and  
Toni Hunt  
Robert Cresson Ivy  
John Alexander Johnson and  
Judith Thomas Johnson  
Dwight Charles Jones and  
Tracy Jones  
Otis Fleming Jones III and  
Gayle Garrett Jones  
Brandon Owen Jordan  
Lynn Boehm Jordan  
Ted W. Justiss and  
Holli Edge Justiss  
George Juzdan and  
Dorothy Juzdan  
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Marcus Alan Katz  
Kristine Kathryn Kearney  
Andrew David Kee  
Mr. and Mrs. James  
Malcolm Kling  
Katie Lee Kosmetatos  
Susan M. Kost  
Anne Girard Kriken  
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Grace C. Lacey  
Walter M. Lampe and  
Jo Ann Green Lampe  
Austin R. Landes  
Walter N. Lewis and  
Linda C. Tison Lewis  
Malcolm Henry Liles and  
Marion McDougal Liles  
William A. Lott  
John William Lucht and  
Dianne D. Lucht  
William Richard Magill and  
Tonya Elaine Magill  
James Starr Mathews  
William Grant McCart and  
Judy Lee Guidotti McCart  
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Erin Colleen McNicholas  
Gavin Earl McQuiston and  
Cindy Henion McQuiston  
Joyce Marie Middleton  
John David Miller  
Ahmed Moinuddin  
James Phillip Moore and  
Lynn Marti Moore  
Lori Maria Morrow  
Michelle Mahaffey O'Brien  
Derek Michael Odegard  
Gerald Edward O'Meara III  
and Sandra Castro O'Meara  
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Amy Elizabeth Page  
James Arthur Parker and  
Nell Knight Boone Parker  
Fredrick Frank Perdue  
Donald Roy Perry, Jr. and  
Janice Lawson Perry  
Marilyn B. Baker Perry and  
Donald Augustus Perry  
Robert Polay  
Robert Kendall Purks  
Ronald Gary Ralston  
Brian Phillip Ramondt  
Mark Richt and



# Heritage Society

*The Heritage Society honors alumni and friends who have pledged planned gifts to the University of Georgia. Among the types of planned gifts are bequests, life insurance policies, pooled income funds and charitable remainder trusts. The following individuals have designated their planned gifts to the Terry College of Business and been inducted into the Heritage Society.*

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Martha Roberts  
David Rogers  
Abdulhakeem  
Omotayo Rufai  
Alec Schendzelos  
Ashley Powell Pittman  
Scott and Carr D. Scott  
Timothy H. Scully, Jr.  
Lindsey Selleck  
Thomas Theodore Shealy  
Scott Christopher Shell and  
Rebecca Wilson Shell  
Darralyn Sherwood-Williams  
and W. Lee Williams  
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Shannon Ward Smith  
Wes Smith  
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Braxton Smith  
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Jacqueline Soper  
Hugh D. Stith  
Deborah Louise Gohr Storey  
Stella Stowe  
Stephen George Sutherland  
Wayne Tamplin  
Joseph Howard Terrell, Jr.  
and Irene Simpson Terrell  
Chad Anderson Thompson  
and Elizabeth Thompson  
Emily Curry Magill Tindel and  
Adam Maguire Tindel  
G. Grant Tribble and  
Rachel Bianco Tribble  
Jonathan Robert Tucker  
Deborah Ross Urquhart and  
Richard V. Urquhart  
Scott Richard Voigt and  
Lindsay Elizabeth Voigt  
W. Lawrence Walker, Jr. and  
Caroline Roach Walker  
Danchen Wang  
Bryan S. Warnock  
Rick and Clare Watson  
William Cecil Weathersby and  
Charlotte Weathersby  
Teresa Marie Weld  
Rodney W. Westmoreland  
and Janet Westmoreland  
Larry Rudolph White and  
Louise F. White  
Charles Lynn Whittemore, Jr.  
Jonathan Michael Wiese  
Steven Allan Williams and  
Robin Whitney Williams  
Kathleen Patrick Wilson and  
Larry D. Wilson  
Christopher K. Withers and  
Nona Spears Withers  
Sandee Witty

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Detra Thurmond Abernathy  
William Costa Abraham  
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Sylvia B. Adams  
Mr. and Mrs. Lewis A.  
Adams, Jr.  
Ronald Jackson Adams and  
Bettie Adams  
Valerie Shea Adams  
Fred Lendon Addison and  
Sara Ann Shirley Addison

Gregory Bruce Ainsworth  
John David Ait and  
Holly Amber Henson  
Laurel Stokes Alberty and  
Stephen Warren Alberty  
Elmore R. Alexander III  
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Diane Marie Alford  
John Edward Allen, Jr. and  
Page Allen  
James L. Allen, Jr.  
Jennifer Hardigree Allen  
Julian Brett Allen  
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Lauren Grace Alley  
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Marlene Michel Alligood  
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Lysa Mowles Allison  
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Lars Anderson and  
Susan I. Ilderton Anderson  
Michael Lee Anderson and  
Sandra Strickland Anderson  
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and Judy P. Andrews  
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Sally Rachels Archer  
Frances Dean Arndt and  
John L. Arndt  
Edwin Scott Arnold  
Stephen Forrest Atha  
James William Atherton  
David Harold Averett and  
Virginia P. Averett  
Gilbert Carroll Aycock  
James Gerald Bailey and  
Elaine P. Bailey  
Nolan Dudley Baird and  
Mary Morris Baird  
Tammy Peters Baker  
Jon Michael Baldwin  
Stephens L. Baldwin, Jr. and  
Kay Baldwin  
William Oliver Baldwin  
Alexis Smith Balkum  
Dennis John Baltz and  
Elizabeth Bruce Baltz  
John Francis Baney  
Ludwig Lawrence Barbato  
David Julian Barefield  
Thomas Roy Barefoot and  
Sarah Fayssoux Barefoot  
Robert Todd Barnaby  
Bert William Barnes and  
Anna Rebecca Barnes  
Mr. and Mrs. David  
Henry Barnes  
William David Barnes  
Alan Lee Barnett and  
Martha W. Barnett  
James Christopher Barras  
and Amy Bodrey Barras  
Frank Heery Barron  
Ryan James Barrow  
COL. and Mrs. Joseph  
Sanford Barton  
Lawrence Neal Barton, Jr.  
and Barbara Allred Barton  
Candace Garner Baskett  
Jeffrey Tim Battaglia  
David Russell Baxter and  
Jeana L. Baxter  
Edward Henry Baxter, Jr. and  
Marguerite Baxter  
Curtis Alton Beall, Jr.

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Mr. and Mrs. Bob Baldwin  
Mr. Gerald Byron Ballard (d)  
Elizabeth Barth  
Troy W. and Diana Davis Beckett  
Mrs. Martha Earnest Bonbright (d)  
Charles B. Bonner  
Barbara L. Botts  
Max W. Carnes, Jr.  
Alfred L. Cohen  
Mr. Thomas W. Crawford  
James C. Cripps  
Mr. and Mrs. Paul E. DeMersseman  
Mr. Philip Henry Dohn, Jr. (d)  
Mr. William Woodson Douglas III  
Scott Foster  
Andrew L. Ghertrner  
John P. Gill  
Dr. Mark R. Greene and \*Mrs. Fanne A. Greene  
Connie R. Guy  
Paul S. and Barbara Handmacher  
Mr. and Mrs. Gregory F. Holcomb  
Mr. and Mrs. Samuel D. Holmes  
Mr. and Mrs. J. Gibson Hull  
William Ellis Jackson  
Ted Jones  
Mr. and Mrs. James L. LaBoon, Jr.  
Donald M. Leebern, Jr.  
Robert D. Leebern

Dr. E. J. Leverett, Jr. (d)  
Dan K. Lowring and Abbie N. Lowring  
Mr. and Mrs. Michael G. Maxey  
Kyle C. McInnis  
Mr. J. Warren Mitchell, Jr. (d)  
John L. Murphy  
David G. Newton  
Steve D. and Mary Ann Palmour  
Donald W. Pearson, Jr.  
George Junius Polatty, Jr.  
Mr. and Mrs. David M. Rainey  
Mrs. John B. Reeves  
Mr. Lewis Reeve Sams, Jr. (d)  
William H. Settle, Jr.  
Mr. D. Ramsay Simmons, Jr.  
Mr. and Mrs. William Osborne Solms  
W. Jefferson Stubbs, Jr.  
Mr. and Mrs. V. Carlysle Sullivan, Jr.  
Mr. and Mrs. James S. Tardy, Jr.  
Mr. and Mrs. R. Scott Taylor, Jr.  
Reese J. Thompson and Pam M. Thompson  
Lindsey William Trussell, Jr.  
Curtis L. Turner III  
William Larry Webb  
Steven E. Weinstein  
Mr. and Mrs. Samuel M. Wellborn III  
Ralph Watson Williams, Jr. (d)  
Mr. and Mrs. William C. Wise, Jr.

(d) - deceased

William Steve Beckham  
W. Michael Beckum and  
Michelle Cofer Beckum  
John Jeffery Bell and  
Elizabeth Schneiberg Bell  
Charles Well Bennafield and  
Pamela Michelle Bennafield  
Michael Lawrence Benner  
and Leslie Anne Benner  
Daniel Alexander Bennett  
George A. Bennett  
Richard Howell Bennett and  
Kim Kessell Bennett  
Thomas Rowell Bennett and  
Margaret Thomas Bennett  
Newell Fife Bentley  
Gene Ray Benton and  
Jeneal Leonard Benton  
Mary Beth Berezna  
David Gary Bergman  
Thomas Rogers Berry  
Joseph Allen Berryman and  
Jennifer Lynn Berryman  
Michael Joseph Besselman  
Thilo David Best and  
Elizabeth A. Best  
William Brian Betzel and  
Hannah Rebecca Lowe  
Lowe-Betzel  
Thomas Clarence Beusse, Jr.  
Seetal Irvin Bhoola  
Nathan Taylor Bickford  
Jeffrey Michael Bicksler

Don Michael Bieger  
Wallace Adams Birns, Jr.  
Douglas Forman Birch, Jr.  
and Jill Coveny Birch  
Scott Douglas Bireley  
John William Bishop, Jr.  
Howard Bissell III  
Lindsay Elizabeth Bissell  
Mark Wages Bittick and  
Karmen Prisock Bittick  
David Fletcher Black and  
Kristen Diane Black  
Glenn Jason Black, Jr. and  
Nancy Black  
Mr. and Mrs. Wilbur  
Lewis Blackman, Jr.  
Jana Marie Henderson  
Bledsoe and Evan Bledsoe  
Kenneth Louis Blevins  
Diane Susan Bloodworth  
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Lewis Henderson Booker, Jr.  
Martine M. Bookman and  
Murray C. Bookman  
Homer Parker Borders and  
Pattie Newton Borders  
Fred J. Bostrom  
Marvin Z. Botnick  
Paul Benjamin Bowen  
Matthew Robert Bower  
Danny A. Bowman and  
Donna Bowman  
David Michael Boyce and

Elinor I. Boyce  
David Wayne Bradford  
William Thomas Bradshaw  
and Carolyn Eady  
Bradshaw  
Karen Yearty Bradway  
Jason Marchman Brady  
Michael J. Brake  
Larry Alden Brandon  
Davis Hines Brannan III  
Raymond Larry Brantley and  
Carolyn D. Brantley  
Jennifer Marie Bray  
John H. Bredenber  
and Melinda Bredenber  
Harold Lee Breedlove and  
Deborah Shiver Breedlove  
William Barnel Brewton  
Jonathan Bryant Bridges  
Stuart MacDonald Brister  
Rodney Harold Broach and  
Kay Morrow Broach  
Brian R. Brooks and  
Stephanie Meuesen Brooks  
Raymond William Brooks III  
Christopher William Brown  
Craig Randal Brown  
Dustin Thomas Brown and  
Kathryn Bowers Brown  
Jeffrey Allen Brown  
Rankin Leary Brown  
Rodney Alan Brown  
Tucker Avington Brown

# Honor Roll

Drew Michael Brownlee  
 Anna Pratt Brumby  
 James Jacob Bryan, Jr. and  
 Patricia A. Bryan  
 Randolph Happ Bryan and  
 Dawne Warren Bryan  
 Thomas Richard Bryant, Jr.  
 and Shelby D. Bryant  
 Charles Christopher Buchholz  
 Michael Edward Buck  
 William Joseph Buie  
 William Raymond Burke and  
 Dona Stover Burke  
 Donald Lamee Burkhard and  
 Julie Cain Burkhard  
 Gail Keene Burleson and  
 David Brent Burleson  
 John Ball Burroughs, Jr.  
 Thomas Hartley Burt II  
 William Sineath Burt and  
 Harriet Allen Burt  
 Ed Keaton Burton  
 Michael Kevin Butler  
 Kevin McGratty Butte  
 Morris Quinton Byers and  
 Martha S. Byers  
 Marsha Anne Byrd  
 Susan Cadwallader and  
 Jay Benton Jones III  
 Mary Frances Calegari and  
 Michael J. Calegari  
 Scott Philip Calhoun and  
 Tiffany Gray Calhoun  
 Thomas Knight Calhoun  
 Kevin Francis Callahan and  
 Joyce Bennett Callahan  
 Thomas James Callaway III  
 and Sherrie Callaway  
 Robert Harry Callier, Jr. and  
 Betty T. Callier  
 Christopher Joseph Camerieri  
 and Cynthia Camerieri  
 Carl Pierce Campbell and  
 Helen H. Jordan Campbell  
 John Alan Campbell  
 Louie Travis Canova  
 Jack Maurice Carey and  
 Joyce Dixon Carey  
 Eduardo Suchuc Carneiro  
 Penny Hammontree  
 Carpenter  
 Dr. and Mrs. Archie B. Carroll  
 W. Douglas Carroll III and  
 Ginna Carroll  
 James Michael Carson  
 James William Casey  
 Jeffery Lee Cash and  
 Frances Foley Cash  
 Michael Neff Cassell and  
 Ann Chrisman Cassell  
 John Douglass Cates IV and  
 Jacqueline Souder Cates  
 Anthony Greg Chalker  
 Doris Boswell Chambless  
 Richard Ralph Champion and  
 Linda High Champion  
 Bruce Marcus Chapman and  
 Sheila Thomas Chapman  
 Deborah R. Chapman and  
 James Douglas Chapman  
 Jennifer Laura Chapman  
 Robert Ward Chapman  
 Scott Emory Chappell and  
 Janice Chappell  
 James Whidden Childs and  
 Natalie Joanne Smith Childs  
 Robert Fales Christie and  
 Jo-An Christie  
 Joseph Duncan Christy

Paige Diane Cicale  
 Derek Wallace Clark and  
 Kollette Marlo Clark  
 Harry Glen Clark and  
 Charlotte K. Clark  
 John Kinsey Clark and  
 Aileen Mobley Clark  
 John Monroe Clark  
 Johnnie Lee Clark and  
 Charles E. Clark  
 Maxine Kasselmann Clark and  
 Robert N. Fox  
 Patrick Michael Clingan and  
 Josephine Anne Clingan  
 Calvin Bruce Cobb  
 James Ray Cody  
 Ronald Barry Cohen and  
 Judith B. Cohen  
 Robert Alan Cole  
 Robert William Coleman and  
 Snow Wisecarver Coleman  
 John Collins and  
 Lori Collins  
 Shaun Fitzpatrick Collins  
 William Michael Collins and  
 Robyn Dale Herman Collins  
 James Edward Compton Sr.  
 Edwin Hunter Connell III  
 James Allen Connelly  
 Ashley Marie Conner  
 Michael Andrew Cook and  
 Sara Schwartz Cook  
 William Leslie Cook and  
 Mary Jordan Cook  
 Clark Fayne Cooper and  
 Nancy Hardy Cooper  
 Mary Miltner Copeland  
 and Randall C. Copeland  
 Ronald Charles Cordell and  
 Sharen Ruth Yeargin Cordell  
 Walter C. Corish, Jr.  
 Gary Wayne Cosby and  
 Dru Ann Cosby  
 Brian James Cossaboom and  
 Cara Anne Curtis  
 James Joseph Cossetta and  
 Veronica Jane Cossetta  
 Lary Britton Cowart  
 Suzanne LeCraw Cox and  
 George W. Cox  
 Stacey Tench Crane  
 Kelli Pickens Cravens and  
 James Clay Cravens  
 Brooke Crawford  
 Charles Green Crawley  
 Charles Lamar Crawley  
 Cathryn H. Creasy  
 James Charles Cripps  
 Ian Crocker and  
 Gayle Crocker  
 Bradley Dean Crosby and  
 Nancy Kay Crosby  
 Harry Hugh Cross  
 David J. Crosswy  
 Cindy Posa Crotty  
 Jacob Forrest Crouch III  
 Fred C. Crozier  
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 Norbert Francis Csaszar and  
 Grace Carson Csaszar  
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 Kay Byrd Curl  
 William Madison Curry

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 Colie Arline Dalton  
 Christopher Harold Daniel  
 and Carol Ann White Daniel  
 Remer Crum Daniel, J.D.  
 and Pamela M. Miller Daniel  
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 Margaret Elaine Nix Daniel  
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 Ann Darling  
 Sheila P. Davenport  
 Charles Jefferson Davis, Jr.  
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 Deborah Dahlberg Davis  
 Jefferson Taylor Davis and  
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 Rachel Pruitt Davis  
 Mark C. Dawkins, PhD  
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 Claude Wayne Deas and  
 Mary Jo Kitchens Deas  
 Lauren Ann Peacher Deason  
 Robert Frederick Decosimo  
 and Amy DeCosimo  
 Kathy Morris Deen and  
 Frank E. Deen  
 Robert Edward DeFreitas  
 Jeffrey Allen Dehart and  
 Jessica C. Dehart  
 George Lynwood DeLoach  
 and Jane Y. DeLoach  
 Merida Frank DeLoach, Jr.  
 Steven Smith DeLong  
 Mari Roby DeMauro and  
 Scott DeMauro  
 James C. Denman, Jr. and  
 Julia Christine Denman  
 Nancy Chasteen Denney  
 Marie Dent  
 Jeffrey S. Diamond  
 James Perri DiBenedetto  
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 and Thomas Dixon Dickens  
 Wilmer Moore Dickey, Jr. and  
 Emily H. Dickey  
 Harry Dawideit Dickinson and  
 Doris V. Dickinson  
 Ignacio Maria Diego  
 Samuel Caldwell Dillender Sr.  
 Stan Kerry Dilworth and  
 Karen Akin Dilworth  
 Kenneth Ravenell Dishman III  
 and Shannon Dishman  
 Otis Marshall Dodds  
 Thomas McCrory Doherty  
 Vincent J. Dooley and  
 Barbara Meshad Dooley  
 Ted Dörner  
 Brooke Dowdy  
 Alan Paul Dozier and  
 Teresa Michelle Dozier  
 Donald Wilson Dozier and  
 Donald W. Tye Dozier  
 Michael Drayer and  
 Christine Drayer  
 Philip Alan Dreger  
 Aimee Marie Driver  
 Patrick Daniel Dugan  
 G. Thomas Duggins and  
 Janice Crumley Duggins  
 Christa Donaldson Dunn  
 Jennifer Moore Durden and  
 Milner Gibson Durden, Jr.  
 K. Lee Durden  
 Deanna Patricia Eason and  
 Bobby Gene Eason, Jr.  
 Robert Charles Eckberg  
 Kristie Alicia Edenfield

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 Virginia Jenkins Edmonds  
 Harper Stephen Edwards and  
 Marie Smith Edwards  
 Robert Blake Edwards  
 Franklin White Eldridge and  
 Edith Royce Eldridge  
 Henry Kibbee Elliott, Jr.  
 Johnson Andrew Elliott and  
 Julie A. Elliott  
 Edward Prioleau Witham Ellis  
 Barbara Laseter Ellison  
 David Kevin Ellwanger and  
 Roxanne N. Ellwanger  
 Ellis Arnold Elmore and  
 Brenda D. Elmore  
 Stephanie Hatcher Emry  
 Lee Erwin Epting  
 Gregory Louis Erbs  
 Gwenda Bauer Erhardt and  
 Carl J. Erhardt  
 Makson Abioye Esan  
 Joseph R. Estes  
 Donald Hirsch Estroff  
 John Cabell Ethridge, Jr. and  
 Cynthia Cates Ethridge  
 John Benton Evans II and  
 Kate Davis Evans  
 Kay Evans  
 Larry Allen Everson and  
 Kristin S. Everson  
 Scotty Douglas Fain II and  
 Cassie McGowan Fain  
 Nicholas Jay Falkenstein  
 Dorrie N. Farlee  
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 Gary Southerlin Faulkner and  
 Dorsey Betts Faulkner  
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 Janice Helmreich Fickett  
 Bruce Marvin Fine and  
 Nicole Scott Fine  
 Doris Yaddow Firth and  
 Gerald Richmond Firth  
 David Hampton Fischer and  
 Carrie Rentz Fischer  
 Charles Allen Fletcher and  
 Kathy Melinda Fletcher  
 Matthew James Fletcher  
 Michelle Murphy Fletcher  
 and Jeffrey J. Fletcher  
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 and Dorothy I. Fluker  
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 Brad N. Ford  
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 Thomas Allen Forrester, Jr.  
 and Allison Forrester  
 Edward C. A. Forsberg, Jr.  
 and Gerrill Forsberg  
 Eugene Talmadge Fortson  
 Mitchell Anthony Foster II  
 Delbert Clyde Fountain and  
 Mellie Schwob Fountain  
 Todd Fahy Fowler and  
 Delia Benford Fowler  
 D. Michael Frank and  
 Colleen Frank

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 Julian Kenneth Franklin and  
 Margo M. Franklin  
 Gregory Evans Freeman  
 Nicole Lee Freeman  
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 Mary L. Serrano-Friebolin  
 Jack Leterman Frieden  
 Richard Cassel Friedman and  
 Holle Weiss Friedman  
 Jian Nan Fu  
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 Janet T. Fulwood  
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 William John Gaffney and  
 Deborah Gaffney  
 Jennifer Lynn Gainer  
 Chuck Galis and  
 Jane Rhodes Galis  
 Howard Lafayette Gandy II  
 John V. Garavaglia and  
 Jean M. Garavaglia  
 Steven Ray Garmon  
 Gunby Jordan Garrard and  
 Claudia Sessions Garrard  
 Carly Garrett  
 Janice Ann Garrett  
 John Hutchenson Garrett and  
 Vicki James Garrett  
 James Robert Garrison and  
 Joan Garrison  
 Candice Bennett Gaston and  
 Kevin M. Gaston  
 Dale E. Gauthreaux  
 Tommy William Gay and  
 Dana Brown Gay  
 Andrew Evans Gendreau  
 David Samuel Gentry and  
 Jeanne M. Gentry  
 Mary Catherine Gaffney Gill  
 and John Gill  
 N. Jennifer Gilmer  
 Charles Stephen Ginn  
 Pamela Carolyn Givens  
 Mark William Gleason and  
 Mary Stiles Gleason  
 Henry David Goldberg and  
 Gloria From Goldberg  
 Herschel Lamar Golivesky  
 John J. Goodbread and  
 Sarah Elizabeth Goodbread  
 Craig Green Goodman  
 Samuel Gershon Goodrich  
 Charles Bruce Goodroe, Jr.  
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 and David S. Goosman  
 Rick W. Gossett and  
 Mary L. Gossett  
 Stephanie Nicole Gossman  
 Lauren Elizabeth Gottung  
 Stewart Alexander Grace  
 Jared Scott Grachek  
 Alexander McCargo Graham  
 James Calvin Graves  
 James Guerrard Graves  
 Sallie Holland Graves and  
 John Gilbert Graves II  
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 Ellen Riney Green  
 Emily Tarre Godfrey Green  
 and Paul Allen Green  
 John Troy Green and  
 Jan Evans Green  
 Wilson Orlando Green, Jr.  
 Wilucia Green  
 Lowell Alan Greer  
 Theodore Allen Greve and  
 Beverly Lange Greve  
 Edward Carlton Griffeth



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 Preston White Griffith and  
 Paula N. Griffith  
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 Lisa Ray Grovenstein  
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 Anne Groves  
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 Elizabeth Asbury Haley  
 John Nicholas Haley and  
 Juanita F. Haley  
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 Marian Moore Hall  
 Todd Hamilton Hall and  
 Laura Ann Hall  
 William K. Halliburton, Jr. and  
 Lisa Tidwell Halliburton  
 Ryan Andrew Halpern  
 Oscar Emerson Ham III and  
 Jennifer Waters Ham  
 Michael Thompson Hamil and  
 Beth Ann Gage Hamil  
 Jacqueline S. Hammersley  
 Paul Steve Handmacher and  
 Barbara Rubin Handmacher  
 Stephanie Abstein Hanna  
 Kent M. Hannon and  
 Sharron Hannon  
 David Michael Hanson  
 Ronald David Hanson  
 William Joseph Harden  
 Thomas Lee Harkleroad and  
 Salina Metts Harkleroad  
 Michael Perry Harley  
 Lisa Smelcer Harper and  
 Todd A. Harper  
 Olin Justin Harrell, Jr. and  
 Sennie Lewis Harrell  
 Judy Elizabeth Keith Harrill  
 Anthony Joe Harris  
 James David Harris and  
 Teresa Jean Harris  
 Laurence C. Harris, Jr. and  
 Kristy Kelley Harris  
 William Goodwin Harrison, Jr.  
 and Dorothy Harrison  
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 Katherine Roberts Hawkins  
 Susan Stanfield Hawkins and  
 Rickard Smith Hawkins, Jr.  
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 Elizabeth Caroline Hayes  
 Zachary Hatcher Hayes  
 Eric Tomarin Haynes  
 Michael William Head  
 William Brady Head  
 William Doyle Healan, Jr.  
 Andrew Carothers Healy  
 W. Gaylon Hefner  
 Alan Helfman and  
 Renee Helfman  
 Brett Gardner Hellenga and  
 Kimberly Bruce Hellenga  
 Brent William Heller  
 Suzanne Fleming Patterson  
 Henke and Brad R. Henke  
 Michael J. Hennick and  
 Elena Parroni Hennick  
 Sandra Lynn Herbelin and  
 Thomas Neil Herbelin

Roy Fred Hester and  
 Linda J. Hester  
 Eric G. Heuett  
 Laura Reid Hibberts and  
 John D. Hibberts  
 Jane Kennedy Hicks  
 Robert Fain Hicks IV  
 Leslie Rivero Higginson  
 Levi Walter Hill IV  
 Robert George Hill and  
 Gwen Gustafson Hill  
 Sharon Williams Hill  
 Trina Lashun Stephens Hill  
 and Vernon D. Hill  
 Amanda Brooke Hilliard  
 Joseph Hamilton Hilsman  
 George G. Hoard and  
 Opal T. Hoard  
 Paul Hodgson, Jr. and  
 Susan Boyd Hodgson  
 Frederick Paul Holland  
 and Eloise V. Holland  
 Leslie Brooke Holley  
 Megan Mamalakos Hollis and  
 Joseph Mills Hollis  
 Danielle Rene Holyoke  
 Kenneth J. Holz  
 Lynn P. Plankenhorn Hood  
 and Robert Paige Hood  
 Charles Estes Hoover and  
 Winnie Louell Hoover  
 James Robert Horne and  
 Melinda O'Neal Horne  
 Steven Cole Houfek and  
 Mary Doughtie Houfek  
 John Roy Howard, Jr.  
 Suzi Howard  
 Robert Lee Howren and  
 Gina Hodge Howren  
 Adrienne Eileen Hudson  
 Elizabeth J. Johnson Hudson  
 and E. Boyd Matson  
 Chris Huether and  
 Robyn Lynn Huether  
 Clayton James Huffman  
 Thomas MacIntyre Hughes, Jr.  
 Frank W. Hulse IV  
 Matthew Wayne Hunt  
 Rocklyn Ellis Hunt and  
 Debora Odum Hunt  
 Emelyn Tanner Hunter and  
 Hugh T. Hunter  
 Richard Whitlock Hunter  
 Carroll D. Hurst and  
 Robin R. Hurst  
 Karen Elizabeth Leblang  
 Hutcheson  
 Donald Anderson Ingham, Jr.  
 Mr. and Mrs. Hugh A.  
 Inglis, Jr.  
 Ryan Irvine and Ashley Irvine  
 Clinton Tony Ivy and  
 Branden Nicole Bays Ivy  
 Robert Knight Izlar and  
 Mary Kay Sprinkle Izlar  
 Michael Robert Jackisch  
 and Mary Ann Tarbuck  
 Brad Kramer Jackson  
 Kenneth G. Jackson and  
 Jody Jackson  
 Louise Ellenburg Jackson  
 Robert L. Jackson and  
 Linda J. Wisda  
 Troyce Harrison Jackson and  
 Debra Bluster Jackson  
 Mary Ware Jacobs  
 Dr. & Mrs. John S. Jahera, Jr.  
 Alan Charles Jenkins  
 Jed Lucas Jessup and

## Class Gifts

MAcc Class of 2009 pledged **\$108,640**

MBA Class of 2009 pledged **\$33,185**

Leonard Leadership Scholars Class of 2009 pledged **\$32,250**



Class Gifts help create a "Culture of Giving" among new graduates that should endure throughout their careers. The program began as a pilot project with the 2005 MBA class and it has become more successful every year. The 2009 Master's of Accounting class set the bar very high for future classes with \$108,640 in pledges. Presenting that check to Tull Accounting School Director Ben Ayers are (from left) Marla Watson, Shannon Chen, Amrita Veliyath, and Alumni Relations staff member Lisa Bedgood.

April Nesmith Jessup  
 Homer Lawton Johnson  
 Mark D. Johnson and  
 Virginia Ray Johnson  
 Richard Alan Johnson  
 Russ Walter Johnson and  
 Catherine Carson Johnson  
 Talmadge Rowland Johnson  
 and Sara Johnson  
 Matthew Alexander Johnston  
 Joe Cade Joiner and  
 Wendy M. Joiner  
 George Herbert Jones IV  
 Gilbert Robert Jones and  
 Elizabeth Butler Jones  
 Joan Levens Jones  
 M. Keith Jones and  
 Julie R. Jones  
 Natalie Celeste Jones  
 Wiley Anderson Jones  
 Gregory Joseph Jordan and  
 Elizabeth Cooley Jordan  
 William Robert Jordan and  
 Leigh Anne Jordan  
 Stephen Louis Kahn and  
 Debra Kahn  
 Joel Stephen Kantziper and  
 Lori Michelle Kantziper  
 M. Robert Kaplan and  
 Mary Ann Cohen Kaplan  
 Kenneth Alfred Kaufman and  
 Angela D. Kaufman  
 Harold Lewis Kee and  
 Cathy C. Kee  
 Kerry Jeffery Kee and  
 Gloria Camp Kee

Mr. and Mrs. Donald  
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 Terri Kellum-Chase  
 Angela Marie Kelly  
 Gigi Gayla Kelly  
 Lori Kumin Kelly and  
 John David Kelly, Jr.  
 Vakela Lanette Kelly  
 Doug Kennedy  
 Richard Thomas Kerr  
 David Joseph Kervin and  
 Joanne Naggie Kervin  
 Malcolm A. Kessinger  
 Jennifer McDonald Kilcrease  
 and Robert Kilcrease  
 Brandon Reid Kilroy  
 Bob Kimball  
 Michael Todd King and  
 Marianna Little King  
 Dennis Haddon Kirk and  
 Denise M. Melton Kirk  
 Brian McAlister Kirsch  
 Patricia Lee Klaer  
 Kristen Michele Klee  
 Aubie Wade Knight, Jr.  
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 Andrew Hall Knox, Jr.  
 Kevin Lee Knox and  
 Tryna H. Knox  
 Wyckliffe Austin Knox, Jr.  
 and Shell Hardman Knox  
 Evan Lawrence Koplin and  
 Margaret Weger Koplin  
 David Joseph Koren  
 Lori Lynn Kose and

Jody A. Kose  
 Michael Jeffrey Kramer  
 William L. Kramer and  
 Nona B. Kramer  
 Stacey Holmes Kubis and  
 Patrick Michael Kubis  
 Sachin Kumar  
 Ari Kurtz  
 Nancy Hall LaBelle and  
 Danny W. LaBelle  
 Michael Eugene Lage  
 Alfred Truitt Land, Jr. (d) and  
 Peggy Harrell Land  
 Guy Anthony Landers, Jr.  
 Anne Sutton Lane  
 Brian David Lane and  
 Ann Morgan Lane  
 William Taylor Lanham  
 and Caroline I. Lanham  
 Donald Plant Lanier and  
 Jean Wheeler Lanier  
 Stephen Robert Lansing  
 Kenneth Marr Lanyon  
 Tressa Caroline Lauinger  
 James Ronald Lavelle, Jr.  
 Brenda Yvonne Leander  
 Adam Ryan Leblanc  
 Robert Harbin Ledbetter, Jr.  
 Alfred Gerald Lee, Jr.  
 Douglas Madison Lee  
 Kelly Mathis Lee and  
 Morgan Edmund Lee  
 Susan Lee and  
 James Francis McCaffrey  
 Tommy Baldwin Lee

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Michele Lynn Leedom  
Mark Lerner  
James LeEllis Lester and  
Carolyn Beth Lester  
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Julian Allen Tison Lewis  
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Daniel Adam Mack  
Melissa Margaret Mackay  
James Alan Macomber  
David Jonathan Maddox  
Brenton Jared Maddux and  
Jennifer Webb Maddux  
Elizabeth Allen Madray  
Narasimha Ramachandra  
Magal and Vandana  
Pednekar-Magal  
Daniel Joseph Maguire and  
Laura K. Maguire  
Jamie Sue Wilkerson Majni  
and J. Christopher Majni  
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Heather Adamson Malcom  
Rita Marie Maloof  
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Annette Gallo Mani  
Karen Sue Lane Mann and  
Reinhold C. Mann  
Ollie Benson Mann III  
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Veronica Jordan Marks  
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Deborah Elaine Smith Marsh

and James William Marsh III  
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Terri Sullivan Marsh  
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Dennis Eugene Martin  
Elizabeth Ewing Martin  
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Donna Schleicher Martin  
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Steven James Martin  
Lela Jan Higginbotham  
Mason  
Peter Dimitrov Matev  
Robert L. Mathis and  
Joanne Gilbert Mathis  
Christopher Patrick Matthews  
John Thomas Mattioli  
Laurence Norman Mauney  
Terry Len Mayne and  
Sara Mathis Mayne  
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Kelly Sloan McCabe  
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Faye McClure  
Brooks E. McCommons  
Mason Ashley McConnell and  
Sandra H. McConnell  
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Carl Dean McDevitt  
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Charles Newton McGee, Jr.  
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McGinnis  
David Judson McGowan  
Samuel Leon McGowan  
James T. McIlvaine  
and Janice McIlvaine  
Crawford Elam McInnis and  
Mary M. McInnis  
John Daugherty McKey, Jr.  
Kenneth George McKie  
David Lawrence McLeod and  
Geneva A. McLeod  
William Stallings McLeod  
Joseph C. McMillan  
George Howard McNair, Jr.  
Harold Dean McSwain, Jr.  
Lindsey Patricia Medbery  
William Nathan Meisel  
Andrew Graves Melton  
and Kathryn Casey Melton  
Ronald Scott Mercer, Jr.  
E. G. Meybohn  
A. Herman Meyer, Jr. and  
Nancy W. Meyer  
L. John Michel and  
Sharon Catale Michel  
William Taft Middleton and  
Barbara Middleton  
Jessica Drew Miles  
Corbin Sims Miller  
Diana Kathryn Miller  
Douglas W. Miller and  
Kelly S. Miller  
James Lloyd Miller  
John Bofinger Miller and  
Ouita Bowles Miller  
Paul D. Miller and  
Anne M. Miller  
Robert Pierpont Miller  
Stephanie Kay Miller and  
Matthew Winfield Miller  
William David Miller and  
Linda Plott Miller  
John Kenneth Milne and  
Mary C. Folsom Milne

Robert Leslie Mims, Jr.  
Marjorie Elaine Dixon Mitchell  
and Elvin R. Mitchell, Jr.  
Ruebush James Mitchell III  
Richard Hamilton Mixson, Jr.  
Joseph Craig Molmer  
Rajdeep Mondal and  
Kajari Mondal  
John Michael Monk  
Suzanne Byrd Monsen  
Charles Edward Moore, Jr.  
Garry Marshall Moore and  
Elaine Jo Moore  
Marjorie E. Turner Moore and  
Alan D. Moore  
Michael Paul Moore and  
Dawn S. Moore  
Myra Lea Moore and  
David Rankin Lynn  
Perry Glen Moore  
Michael Clay Morgan  
Gustave Philip Morgan III  
and Winnifred Morgan  
Robert Bruce Morgan  
Stephanie Wenner Morgan  
Charles Timothy Morris  
Erin Lura May Morris  
Melissa McDonald Morrison  
William Offenhauser Morriss  
Don Sherri Morrow and  
Sarah S. Smith Morrow  
Philip David Morse and  
Holley S. Morse  
Martha Page Morton  
Robert Stanford Morton and  
Gregory Faris Morton  
Harry Moses Moseley, Jr.  
Quentin Michael Mostoller  
Fred Munzenmaier and  
Angela Munzenmaier  
Jennifer Lyn Murkison  
Caitlin Leigh Murphy  
Steven Edwin Murphy and  
Jean Ann Murphy  
Terrell K. Murphy and  
Marilyn G. Murphy, DDS  
Frank David Muschamp and  
Roberta Muschamp  
Shawn Clair Myers and  
Teresa Harris Myers  
Luis Ramon Natal  
Ivan H. Nathan  
Patrice Evone Kindler Neal  
and Douglas Allen Neal  
Walter Poole Neely and  
Frances Neely  
Christine M. Neilands  
Grant Joseph Nelson  
Jason D. Nesbit  
John and Dorothy Neter  
Joseph Allen Neurauter and  
Suzanne M. Neurauter  
Kelly Lynn Newman  
Howell William Newton and  
Laura Turman Newton  
Philip Townsend Newton and  
Patricia Preston Newton  
Mai-Lise Trinh Nguyen  
Adam Lewis Nichols and  
Jennifer Mentzer Nichols  
Rebecca Pierson Nichols  
Tommy Farrell Nichols and  
Alice W. Nichols  
Gregory Everett Nicoll and  
Elizabeth Fuller-Nicoll  
William David Nix, Jr. and  
Angela Lankford Nix  
Teresa H Nolan  
Bobbie Brookins Norris

William Tillman Norris and  
Gloria Beth Gray Norris  
Allene Marie Northcutt  
Terri Williams Norton  
Robert William Norwood  
Jennifer Anne Novell  
James Barry Nunn, Jr. and  
Linda Cooper Nunn  
Catherine Obringer  
and Timothy J. Obringer II  
Abbie Burns Odom  
Lofton Burns Odom and  
Faye Chitwood Odom  
Allison Rachel Karl O'Kelly  
and Shane O'Kelly  
Donald Fredrick Oliver and  
Helen Wyatt Oliver  
Lee Erskin Osborne and  
Jane Maffett Osborne  
John Joseph  
O'Shaughnessy III  
Joseph Franklin O'Shields  
John Joseph Ossick, Jr.  
Michael Patrick O'Sullivan  
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Olumide Joseph Oyetoynbo  
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Terri Parker  
Terry Ivey Parker and  
Felicia Nicholson Parker  
Hershel William Parmer and  
Matilda B. Parmer  
William Clyde Parr and  
Jane Boggs Parr  
Allen LaRue Parrish, Jr.  
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Robert J. Pascal  
Nipul Puru Patel  
John Herron Patrick  
and Margaret Patrick  
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and John R. Patterson  
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Jeremy Scott Pelt  
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Cindy M. Turner Pethan  
Carey Keadle Phelps and  
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John Ray Phelps and  
Josephine Crawford Phelps  
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Jane Freeman Phillips and  
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Paul Richard Phillips and  
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M. Tarlton Pittard  
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and Andrew W. Plaukovich  
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Kendall Jane Moore Porter  
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and Michael W. Portwood  
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Ronald Jack Powell and  
Frieda Hartline Powell  
Pamela Kaye Munkers  
Prashad  
Thomas Carlton Presley  
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Mary F. Ragogna  
Cliff Thomas Ragsdale and  
Katherine B. Ragsdale  
William Todd Rahn  
Thomas Clint Rainey  
Audrey Elaine Rajnak  
Anne Marie Sanders Rand  
Jeffrey Britton Rash and  
Angela Lynn Bowen Rash  
Bill Fields Raulerson and  
Anna M. Raulerson  
H. Gregg Ray and  
Lora Paschal Ray  
Mark Patrick Rebillot and  
Laura Nelle Holliday Rebillot  
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and Mary Joy Redman  
Mary Donaldson Redmon  
and LeRoy D. Redmon  
David Ruffin Redwine, Jr.  
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and Amanda Rachel Reeves  
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Julie D. Rhodes  
Monty Christopher Rhodes  
Mark Allen Richardson  
Peter Maxwell Richardson  
and Henrietta Richardson




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 Jayna Fort Robertson  
 Susan Miller Robinson  
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 Joseph William Rogers  
 Stephen Charles Rogers  
 and Tina Martine Rogers  
 William Zimmer Rogers and  
 Mary Johnson Rogers  
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 William Lawrence Ronning  
 and Elizabeth Ronning  
 Paige Nicole Roper  
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 Stacy Smith Rossiter  
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 Cynthia Seawright Saucier  
 Hilary Meredith Sauls  
 Mark Cooper Saussy and  
 Lee Butler-Saussy  
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 and Russell Robert Sauve  
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 and Carter Schondelmayer  
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 Phyllis Shockley  
 Rodney Stevens Shockley  
 and Laurie Shockley  
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 Michael Aaron Siegel and  
 Lisa Smith Siegel  
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 James White Simpson and  
 Marvin Mizell Simpson  
 Jeffrey Scott Simpson  
 John Ely Simpson  
 Pushpendra Singh and  
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 Jason Alan Smith and  
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 Scott Smith  
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 Nannette M. Smith  
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 Virginia Prather Sorrow and  
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 and Mary Harrison Sowers  
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 John Thomas Speros and  
 Joni Speros  
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 Robin Rolfs Spratlin  
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 Helen Holcombe Stancil  
 Theron Harold Stancil and  
 Nancy Stancil  
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 and Mary-Evelyn Starnes  
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 Kathleen Sterne  
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 and Mary Phillips Stevens  
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 Darren Michael Strozier  
 and Kimberly Ann Strozier  
 Brian Curtis Studey  
 William Thomas Sullivan and  
 Sarah Dowell Sullivan  
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 Brooke B. Sumerford  
 William Clifford Sumner and  
 Pamela Jane Sumner  
 Mark William Swank and  
 Amy Elizabeth Swank  
 Bradford Swann and  
 Ashley Danielle Swann  
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 Michael Arlington Swartz  
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 Cathy Baumrind Swerdlin  
 Kenneth Syphoe and  
 Gwendolyn Syphoe  
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 Judy S. Taitz  
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 Linda Talluto  
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 Rob Taylor  
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 Gertrude Tereshinski  
 Heather Roseann Terry  
 William Ross Thach  
 Charles Kenneth Thackston  
 and Gayle Payne Thackston  
 Kenneth Ford Thigpen and  
 Carole Routon Thigpen  
 Amy Moore Thomas and  
 William E. Thomas  
 Gerald Monroe Thomas, Jr.  
 and Gail Thomas  
 Jimmy Emerson Thomas and  
 Jan W. Thomas  
 Lynn King Thomas  
 Robert Lindsay Thomas  
 Broadus Lee Thomasson  
 Charles M. Thompson Sr. and  
 Camille Thompson  
 Chloe Renee Thompson  
 Janice Marie Thompson  
 Jonathan Reese Thompson  
 Douglas Drewry Thornton and  
 Elizabeth Paulk Thornton  
 John Paul Thrasher and  
 Paula Crouch Thrasher  
 Whitney Lane Thrower  
 Jeff Stephen Tibbitts III  
 Ruthine Tidwell  
 John Jordan Tippet  
 Larry Torrence  
 Homero M. Torres and  
 Maria V. Torres  
 Jeffrey Earl Trapnell and  
 Jennifer Trapnell  
 Jerry Eugene Trapnell and  
 Sally Durham Trapnell  
 Donna Lee Tregde  
 and Mark D. Tredge  
 John Edward Trice, Jr. and  
 Frances F. Trice  
 William A. Trotter III and  
 Susan Hallum Trotter  
 William Scott Troutman  
 Cantey Callaway Tull  
 Matthew Turco  
 Thomas Randolph Turk Sr.  
 Scott Fraser Turnbull

Huie L. Turner, Jr. and  
 Sonya Chilton Turner  
 John Render Turner, Jr. and  
 Gina Grizzle Turner  
 Sara Lee Tweedell  
 Kenneth David Tyson and  
 Kimberly B. Tyson  
 Benjamin Hayes Underwood  
 and Sheri V. Underwood  
 James Kennedy Underwood  
 David Eugene Usher  
 Jolie Marie Usry  
 Richard Lawson Valentine  
 and Cherry Valentine  
 Thomas and  
 Jane Van der Meulen  
 Kenneth Don Van Meter  
 Jonathan Stewart Van Gorp  
 Karen Summers Vargo  
 Kyle Monroe Veal and  
 Valerie Rose Purvis Veal  
 Elizabeth Shook Venitt  
 Peter Mark Vilieis  
 Herbert Hampton Vining, Jr.  
 John Robert Voynich  
 Larry Allen Wages and  
 Peggy Ransom Wages  
 Tony Lynn Walker and  
 Valerie G. Walker  
 Alan D. Walters and  
 Shirley Walters  
 Geoffrey Reese Walton and  
 Jill Stephens Walton  
 Robert Edward Wangerien  
 Sandra Andrews Warr  
 David Henry Waters  
 Keith Christopher Watkins  
 Stephen Cabell Watson and  
 Betsy Shevlin Watson  
 Mary Octavia Weaver  
 Thomas L. Weaver and  
 Patti Weaver  
 Troy Lincoln Webb and  
 Cathy R. Grant Webb  
 Charles Fouts Weber and  
 Marcia Spearing Weber  
 Coy Malcom Wehunt  
 Adam Louis Weingarten  
 Daniel Jordan Weingarten  
 Steven Weingarten and  
 Irene E. Weingarten  
 Norman Michael Weissman  
 Katherine Arendall Weller  
 and Tom Weller  
 J. Elliott Wells and  
 Gay Moore Wells  
 Michael Brian Westbrook and  
 Katherine C. Westbrook  
 Andrew Jefferson Whalen III  
 and Jan Shelnutt Whalen  
 George Warren Wheeler and  
 Mary Rogers Wheeler  
 Leslie Brosnan Whiddon and  
 Patrick Earl Whiddon  
 Cameron Elizabeth White  
 Jonathan David White  
 Harold Douglas White, Jr.  
 and Theresa P. White  
 John Dennis Whitlock and  
 Margaret Fariss Whitlock  
 Nicholas Chad Whitmire  
 Timothy Benson Whitmire  
 and Carol A. Walls Whitmire  
 Benjamin Al Whittinghill  
 Resa Clark Wilcox and  
 Rodney B. Wilcox  
 Roy Edward Wilcox and  
 Susan Doris Wilcox  
 Zachary Robert Wilcox

R. Barry Wildman  
 Crystal Monique Williams  
 David Knox Williams and  
 Michele Hoath Williams  
 Gerald Lee Williams and  
 Corra C. Williams  
 Robert Warren Williams and  
 Cynthia Batten Williams  
 Samuel Mark Williams  
 Harold Lloyd Williams III  
 Turner Nelson Williams IV  
 Gary A. Willis and  
 Holly Willis  
 Thomas Atwood Willson IV  
 and Marybeth E. Willson  
 Judith Locklear Wilson  
 Michael Lee Wilson Sr. and  
 Natalie Lynn Wilson  
 Trevor Jerome Wilson  
 Ashton Sanders Windham  
 William Jule Windham and  
 Bonnie R. Windham  
 Melissa Ann Grant Winston  
 and Gary P. Winston  
 Armando Osvaldo Wirshing  
 and Natalie Wirshing  
 E. Forrest Wise and  
 Patricia F. Wise  
 Phillip Raines Wise, Jr. and  
 Kimberly W. Wise  
 Michael Keller Withers  
 J. Alan Wolfe and  
 Elizabeth P. Wolfe  
 William Weyman Wolfe and  
 Sallie Bryant Wolfe  
 James M. Wood III and  
 Ruthie Wood  
 Frank Terrell Wood  
 Jeffrey R. Woods  
 Paul Tobias Woody III  
 Mr. and Mrs. Joel O. Wooten  
 Norma and Clyde Wright  
 William B. Wright, Jr. and  
 Elizabeth D. Wright  
 Lloyd Lee Wyatt  
 Jennifer Smalley Yankowsky  
 and Alexander Yankowsky IV  
 J. Bayne Yarbrough and  
 Patricia M. Yarbrough  
 John Fletcher Yarbrough V  
 Charles Michael Yeargin and  
 Wanda Brady Yeargin  
 Glenn Thomas York, Jr. and  
 Wyndolyn Vickers York  
 John Neal Youmans  
 Joseph Alvin Young and  
 Vickie Lynn Scoggins Young  
 Mark E. and  
 Diane Masters Young 

(\*) - Young Alumni/Faculty  
 and Staff  
 (d) - deceased

# Classnotes

Who's doing what, where

## 1960-64

Former Georgia Pacific CEO **Pete Correll** (BBA '63) of Atlanta received the Woodrow Wilson Award for corporate citizenship from the Woodrow Wilson International Center for Scholars of the Smithsonian Institution.

**Jim Purcell** (BBA '64) is one of 13 business people starting

a bank in Elberton and Hartwell. **Doyle Shaw** (BBA '64) of Decatur retired from DeKalb County government after 33 years of service.

## 1970-74

**Richard Jacobson** (BBA '71) of Tampa, Fla., a shareholder and leader of the International Tax Practice Group, was appointed Vice Chair-Americas

for Referral Promotion by the TerraLex Legal Network. **Burgett H. Mooney III** (BBA '73) of Rome was elected to the Southern Newspaper Publishers Association board of directors. **Sammy McDaniel** (BBA '74) of Snellville joined the Shelby Publishing Co. as southeast regional manager.

## 1975-79

**Neal Glenn** (MBA '75) is one of 13 business people starting a bank in Elberton and Hartwell. **Michael Haggerty** (BBA '75) of Dallas, Texas, was named to Best Lawyers in America for 2009 for the field of real estate law. He was also selected as one of *Texas Monthly's* Texas Super Lawyers in

2008. He is a partner in Jackson Walker's Dallas office. **Al Hodge** (BBA '77) of Rome was chosen as one of *Atlanta Business Chronicle's* Who's Who in Education.

**Douglas Powell** (BBA '78) of Rowlett, Texas, graduated with a Ph.D. in leadership and church ministry from the Southern Baptist Theological

## Profile

# Rank 'em loves fan lists



Wexler drew inspiration from Terry's Institute for Leadership Advancement program, and he utilized the online funding platform Kickstarter to raise several thousand dollars to pay for site hosting.

## Employing guerilla marketing

strategy, **Adam Wexler** (BBA '07) and **Danny Kirschner** (BBA '06) mingled with Wilco fans back in April and created a point of interest on the Classic Center plaza because they were wearing hand-made sandwich boards that listed the top 10 Wilco songs as listed on iTunes.


"The idea was to create give-and-take discussions among Wilco fans as to whether a group's most popular songs are actually their best songs," says Wexler, whose principal reason for donning the signboard was to tout his emerging online music information service, known as Rank 'em ([www.gorankem.com](http://www.gorankem.com)), which is dedicated to people's love affair with both music and lists.

"I wondered, 'Is there anything like this out there that allows people to rank their favorite songs and dialogue with other music fans about their choices?'" says

Wexler, whose family has been successful in Atlanta real estate. "When I realized there wasn't, I knew I had to start one."

The Rank 'em site provides a platform for 400,000 artists and 7 million songs, which sounds impressive. But how does the site make money?

As an associate music retailer, Rank 'em earns a small percentage of web site sales from companies like iTunes and Amazon, and Wexler envisions a number of new revenue streams.

"We're talking to radio stations, and to the artists themselves. We're especially interested in top 40 stations. We're saying, 'Give us your top 40 songs and we'll populate that playlist on the Rank 'em site. All of a sudden, you've got a day-to-day preference list that's not based on random requests, but collective choices. Rank 'em could replace a radio station's entire research department.'" 



Seminary and was hired as an adjunct professor at Dallas Baptist University. **Alex Rankin** (BBA '78) and wife Diane live in High Point, N.C. Alex became a USAF jet instructor pilot and earned his MBA in 1981. He was a Boeing 767 pilot for Delta Airlines until his retirement in 1989. **Sam Silverstein** (BBA '78) of St. Louis, Mo., is the 2008-09 president of The National Speakers Association. He and wife Renee have four children. **Rick Hamilton** (BBA '79) of Marietta joined HLB Gross Collins P.C., an Atlanta-based public accounting and consulting firm, as a tax principal. **Ken Jackson** (BBA '79, MAcc '80) of Chattanooga, Tenn., was appointed vice chairman of the University of Georgia Foundation. He also sits on the Tull School of Accounting Advisory Board and on the advisory board of insurance company FM Global. Ken is an executive of the Shaw Industries Group. **Lynn Rodgers** (BBA '79) of Signal Mountain, Tenn., is one of 10 women selected by Girls Inc. to be recognized as outstanding role models in the Chattanooga area as part of the organization's 2009 UnBought and UnBossed Awards.

## 1980-84

**Paul Hanna** (BBA '81) of Athens joined The Staubach Com-

pany in Atlanta as director in 2006. When Staubach merged with Jones Lang LaSalle in 2008, Paul became vice president. **Dan Sparks** (AB '81) of Birmingham, Ala., was named to *Birmingham Magazine's* 2009 Top Lawyers for bankruptcy. **Art Barry** (BBA '82) of Macon was named the 2008 Number One Industrial Sales Professional Worldwide for Coldwell Banker Commercial. He has also earned a spot in the company's Platinum Level Circle of Distinction. **Pat Shannon** (BBA '83) of Atlanta was appointed executive vice president and CFO of First Data. **George Cheng** (PhD '84) of Virginia Beach, Va., was named to Who's Who in America. **Mike McCurley** (AB '84) of Watkinsville is the senior vice president of the new First Century Bank branch in Athens. **Trey Paris** (BBA '84, MBA '85) of Gainesville, immediate past president of the UGA Alumni Association, is helping initiate a program called "100 Best Bulldogs," which will recognize businesses owned or operated by UGA grads. The first awards will be featured at a gala in January 2010 in Atlanta.

## 1985-89

**George Monk** (BBA '85) of Macon is senior director of underwriting for the Georgia Farm Bureau

## Alumni Connections



(from left) Charlotte residents Jordan McCarley (BBA '04) and Alan Jenkins (BBA '04) are enjoying the social and professional benefits of attending Terry events in North Carolina.

## Regional alum network rolls out Charlotte, NYC

**Jill Walton** (BSA '99, MPA '03), **Director of Alumni Relations**

**Being part of the Terry family** has many social and professional benefits — no matter where you live. To help supply those benefits to graduates outside Georgia, we recently launched the Terry Regional Alumni Network with rollouts in New York City (see p. 8) and Charlotte, N.C. Each regional group will host events ranging from receptions with the Terry dean to sendoff parties for area freshman attending UGA. The groups also plan to host alumni speakers, as well as UGA sports figures and faculty.

"There is now a thriving nucleus of people who are actively connected — people who would not have been interacting if Terry was not serving as that local energy source," says Andy Barksdale (BBA '89, MBA '93), a Terry Alumni Board member and an advisor to the Charlotte regional network. "Our goal is to expand this core group so that Terry alums and friends know there is a place where they can seek advice, gain business insights, develop contacts, and form personal relationships — all starting from a personal bond with the Terry College."

Ideally, each regional group will be connected to the college through leadership on Terry's alumni boards and through volunteers who have an expansive personal network and can help promote local events and build awareness of the group. Network leaders will serve as Terry ambassadors who can spread the word about the college's undergraduate and graduate programs. As one New York alum wrote on a survey about the regional Terry network: "We might be hundreds of miles away from Athens, but the alumni events are a great reminder of our Terry family." ■

For more information on the Terry Regional Alumni Network, go to: [www.terry.uga.edu/alumni/rn](http://www.terry.uga.edu/alumni/rn).

## Profile

## Going independent

**Steve Fallon (BBA '80)** began his career in insurance 29 years ago, when he headed to New York to work for an insurance carrier. In 1986, he began a 20-year career with Atlanta-based Hamilton Dorsey Alston, where he was in charge of employee benefits. The principals eventually sold the firm to Wachovia, and Fallon left a few years later.

"I left Wachovia because I felt the deal had soured over time," says Fallon, who had a distinguished career at Hamilton Dorsey Alston. He led the firm's effort to design a full-service employee benefits department, and ended up building the largest and most successful employee benefits practice in the entire organization. "The insurance brokerage and consulting business is much more of an entrepreneurial business than banking," Fallon adds, "and Wachovia gradually squelched my entrepreneurial spirit, with so many do's and don'ts."

Two years ago, Fallon did something he had thought about for years — he launched his own independent insurance agency. He is now president of the Fallon Benefits Group, an Atlanta startup that focuses on his specialty: employee benefits. And his new firm has been so successful in such a short period of time that *Benefits Selling* magazine recently honored him as one of their five "Broker of the Year" finalists.

Fallon knew that starting his own firm was a potentially risky endeavor. "I walked away from a huge amount of security, and a large book of business that I had built up over 20 years," he says. "It was a bold move, but I was resolute." When Fallon's customers learned that he was leaving Wachovia, many of them made the decision to follow him.

Fallon wasn't alone in striking out on his own. According to a recent biennial Agency Universe study, the number of smaller agencies increased from 12 percent to 17 percent between 2006-08 with independent agencies now numbering 37,500 in the U.S.

"Fallon Benefits has enjoyed dramatic growth during our first two years," says Fallon. "We've built a high performance culture with lots of entrepreneurial spirit. That's our competitive advantage. Our business is problem-solving and relationship-building. We enjoy making all decisions here locally and being able to adapt to market conditions to serve the needs of each client." 

A similar story appeared in the February 2009 edition of *Independent Agent*, which granted reprint rights.



Insurance Company. **Sheri Roberts (BBA '85, MBA '86, JD '92)** of Covington was appointed to a four-year term as judge of the Newton County Juvenile Court. **Art Parker (BBA '86)** of Charlotte, N.C., was promoted to executive vice president and CFO for health care provider, MedCath. **Tim Prince (BBA '86)** of Sandy Springs married Julie Krantz Southard. The wedding was held at their 210-year-old country home, which had undergone a two-year restoration project.

**Conni Williams Shaw (BBA '86, MBA '01)** of Hamilton, Ohio, married Gregory Scott Shaw. They are now the proud parents of Fisher James. Conni is a senior implementation consultant with redLantern, LLC. **Ira Bershad (BBA '87)** of Plano, Texas, is a partner at national executive search firm Kaye/Bassman International. **Tim Davis (BBA '89)** of Alpharetta is executive vice president and CIO of TechLINKS. He was named the 2008 Georgia CIO of the Year by the Georgia CIO Leadership Association. **Allen Mitchell (BBA '89)** of Atlanta is a national bank examiner with the Office of the Comptroller of the Currency in Atlanta. **Michael Ostergard (BBA '89)** of Marietta was named North American managing partner for

Accenture's corporate direction consulting practice. **Stefan Terwindt (MBA '89)** of Atlanta was appointed executive vice president of The Arcas Group, a leading life-sciences marketing organization. **Lisa Bantley Yannet (BBA '89)** of Savannah is a realtor with Keller Williams Realty Coastal Area Partners. Lisa is also vice president and co-owner of Horizon Staffing Inc., a full-time service temporary staffing company.

## 1990 -1994

**Joe Alexander (BBA '90)** of Atlanta is now with DLA Piper. Joe was formerly a corporate partner with Hunton & Williams. **Phil Foil (BBA '90)** of Winder was appointed executive director for the Georgia Environmental Facilities Authority. **Kevin Howard (BBA '90)** of Augusta completed residency and fellowship training at Carolinas Medical Center in Charlotte, N.C. He has joined Augusta Internal Medicine with plans to practice general internal medicine and sleep medicine. Kevin is married to Carol Black from Peterborough, Ontario. **Gerry Lee Williams (BBA '92)** of Atlanta is now with DLA Piper. Formerly he was a corporate partner with Hunton & Williams. **James Albert Franklin Jr. (BBA '93)** of Atlanta joined the management team



as vice president of professional services with Omnilink Systems, a LBS monitoring solutions company. **Hank Hurst** (BBA '93) of Fernandina Beach, Fla., was named as one of the 2009 "40-under-40" professionals by the *Jacksonville Business Journal*. Hank is a second-generation accountant and he has six other Tull School

of Accounting graduates in his family. **Rob Hays** (BBA '94) of Cumming marked 10 years as controller for Hennessy Lexus of Gwinnett. Rob is also the controller for Hennessy Porsche in Roswell.

#### 1995-99

**James Blitch** (MBA '96, JD '96) of Atlanta won a Professionalism Award from the At-

lanta Bar Association at the annual meeting and awards luncheon. Jim is with Holland Schaeffer Roddenbery Blitch, LLP. **Jason Herskowitz** (MBA '96) of Potomac Falls, Va., joined Lime Wire as vice president for product management. **Julia Purcell Brown** (BBA '97) of Dewy Rose is one of 13 business people starting a bank in Elberton

and Hartwell that has received preliminary approval from the FDIC and the state of Georgia. **Erin Doyle Hake** (BBA '98) and **Michael J. Hake** (BBA '97) of Marietta welcomed the birth of their daughter (and future Georgia Bulldog) Kendall Elizabeth. **Davis Knox** (BBA '98) and his wife, Gena Neely Knox (BLA '00) of

Athens, welcomed the birth of their first child, Thomas Neely. Davis and Gena appeared in the spring '08 issue of *TM* in a story about their Athens-based grilling planks business, Fire & Flavor. **John Minahan** (BBA '98) of Smyrna has published a book, *Business Mechanic: 9 Simple Ways to Improve Your Business*, which was

## Passings

### 1930s

**Elliott Goldstein** (BSC '36), Atlanta, Sept. 10. **Phil Rhodes** (BSC '38), Austin, Tex., Sept. 12. **Stewart McKibben** (BSC '39), Savannah, Sept. 2.

### 1940s

**Robert Cassels** (BSC '41), Mattapoisett, Mass., March 8, 2008. **John Creighton Glaros** (BSC '41), Stockton, Calif., Aug. 12. **Nora Coolik Koplin** (BSC '41), Macon, July 16. **Bill Adams** (BBA '42), Macon, Aug. 29. **Jimmy Dickson Maddox** (BBA '42), Rome, Aug. 6. **John Fullerton Sammons** (BBA '42), Temple, Texas, March 3. **Bernice Rogers Bland** (BBA '43), Metter, April 23. **Ray McRae** (BBA '43), Gainesville, April 16. **Marion Lyman Talmadge** (BBA '43), Portland, Ore., Aug. 24. **Julian Miller** (BBA '44), Athens, April 1. **Allen Shealy** (BBA '46), Decatur, April 11. **Tommy Thomas** (BBA '47), Statesboro, June 25. **Louis Trousdale** (BBA '47), Athens, June 16. **Bill Alexander** (BBA '48), Atlanta, June 13. **Robert Milton Bailey** (BBA '48), Jefferson, March 5. **Paul Blawie** (BBA '48), Woodbridge, Conn., May 15. **Edith M. Hample** (BBA '48), Atlanta, March 5. **Robert Perkins** (BBA '48), Carrollton, July 16. **Jim White** (BBA '48), Dothan, Ala., Sept. 22. **Braxton Bragg (B.B.) Wooten** (BBA '48), Hazlehurst, Aug. 29. **Tate Wright** (BBA '48), Atlanta, May 17. **Paul Giannoni** (BBA '49) Elberton, March 13. **Stewart Hutcherson** (BBA '49), De-

catur, Ala., Marcy 19. **Brandon Kilroy** (BBA '49), Savannah, Sept. 22. **Berry McIntyre** (BBA '49), North Augusta, S.C., June 19. **Bob McKinney** (BBA '49), Marietta, Aug. 17.

### 1950s

**Bob Warnock** (BBA '50), Alpharetta, July 17. **Charlie Carter** (BBA '51), Peachtree City, June 5. **John Bruce Humphrey** (BBA '51), Senoia, March 2. **Joan Levens Jones** (BBA '51), Carrollton, Sept. 11. **Walter Lewis** (BBA '51), Columbus, July 5. **Richard Martin (Slats) Thomas** (BBA '51), Pacific Grove, Calif. July 18. **Tom Davis** (BBA '53), Decatur, Ala., May 26. **Bob Hein** (BBA '53), Athens, June 13. **C. J. Hobby** (BBA '53), New Carlisle, Ohio, July 13. **Truitt Land** (BBA '54), Allentown, July 1. **Hermianne Thompson Bush** (BBA '55), Isle of Palms, S.C., Aug. 14. **Thompson Cullen** (BBA '55), Fort Lauderdale, Fla., March 11. **Bob Gibbs** (BBA '55), Augusta, July 11. **Ray Love** (BBA '55), Ravenel, S.C., April 12. **Lorraine Elder Maxwell** (BBA '56), Augusta, May 4. **Gene Drummond** (BBA '57), Buford, July 3. **John Harvey** (BBA '57, JD '66), Pembroke, May 25. **Terrell Wesley** (BBA '57), Atlanta, June 29. **Billy Bryant** (BBA '59), Manchester, July 25. **Charles Hutton** (BBA '59), Roanoke, N.C., June 9. **Bob Levison** (BBA '59), Snellville, Nov. 2, 2008.

### 1960s

**Bill Vining** (BBA '60), Houston, Sept. 11. **Howard**

**Benjamin Force** (BBA '61), McDonough, March 17. **Kenneth Musgrove** (BBA '61), Albany, March 29. **John Wilburn Savage** (BBA '61), Royston, Aug. 17. **Frank Shuford** (BBA '61), Hickory, N.C., April 2. **Howard B. Hellums** (BBA '62), Bogart, June 17. **Gene Hammond** (BBA '63), Athens, July 20. **Jimmy Wigzell** (BBA '63), Albany, April 28. **Jimmy Carr** (BBA '65), Atlanta, March 26. **Sandy Sanders** (BBA '65), Dulles, Va., May 30. **Lee Wall** (BBA '65), Williamson, June 21. **Lynn Ivey** (BBA '66), Lizella, April, 1. **Betty Mays Weiland** (BBA '66), Matthews, N.C., April 28. **Jerrell Hawk** (BBA '68), Augusta, July 4. **Wilkes Nicholson** (BBA '68), Thomasville, April 17. **Luigi De Michiel** (BBA '69), Macon, April 16. **Nelson Rudolph Jantzen** (MA '69), Savannah, July 13. **Fred Stone** (MBA '69), Albany, Sept. 12. **Dan Wallace Shealy** (MA '69, EdD '83), Winterville, July 10.

### 1970s

**Bobby Patterson** (BBA '70), Austell, Aug. 4. **Jim Powers** (MBA '70), Rockford, Ill., March 23. **Harvey Vollrath** (BBA '70), Hartwell, June 23. **Ron Burroughs** (BBA '71), Athens, July 3. **Jim Clark** (BBA '71), Montrose, Colo., March 30. **Syd Rives** (BBA '71), Macon, Aug. 29. **Sonny Hicks** (BBA '72), Conyers, May 25. **Ronald Watson** (BBA '73, MAcc '75), Savannah, July 6. **Claudio Keld Roig** (BBA '74), Athens, Sept. 15. **Jeff Clark** (BBA '75), Lakewood, Colo., June 7. **Dean**

**Walter Helmreich** (MBA '82, BSEH '75), Crawford, June 30. **John William Cameron** (MBA '76), Greer, S.C., Aug. 1. **James Frederick Brown** (MBA '76), Warner Robins, April 2, 2008. **Brady Green** (BBA '76), Powder Springs, Sept. 7. **Thomas Joel Strickland** (MBA '76), Toccoa, May 9. **Melanie Heaton Bertrand** (MA '78), Wilmington, N.C., May 28. **Frank Trickle** (BBA '78), Athens, May 10.


### 1980s

**Kim Barker Hinton** (BBA '81), Lawrenceville, April 11. **Elizabeth Moore Osgrove** (MBA '81), Chula Vista, Calif., Sept. 8 2008. **Pete Chamberlin** (BBA '82), Canton, April 8. **Rita Bennett-Croxall** (BBA '83), Old Hickory, Tenn., July 1. **Claude Eldon Harris** (MAcc '83), Anderson, S.C., April 20. **Bobby Slocumbe** (AB '83), Athens, Oct. 1, 2008. **Bill Nunnally** (BBA '85), Birmingham, Ala., April 10. **John Malcolm Marchman** (BBA '89), Macon, June 13.

### 1990s

**Ron Lublink** (MAcc '95), Lawrenceville, April 3. **Benjamin Wayne Mobley** (BBA '95), Smyrna, Tenn., May 16. **Joe Estwanik** (AB '97), Charlotte, N.C., Sept. 8. **Ryan Means** (AB '97), Clarksville, Tenn., July 7. **Anthony Lawrence Rhodes** (BBA '97), Dalton, July 8.

### 2000s

**Tom Tanner** (PhD '05), Winterville, April 25. 

picked up by Barnes & Noble. John is CFO and co-founder of Working Media Group, ranked No. 20 on the “Inc 500.” A sample chapter of John’s book is available at: [www.businessmechanicbook.com](http://www.businessmechanicbook.com). **Gina Ragsdale** (BBA ’98) of Atlanta was awarded the WE

(Rising Star Award) by the National Association of Women Business Owners. **Courtney Cameron Shields** (BBA ’99) and **James Kevin Shields** (BBA ’98) of Montevallo, Ala., welcomed the birth of their daughter, Cassandra Gail. **Krista Anderson Volzke**

(BBA ’99) of Omaha, Neb., and husband, Spencer, celebrated the birth of their first child, Grace Muriel Volzke. Krista is a learning events coordinator with Gallup.

**2000-04**  
**Clint Ivy** (BBA ’00) of Albany will serve on the Independent

Insurance Agents & Brokers of America’s (IIABA) Young Agents Executive Committee. He was the past Georgia YAC (Young Agents Committee) chairman and is a member of the Terry Young Alumni Board. Clint is with Fleming Insurance Agency. **Matt Pollard**

(BBA ’00) of Marietta was promoted to managing consultant of Forsythe Solutions Group and received the company’s 2008 A-Player award. **Lola Campbell** (BBA ’01) of New York, N.Y., a former assistant vice president with Lehman Brothers, participated in a Fox

## Profile

# Financial pirouette

**Dana Lupton** (BBA ’86) combined her skills as a trained dancer with a small business management degree from Terry to build the nationally acclaimed Moving in the Spirit dance studio in Atlanta in the 1980s.

Moving in the Spirit is also a youth development program that utilizes dance as a creative tool to enrich the lives of underprivileged children. As a measure of success, it has won the highly competitive President’s Committee on the Arts and Humanities award, and has performed twice at the White House.

All of which made it a matter of community concern when word spread late last year that Moving in the Spirit was in financial trouble.

“I didn’t know if we could make it,” says Lupton, whose balance sheet was in the red for the first time in 23 years. Help arrived unexpectedly in the form of a \$5,000 check — but the signature at the bottom was puzzling.

“As a non-profit,” says Lupton, “we cannot expect to get any new money from anyone who doesn’t know us. So my first thought was, This guy is too good to be true!”

As it turned out, the check writer wasn’t a complete stranger after all. He was fellow Terry alum Joel Shapiro (BBA ’86), managing partner and CEO of Timbervest, one of Atlanta’s largest private equity firms — and also a friend of UGA alums and Moving in the Spirit supporters Michael and Erin Forrester.

At a Christmas party, the Forresters told Shapiro about the program’s woes, and he responded with the \$5,000 donation and offered additional fundraising assistance. When Lupton



and Shapiro finally met in person, they realized it wasn’t just the Forresters they had in common. They were business school classmates — and Lupton had taught aerobics at Shapiro’s fraternity house.

“I swear, the man’s face just dropped when he realized I was his college aerobics instructor!” says Lupton. “He told me, ‘This is going to cost me more money than I ever thought!’”

When the meeting ended, Shapiro had committed another \$60,000 to get Moving in the Spirit over the hump.

Lupton’s dance students are also doing their part, having raised \$5,000 from their own performances — even though many of them come from households with an average annual income of \$12,000.

“The thing Joel loves about our program,” says Lupton, “is that our kids earn it — and they are making the world a better place.”

Shapiro has become an overnight fan. “I saw what the kids are doing,” he says, “and I told Dana, ‘Even though times are tough, I’ll do everything I can to make sure, at least for this year, that you meet your budget.’” ■

— Matt Waldman (AB ’96)

Business panel discussion on the collapse of the company. Lola is now with Nomura Securities International. **Toby Carr** (BBA '01, BSAE '01) of Decatur is executive director of the Georgia Republican Party. **Wes Griffin** (MBA '01) of Chesapeake, Va., is a naval supply officer who won first place in the 2008 Defense Acquisition University Alumni Association Hirsch Research Paper competition. **Carolyn Miller Huresky** (BBA '01) of Crested Butte, Colo., launched a line of upscale fitness and sports accessories that are available at [www.qteaze.net](http://www.qteaze.net). **Cam Wilbur** (BBA '01) of Acworth will serve a three-year term on the Terry College Young Alumni Board. He is currently executive vice president and financial advisor at Wiser Wealth Management, Inc. **Jeremy Faught-enberry** (BBA '04) of Lilburn founded Mercury Investments LLC. **Eric Knox** (BBA '04) of Nashville, Tenn., joined the law offices of Bass, Berry & Sims. **Ross Yasin** (BBA '04, BS '04) of Perry is an ERP deployment specialist with Pro-Build in Denver, Colo. He is working to integrate 550 locations into one uniform system.

## 2005-09

**Christopher Arnold** (BBA '05) of Macon was named an associate at the law office

of Jones, Cork and Miller LLP. **Steven Voynich** (MAcc '05) of Columbus was featured in an article in the *Columbus Ledger-Enquirer*.

**Adam Cohen** (BBA '06) of Atlanta married **Julie Dane-Kellogg** (BBA '06, MAcc '07). Adam is a senior management consultant at Tenon Consulting Solutions. Julie is a tax associate at Habif, Arogeti & Wynne, LLP. **Brant Barrow** (BBA '08, MAcc '09) of Atlanta received his MAcc from the Terry College upon his completion of the program at the University of Boccinni, in Milan, Italy. After interning at KPMG International Accounting Firm, he served as a KPMG Ambassador for recruiting at UGA. He now joins KPMG as an auditor in the Atlanta office. Brant also serves on Terry's Young Alumni Board. **Rachel Elliott** (MBA '08) of Atlanta is the operations director for Professional MBA Programs in the Terry College of Business. **Jason Hewell** (BBA '08) of Watkinsville married Kacina Lamson (BSHP '09). **Madeline Jane Mitchell** (BBA '09) of Augusta was accepted into the UGA Law School. **Brent Roland** (BBA '09) of Athens joined Trinity Accounting Group as a staff accountant. ■

## Profile



(from left) Bailey and Justiss are proof positive that you better pay close attention to the guy flipping burgers next to you; years later, he may be flipping companies with you.

# Bolton Brothers

By Chris Starrs (ABJ '82)

**For the last 12 years**, Bob Bailey (BBA '85) and Ted Justiss (BBA '84) have been routinely turning startups into multi-million-dollar enterprises in the medical and technological staffing fields, then selling them for a healthy profit. And it all started at the Bolton Dining Hall.

"Ted and I worked in Bolton from the time we showed up on campus," says Bailey, a New Jersey native who followed his older brother to Athens and earned a finance degree from Terry. "Ted and I got to know each other while cooking eggs and flipping burgers."

"We didn't talk about business, we were just friends enjoying college," says Justiss, an Atlanta native whose degree is in accounting.

Bailey and Justiss' latest entrepreneurial endeavor brings all of their educational and real-world experiences together under the umbrella of W3 LLC, an Alpharetta-based holding company that provides capital and expertise to a pair of new businesses — Locum Leaders, which matches doctors and other health-care providers with facilities for short-term assignments, and RunE2E, which provides customer relationship management software solutions for small and mid-size businesses.

Bailey has begun to alter his vision to some degree. Instead of looking to develop new businesses, he wants to develop new business leaders — although neither he nor Justiss are opposed to future wheeling and dealing. "I'm in the mode now where the intent of W3 is to teach others how to start and lead a business," says Bailey. "I'm not the CEO of either of the businesses that we've got under the W3 umbrella. The challenge for Ted and me is to teach others how to do what he and I have already done — which is basically start something from nothing, and grow the heck out of it."

"Bob and I enjoy building businesses and running them," adds Justiss. "What's different this time is that we've identified people to run both of our businesses. We have CEOs in both businesses and we actively support those with our strengths so they can run themselves." ■



## MAN IN THE MIDDLE

*continued from 25*

Moving to the blackboard during his Terry lecture, Calhoun drew a graph depicting “The Long Tail” concept of marketing and sales — whereby a company like Amazon or Netflix can be successful by selling a large number of items in relatively small quantities. The same concept applies to the music industry. “There are very few releases — Matchbox 20, Lil Wayne — that sell a whole lot,” says Calhoun. “But what happens, as all these new technologies improve, is that there are a whole lot more people putting out music. If you can make a dollar off a million people, it might be easier than trying to make a million dollars off of one.”

Calhoun is a member of the board of directors of the Future of Music Coalition, which is “working to foster the development of a musicians’ middle class,” says Calhoun. That mission is based on the premise that “most artists are either really rich or really broke.” Thinking back to the days when he worked for independent labels, Calhoun got a firsthand look at what it’s like to invest \$500,000 in a record — and have it tank big-time.

“Anybody who says they haven’t worked on flops is either lying or too new to have earned their stripes,” says Calhoun, who worked marketing and A&R for a label, record, and title that he describes as a “total disaster from beginning to end.” With \$500,000 invested, it didn’t sell 50 copies. On the flip side, Calhoun got Three 6 Mafia signed with Relativity, then A&R’ed the resulting record, which sold 700,000 copies.

SoundExchange plays a pivotal role in paying digital royalties to artists who are utilizing new technologies and delivery systems to, in essence, employ themselves. And because it is a non-profit organization, the money collected goes directly to artists and rights holders.

“I feel very fortunate to have one of the coolest jobs possible,” says Calhoun. “Basically, I call artists and tell them that I have money for them.”

Some artists don’t know they’re entitled to the statutory royalties that SoundExchange collects for them, and “that first check can be a huge — and a welcome — surprise!” says Calhoun. “We’ve gotten thank you notes from people who could suddenly pay off medical bills, or get their kids new coats for the winter. Artists who never made a dime from their creative property are thrilled to finally see some compensation.”

Calhoun’s role as an artist advocate also connects him to one of the most important legislative issues facing artists today: the Performance Rights Act.


“In the U.S., unlike any other industrialized nation in the world, AM and FM broadcasters do not pay performers or labels when they play their music on the air,” says Calhoun. “Most people are shocked by this, and assume that singers would see at least a small piece of the huge ad revenues that radio makes off their songs. They don’t, and they never have.” Calhoun and SoundExchange have been fighting hard to remedy this injustice, along with partners in the musicFIRST coalition, which stands for Fairness in Radio Starting Today.

“Whenever a business can take somebody’s creative work, use it to make money (through advertising), and not have to ask for permission or compensate the creator, that’s fundamentally unfair,” says Calhoun, whose involvement in this fight has taken him to the halls of Congress for hearings and meetings with officeholders.

Asked to speculate about the future of the music industry, Calhoun says he believes technology will play a role in all parts of the process, as devices become smaller and more powerful, and broadband connectivity becomes increasingly ubiquitous. “At that point,” he says, “the distinction between download and stream will become irrelevant. Music has to be viewed as a service rather than a product.”

Calhoun has been working on a financial modeling tool to explore the potential of a blanket licensing agreement. “Theoretically, fans could pay a nominal connection fee (like \$5 added to a cable bill) for unrestricted access to all the music they want. If a large enough pool of people pay into the system, revenues and profits will exceed that of the sales-based music industry.” A free, public version of the tool is available ([www.APriceForMusic.com](http://www.APriceForMusic.com)) for anyone who wants to manipulate the numbers and see the outcome. “There’s a new wave of consumer interaction coming,” says Calhoun, “and we want music to be on the crest of it.”

When Calhoun finished his Terry presentation, it was apparent that his student audience was both impressed — and somewhat intimidated — by all that he has accomplished before the age of 40. To allay some of their fears and to assure them that it’s possible to throw yourself into a job as demanding as his and still enjoy life, Calhoun reminded them of the many perks that he enjoys as a mover and shaker in the music business — like spending a week in Los Angeles for the Grammys and doing business in France, Jamaica, Shanghai, and London.

“Most of the successful people I know are insanely busy, and I’m really busy, too,” he admitted. “I’m not rich, but I do all right and I just *love* what I do . . . I have a ball!” 

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