



A Different Drummer

Twitter legal counsel Bakari Brock (BBA '01)
practices law at the connecting point
between old and new media



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Better living through IS




When you think of all that the term IS entails, it's easy to get lost in the IT aspects. But the alumni, faculty, and students profiled in this Information Systems issue are a testament to how new technology should only be considered an advancement if it makes people's lives better. Information technology is the toolbox that these talented individuals use, in concert with their own ingenuity, to create new systems of communications, travel, and conservation.

Twitter's chief counsel Bakari Brock (BBA '01), IHG solutions architect Philip Grossman (MBA '99), and MIS professor Rick Watson all excel in highly specialized fields because of their ability to mine disparate knowledge bases to create something that makes their worlds — and the world at large — a better place.

Brock, who, according to *TM* writer Charles McNair, is practicing law “at the connecting point between old and new media,” is not just a Harvard-educated lawyer, but also one with a techie's sensibilities and a drummer's sense of timing. His versatility contributes so much value to product launches at Twitter that its operations staff frequently gives him the lion's share of the credit in company memos, earning him the workplace nickname of Bakari Bold.

Bold also describes the personality and abilities of Philip Grossman, who heads the redesign of the InterContinental Hotels Group reservation system, which is used in 4,500 hotels in 100 countries — and which brings in \$3,400 per second. With down time ultra-expensive, Grossman must be as efficient and expedient with his IS solution as a cardiologist who is performing a heart transplant. But the more you get to know Grossman — he's also a gifted photographer, lighting designer, and pilot — it's easy to see why he's precisely the man for the job.

At first blush, you would never know that Rick Watson's nondescript Brooks Hall office has a window onto the world. But Watson, who grew up on a wheat and sheep farm in one of the most remote areas of the globe, does indeed possess a horizon-to-horizon perspective on what would make the world a better place. He's a master at bringing together ideas, resources, and people from around the globe to generate innovative research with practical implications. As research director of the Advanced Practices Council for the Society of Information Management, Watson has top CIOs hanging on his every word.

Versatility is a hallmark of all the people we've featured in this issue. New faculty member Amrit Tiwana is an award-winning MIS researcher (see p. 16) with a past life as an electrical engineer. Chris Sanders (see p. 58), who graduated this May, has served as president of the Society for Management Information Systems since he was a sophomore, showing so much maturity that a senior member of the UGA faculty mistook Sanders for a junior professor during an annual faculty retreat. 

Kear Hannon

khannon@terry.uga.edu



TM now has a mobile app that enables you to take a closer look at our online *Nxtbook* edition while you're on the go. Alumni features and profiles, class notes and events will be at your fingertips on your iPhone, iPad, or other mobile device. See back cover for more info.

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Turning a corner

One of my top concerns in the four years I've served as dean has been replenishing the faculty ranks. In the past decade, the Terry College has experienced a period of rapid programmatic growth, as new graduate programs were added in Athens and Atlanta and our portfolio of certificate and executive programs proliferated too. But the number of faculty did not keep pace with enrollment. In fact, we had lost ground.

With faculty recruitment for the 2011-12 academic year now completed, I'm happy to report to you that we've turned a major corner in our bid to restore faculty positions across the college. Our larger faculty will provide students with more access and options to enroll in courses, and the academic and practical experiences of these new professors will assure that we are bringing the latest business intelligence and best practices into the classroom. This time last year, 15 professors had accepted offers to join our faculty. Thirteen of them were new assistant professors coming from some of the top doctoral programs in the country. This year, our hiring focus was on senior faculty with established academic records. Of the 10 new faculty hired this spring, four of them will hold privately endowed chairs or professorships and three others were hired at the advanced rank of associate professor. It has been decades since we have been able to recruit such a large and distinguished group of faculty in back-to-back years.

Let me give you a first impression of the four professors with privately endowed positions arriving this fall: Jason Colquitt, currently the McClatchy Professor at the University of Florida, is the first to be appointed to the newly endowed William Harry Willson Distinguished Chair at Terry. Colquitt's productivity and reputation led to his 2009 appointment as editor-in-chief of the *Academy of Management Journal* — the field's pre-eminent research journal. He will remain editor-in-chief as he moves to Terry. Jim Carson arrives from Florida State, where he was a department chairman and Midyette Eminent Scholar in Risk and Insurance. Carson's hiring is a homecoming of sorts. He earned his Ph.D. from Terry in 1993 and returns as the Amos Distinguished Professor of Insurance.

An endowed chair and a professorship also were filled in the Marketing Department, and both professors add to the faculty's research strengths in the area of marketing strategy and financial performance — the current hot topic among marketing scholars. From Emory University, Sundar Bharadwaj fills the Coca-Cola Chair of Marketing, following a year as a visiting professor at the Wharton School. And John Hulland, who was a faculty fellow and director of the marketing Ph.D. program at the University of Pittsburgh, has been named the Robert O. Arnold Professor of Business.

These new faculty colleagues — all of whom will have arrived in a 12-month period — constitute nearly a third of our faculty. They will invigorate our departments and inject fresh air into our scholarship and instruction. It's a welcome and healthy change that happens every generation. This is our time. 



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

Agenda

JULY

- 13 New York City Get Together with Terry Interns**
Welcome the student interns and network with other alumni.
6 – 9 p.m., Bourbon Street Bar and Grille, New York City
Register: <http://www.terry.uga.edu/alumni/events/>
- 21 Terry Third Thursday**
Speaker: Dink NeSmith, President, Community Newspapers
Reservations required: \$30 per person
7 – 9 a.m., Terry Executive Education Center, Atlanta
Reservations: (706) 583-0397 • www.terry.uga.edu/ttt

AUGUST

- 5 Terry Rocks Concert**
Performance by Grammy winner Diamond Rio,
sponsored by the Terry College Young Alumni Board.
Buckhead Theatre, Atlanta
Tickets: www.terry.uga.edu/alumni/terryrocks/
- 18 Terry Third Thursday**
Speaker: Boland T. Jones
Founder, Chairman, and Chief Executive Officer, PGI
Reservations required: \$30 per person
7 – 9 a.m., Terry Executive Education Center, Atlanta
Reservations: (706) 583-0397 • www.terry.uga.edu/ttt

SEPTEMBER

- 15 Terry Third Thursday**
Speaker: Suzanne Sitherwood, President, Atlanta Gas Light,
Chattanooga Gas, and Florida City Gas
Reservations required: \$30 per person
7 – 9 a.m., Terry Executive Education Center, Atlanta
Reservations: (706) 583-0397 • www.terry.uga.edu/ttt

OCTOBER

- 15 3rd Annual Alumni Picnic in New York City**
11 a.m. – 1 p.m., Norman's Landing, Central Park
Join alumni and friends for a Chick-fil-A picnic.
- 20 Terry Third Thursday**
Speaker: Jim Rubright
Chairman and Chief Executive Officer, RockTenn
Reservations required: \$30 per person
7 – 9 a.m., Terry Executive Education Center, Atlanta
Reservations: (706) 583-0397 • www.terry.uga.edu/ttt

NOVEMBER

- 3 Athens Area Alumni Reception**
6 – 7:30 p.m., Brooks Hall front lawn
- 5 2011 Terry College Homecoming Tailgate**
9 a.m. – noon, Brooks Hall front lawn
- 29 29th Annual Georgia Economic Outlook**
Speakers: Dennis Lockhart, President and Chief Executive
Officer, Federal Reserve Bank of Atlanta; Robert T. Sumi-
chrast, Dean, Terry College of Business
Reservations required
11 a.m. – 2 p.m., Georgia World Congress Center, Atlanta
Contact Executive Programs: (706) 425-3051
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College band impresario. Harvard Law. Kilpatrick Stockton. YouTube. Google. Twitter. At 30, Bakari Brock's (BBA '01) résumé begs the questions, 'What sky? What limit?'

By Charles McNair



RENAISSANCE MACGYVER 30

His business card says he's a "Solutions Architect" for the world's largest hotel group, IHG. But Philip Grossman (MBA '99) is also a gifted photographer, lighting designer, and pilot. Who better to overhaul a reservations system that brings in \$3,400 every second?

By Krista Reese (MA '80)



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Cutting-edge researcher and sage to a host of CIOs, MIS professor Rick Watson straddles the world of theory and practice. His secret? He never left the farm.

By Matt Waldman (AB '96)



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- Andy Ghertner (BBA '65), executive VP, Cushman & Wakefield
- Bill Douglas (BBA '83), CFO, Coca-Cola Enterprises
- Mai-Lise Nguyen (BBA '05), Group Manager, Weber Shandwick

By Kent Hannon

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CEO Richard Stamper (BBA '84)
- Jackrabbit Technologies
CEO Mark Mahoney (BBA '83)
- MegaPlayer founder
Jennifer Osbon (MBA '97) and her new CFO,
husband Keith Osbon (MBA '97)


Graduates saluted at Stegeman

For the second time in as many years, Terry College graduates received a Stegeman Coliseum send-off as part of spring graduation weekend at the University of Georgia.

About 950 graduates marched onto the Coliseum floor, surrounded by family and friends sitting in the stands. Degrees had been officially conferred the night before at UGA's Spring Commencement, but the May 14 Terry Graduation Convocation gave graduates an occasion to be personally recognized.

Before the graduates had their moment to walk across the stage and receive congratulations, they heard wise counsel from keynote speaker Tom Cousins, a 1952 graduate and chairman emeritus of Cousins Properties Inc. in Atlanta.

"When I have spoken to groups of students, they always want to know what are the key things to success," said Cousins. "And what generally follows that is a question: Don't you have to step on people to get ahead? It's just the opposite. My answer is generally met with skepticism, but it's the truth.

"From the standpoint of ultimate success, when you stand firm and try to live your life with integrity, you will be greatly rewarded. Don't step on or mistreat anybody. I like to say, the Golden Rule is golden, and it will lead to a golden life." 

To view more photos and videos from the Convocation, go to www.terry.uga.edu/convocation/



MARK SORROW



Newsfeed

News about Terry College students, faculty and alumni

Spring 2011

Terry Rocks!




SPECIAL

By David Dodson (ABJ '89)

Terry's Young Alumni Board is putting on a show, and the UGA Music Business Program is getting in on the act.

The two groups are getting together on the first Terry Rocks concert, and they've booked country group Diamond Rio to headline the show. Set for Friday, Aug. 5, at the newly restored Buckhead Theatre in Atlanta, the concert will benefit the Music Business Certificate Program, with MBUS students working behind the scenes to help the Young Alumni Board deliver a great show.

"It's a chance for Music Business students to gain concert experience, while young alumni and current students get to have a fun time doing something that benefits the Terry College," says Young Alumni Board member David Fischer (BBA '05), who pitched the idea.


The John King Band, a country act fronted by new Terry and MBUS graduate John King, will open the show. Diamond Rio (pictured above) won its first Grammy Award in February — for Best Southern, Country or Bluegrass Gospel Album — after two decades of making music and 13 previous Grammy nominations. The band's honors include four Vocal Group of the Year CMA awards. 

For tickets and information: www.terry.uga.edu/alumni/terryrocks/

MBUS adds David Lowery to its faculty

David Lowery, co-founder and lead singer of rock bands Cracker and Camper Van Beethoven, brings a new "voice of experience" to the tight-knit cadre of faculty teaching in the Music Business Certificate Program. He taught the Fundamental Concepts in Music Business course this spring.

"David's career in music is so broad that he was able to relate personal experience to the various topics in his class to a high degree," says David Barbe, director of the Music Business Program.

Starting next fall, Lowery will add the introductory music business class to his course load, freeing Barbe to begin teaching a new class in music production. "Just having him on board full time as another voice at the MBUS table is fantastic for the program," Barbe says. 

— David Dodson (ABJ '89)



SPECIAL

appointed

Katrina Bowers joined the Terry College's Office of Development



and Alumni Relations as director of leadership and major gifts in February. She previously served

as development director at UGA's College of Family and Consumer Sciences for 14 years. Bowers graduated from FACS in 1984 and has a master's degree from the University of Memphis. She is a 2005 graduate of Leadership Georgia, serves as co-facilitator of Leadership Oconee, and sits on the Oconee County 4-H Advisory Board.

Natalie Glenn was named Terry's director of alumni relations in




December. A 2002 graduate of UGA, her previous work experience has been in the private sector, most

recently as the marketing director for Athens-based Barberitos Franchising Inc. Glenn is a past president of the Junior League of Athens and the Athens Area Cancer Auxiliary. She is married to Will Glenn, associate head coach of the men's tennis team at UGA.

Johnie Tucker, who had been a development officer with UGA's



College of Agricultural and Environmental Sciences since 2007, is Terry's new


director of annual giving. A 1999 graduate of UGA with a bachelor's in agricultural communication, he's also pursuing a master's degree in nonprofit management. Tucker previously worked in sales for seven years. 

#36 *BusinessWeek* ranking

Terry's Full-time MBA program is ranked 36th nationally and 15th among public business schools by *Bloomberg BusinessWeek*. It is the college's best-ever numeric ranking in *BusinessWeek*'s biennial survey of the top graduate programs in business.

Strongly positive survey responses from corporate recruiters propelled Terry's climb in the 2010 ranking. Terry ranked 10th nationally in the corporate poll, and the only public business school rated higher was the University of Michigan. Recruiters were asked to rate their top 20 programs based on the perceived quality of graduates and their company's experience with previous and recent MBA hires.

"The trend in what recruiters are saying about us is very good, because our corporate poll score isn't just how recruiters responded this year. Our total score for this measure combines the 2010 corporate survey results with the 2008 and 2006 recruiter surveys," says Dean Robert Sumichrast. "During the economic downturn and in the recovery, we have been committing more resources and attention to the early career success of our graduates. That has included expanding the staff in the Career Management Center, and their hard work on behalf of MBA students is paying off."

BusinessWeek's ranking of full-time MBA programs is based on three elements: the corporate recruiter poll (45%), a survey of newly graduated MBAs (45%), and an evaluation of faculty research output (10%). The student survey measures satisfaction with all aspects of the business school experience and is combined with the two previous student surveys, similar to the corporate poll. 

— David Dodson (ABJ '89)


To read more: <http://www.businessweek.com/bschools/rankings/>

Top 2 initial financial value

MBA programs offering the most financial value at graduation were ranked in a *U.S. News & World Report* survey published this spring. Out of nearly 100 top business schools that responded fully to the survey, the Terry MBA program ranked second nationally.

The *U.S. News* report was designed to highlight the business schools where students earn the most in their first-year salaries compared to their average debt load upon graduation.

With a reported average MBA starting salary of \$66,646 and average student debt of \$17,714, the Terry College's salary-to-debt ratio was 3.8, which tied the program with the University of California at Davis and was second to the Zicklin School of Business at Baruch College in New York.

Among all 98 schools that reported, students earned on average 1.7 times more in their first-year starting salaries than they owed in student-loan debt after graduating in 2010. 

— David Dodson (ABJ '89)

To read more: <http://www.usnews.com/education/best-graduate-schools/>



Munneke gets Terry Distinguished Chair

By David Dodson (ABJ '89)

Real estate professor Henry J. Munneke has been appointed to the C. Herman and Mary Virginia Terry Distinguished Chair of Business Administration. Munneke's appointment, which becomes effective Aug. 12, was confirmed by the University System of Georgia Board of Regents this spring.

"Henry Munneke is a highly productive scholar and a respected colleague," says Dean Robert Sumichrast. "To merit selection to a distinguished chair, a faculty member must have achieved a national reputation in his or her research field, become an enthusiastic and effective instructor in the classroom, and provided exemplary service to the academy. Dr. Munneke meets all of those qualifications, and I expect he will continue to lead by example."


Munneke joined the faculty of the Terry College's nationally ranked Real Estate program in 1993, after receiving his doctorate from the University of Illinois. He was promoted to the rank of associate professor in 1999 and full professor in 2006.

A top researcher in the areas of land prices and urban economics, Munneke has compiled an exceptional record of publishing in the leading real estate journals. Based on an analysis

of all the research appearing in the top three real estate journals since 1995, Munneke's publication record places him in the top 1 percent of all authors contributing to those top journals.

Munneke has been recognized for his excellence in teaching with several honors, including the Terry College's Outstanding Teaching Award. He regularly teaches a doctoral seminar and has served on 12 dissertation committees — chairing three of them — since he joined the faculty. At the undergraduate level, he has been the faculty advisor to the Real Estate Society since 1995, and he has coordinated the college's real estate internship program for more than 10 years.

Among his many committee appointments, Munneke is in his fourth year serving as chairman of Terry's Undergraduate Program Committee, which designed the new Foundations First curriculum for juniors entering as business majors and is also pilot-testing a freshman admissions policy for the college.

Munneke is the second professor to be appointed to the chair, succeeding real estate professor James Kau, who was the chairholder from 1988 until his retirement this year. The endowment funding the chair was established in the 1980s by the college's benefactors, C. Herman and Mary Virginia Terry. 



CHRIS TAYLOR

accolades

Dean Robert T. Sumichrast

was elected by the membership of AACSB International to the organization's board of directors. His three-year term begins on July 1. AACSB governs




and accredits collegiate business schools worldwide. It currently accredits 620 business schools in 38 countries and is guided by an international board of directors. Sumichrast serves as vice chair of the AACSB Initial Accreditation Committee and as a member of the AACSB Accreditation Coordination Committee. Sumichrast also was elected to the board of the Southern Business Administration Association.

Annette B. Poulsen has surpassed a milestone of more than



1,000 citations of her research, according to the Thomson Reuters Social Science Citation Index (SSCI). Poulsen

holds the Sterne Chair of Banking and Finance, and she had served as head of the Department of Banking and Finance since 2002. She announced this spring that she was stepping down as department head after almost 10 years.

A leading scholar on corporate control, corporate contracting, and international finance, Poulsen has been the managing co-editor of the *Journal of Corporate Finance* since 2001. She is also an associate editor for *Financial Management* (since 1999), the *Journal of Financial Research* (since 1993), and the *Journal of Business Research* (since 1988). 

SMIS is Chapter of the Year

By David Dodson (ABJ '89)

The Society for Management Information Systems, the MIS student organization at Terry, was honored as the 2010 Student Chapter of the Year by the Association for Information Systems.

Through a recent initiative, AIS has affiliated with student chapters in the U.S. and abroad, and more than 3,000 students are associated with it. Terry's SMIS chapter received its Chapter of the Year award at the December annual meeting of the International Conference on Information Systems in St. Louis.

"Credit for this national recognition goes to all of the student members of SMIS, but especially to Chris Sanders, who was the chapter president for the past two years and volunteered a lot of time to the start-up of the student chapter initiative with AIS," says Mark Huber, faculty advisor to the SMIS chapter. (To learn more about Sanders, see p. 58.)

"SMIS has a 27-year track record of student success, going back to when Hugh Watson was the chapter's first faculty advisor," Huber adds. "I'm happy for the students who took the initiative to keep building on that success."

AIS honored several student chapters, but the Chapter of the Year award was the highest honor given. The selection committee judged student chapters on several criteria, including professional development, membership, careers in information systems, community service, fundraising, and communications.

The Terry SMIS chapter received a cash grant with its award. Also receiving cash grants from AIS were the Distinguished and Outstanding Student Chapter award winners. The Distinguished Student Chapters were from Arizona State, Indiana, and the University of Michigan at Dearborn. This year's Outstanding Student Chapters came from BYU, Temple, TCU, Alabama, and the University of Colorado at Denver. [f](#)

To find out more: www.ugasmis.org



SMIS received its award in December. (L-R) Joey George, president of the Association for Information Systems, and Mary Freeman, a regional business manager with Microsoft, present the award to SMIS chapter president Chris Sanders and faculty advisor Mark Huber.

lectures



Dan Cathy, president/COO of Chick-fil-A, told a full house at the UGA Chapel that customers come to their restaurants for "the encouragement that they get" as much as for the sandwiches. Speaking at the Terry Leadership Speaker Series in March, Cathy noted that the term restaurant means "a place of restoration."

"What's a pepper grinder doing in a fast food restaurant? It's because we saw how ladies respond to a pepper grinder. They start thinking about romance. They start thinking about junior-senior prom. They start thinking about anniversary experiences where this waiter walked up with fresh ground pepper."

"So, it's all about this young man walking up and saying, 'Would you prefer fresh ground pepper with your salad?' And they may hate pepper! It has nothing to do with the pepper. It's about treasured moments."

"And we find that if 10 people saw that, it gives them the warm fuzzies as if we were offering the fresh ground pepper to them. We look for those opportunities to be of service." [f](#)

Scholars go above and beyond

By Chris Starrs (ABJ '82)

Community service is one of the hallmarks of Terry's Leonard Leadership Scholars Program, and the current junior class of scholars has gone above and beyond the call of duty to make sure that their innovative class project on behalf of the Garnett Ridge Boys & Girls Club will continue to pay dividends in the future.

The outreach program was hatched in the classroom of Vikki Clawson, an instructor in Terry's Institute for Leadership Advancement, and the 32 scholars tackled the Garnett Ridge initiative in a number of ways. They held intensive work sessions, made the clubhouse environmentally friendly and energy efficient, and developed a soccer field for the community's use. Scholars also helped Boys & Girls Club members with homework, led field trips, and established a youth leadership organization, known as the Torch Club.

"The goal is to inspire these kids to go beyond their aspirations in the community, like going to college," says Terry student David Jett, who led the Garnett Ridge team. "I worked on the Torch Club, a leadership development club for early middle school-age students. It's a critical age. If they don't get engaged in leadership activities at school or sports, they're liable to turn to gangs or unproductive things. We're trying to instill some deeper meaning in their lives."

Susan Wilson, director of the Garnett Ridge club, says the Leonard Scholars have made an immediate difference. "The Torch Club has had the most immediate impact and the renovation had a big impact. But honestly, the soccer field is liable to wind up having the biggest impact. If we keep a league going, it could have a good long-term impact for the kids."

To help sustain the commitment going forward, the scholars also created a new UGA student organization to support ongoing mentoring and tutoring at Garnett Ridge. They did such an outstanding job that they received a campuswide award as the Outstanding New Organization from UGA's Center for Student Organizations.

"Our project has touched more than 50 children, 30 families, and 40 college students," says Jett. "The clubhouse is now organized and more energy efficient. The understaffed afterschool program now has the manpower and structure to effectively serve the children. The community now has a usable soccer field. Environmental awareness has been raised, and the Torch




A team of Leonard Scholars, led by David Jett (above), helped Athens' Garnett Ridge Boys & Girls Club accomplish its 10-year plan in one year.

Club meets regularly and has performed several service projects."

Financial help is already on the way. In late April, the Leonard Scholars won a national prize — and a \$10,000 cash award for Garnett Ridge — as part of Ernst & Young LLP's "Your World, Your Vision" campus competition. With support from Ernst & Young, State Farm Insurance, and the national Boys & Girls Club organization, nearly \$20,000 has been raised to continue the Garnett Ridge initiative.

"We were at a Garnett Ridge board meeting recently and the board president said they had a 10-year plan that they'll be able to get done within a year, thanks to all the work we've been able to do," says Jett, who referenced the Garnett Ridge program while making an orientation talk to the next class of Leonard scholars. He began by saying:

"The coolest thing I've done in my life was to impact this Boys & Girls Club. We developed relationships with the kids, and I believe we have instilled in them the motivation to achieve more than they might have before the experience." 

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Research and Innovation

Advances from the Terry College of Business

Business as predator and prey

By Matt Waldman (AB '96)

When Terry MIS professor Amrit Tiwana talks about the importance of organizational dynamics in today's marketplace, the resulting imagery is equal parts Tech TV, Financial News Network, and the National Geographic Channel. It's a bizarre concoction, but one that creates fascinating parallels among business, technology, and biology.

Tiwana's paper, "Platform Evolution: Coevolution of Platform Architecture, Governance, and Environmental Dynamics," published in December 2010 in the 20th anniversary issue of *Information Systems Research*, explains how the decisions that organizations make to compete and survive in today's marketplace are influenced by the exponential growth of technology and evolutionary biology.

His article is one of only nine papers that the prestigious journal accepted when

searching for ideas that would set the direction of the IS field for the next 20 years. One of the business world scenarios that Tiwana examines is Walmart's failure to win Netflix's market share. When Tiwana discusses how technology and evolutionary biology came into play, the new addition to Terry's MIS department could easily be describing how the quills of the porcupine ward off the lion stalking it on the African savanna.

"Think about Charles Darwin's ideas about how evolution occurs in complex systems — and apply them to business systems," says Tiwana, who notes that businesses today are no longer just stand-alone entities, but thriving ecosystems — and the technological choices they made years ago drive this evolutionary thinking. "They are like your DNA. You might not like them, but you can't reverse them after the fact. The consequences of those little, seemingly trivial technological choices is what this ongoing work is all about."

Once businesses become ecosystems, Tiwana says it's easier for them to lock in customers, which makes it very difficult for the competition to enter that marketplace without breaking that lock. Breaking that lock requires an understanding of how to use one technology to displace another.

"A simple example of this lock-in is Netflix's technology of recommending films," says Tiwana, who explains that Netflix knows the tastes of each of its customers and can therefore figure out

patterns in movie watching that enable the company to recommend future movie choices on a scale where it aggregates the habits of millions of customers. "The technology learns enough about your tastes that the value added becomes so much that you will not switch over to another company even if it provides that product a little cheaper."

When Walmart preyed on Netflix by copying the online movie retailer's business model, the world's largest corporation wasn't able to make headway, even with a lower price and more delivery systems. The cost advantage that works for Walmart in the overall marketplace did not work in the movie rental industry





MIS professor Amrit Tiwana views today's businesses not as stand-alone entities, but as thriving ecosystems that lock in customers

because Walmart lacked the science to overcome Netflix's underlying technology.

According to Tiwana, it is the inherent complexity and technology of new products and businesses — like iPhones, operating systems, and the music and film industries — that is changing how organizational charts are drawn up.

"The idea of organizational boundaries has been blown out of the water," says Tiwana, who explains that one result of these innovations is the death of a company as a stand-alone entity and the rebirth of it as a collective of people, organizations, and products.

"Is Apple one company or is Apple 300,000 companies collected together? I'd say its 300,000 companies collected together: it's Apple and 300,000 mom and pop Apple developers together that makes Apple . . . Apple," says Tiwana, who notes that what used to be competition among products is now a competition among ecosystems. "It's Apple versus Google. It's Apple's IOS versus Google's Android versus Microsoft's mobile phone operating system."

Complexity has always been Tiwana's comfort zone. The son of cardiologists from India who raised him in various places around the world, medicine was the family business. But he opted for a career in electrical engineering. "I designed semiconductor applications, which is really microchips that go into this," says Tiwana, pointing to his iPhone. Eventually, he realized that academia was his true calling. Yet, engineering still influences his research methodology.

"I deal with these problems in the same way that I would deal with designing a complicated microchip with a million parts in it. You can't wrap your head around a million parts so you take a complicated thing and break it up into little pieces and you deal with one piece at a time and ignore the other pieces and then deal with the next piece."

One of those complex research choices was a study that Tiwana, Robert G. Fichman and Mark Kell co-authored and had published in the 2005 *California Management Review* entitled "Beyond Valuation: Options Thinking in IT Project Management." The topic delves into issues with escalation of commitment: large-scale projects that were dead in the water, but companies continued putting money into them.

"The key idea was how do you figure out whether this escalation behavior is rational, or are project managers more intuitive than

they sometimes get credit for," says Tiwana, who studied 984 projects in 123 Fortune 500 companies where the project managers were broke and the project went unfinished. According to Tiwana, these were projects where all rational behavior taught at business schools would recommend killing the projects, but the companies continued to keep them alive.

"Coke scrapped a \$100 million dollar ERP system that never worked. The IRS had the same fiasco before they got e-Filing systems to finally work and that was our taxpayer money," says Tiwana, who notes that IT projects frequently suffer from this problem — and project complexity is often the culprit.

The authors performed a real options valuation to elicit what the project managers would do.

"What we discovered is that it is the managers' intuition that is latching onto things that our irregular accounting-based valuation techniques simply don't capture. So what appears to be irrational behavior is actually very rational behavior, but we just don't have the concepts to describe it yet," says Tiwana.

The research, which the same authors turned into an academic empirical study, "The Bounded Rationality Bias in Managerial Valuation of Real Options: Theory and Evidence from IT Projects," won the *Decision Science Journal* Best Paper Award in 2007 for the best and most influential study in the field.

Tiwana, who began his career as a professor at Emory's Goizueta Business School, left behind a chaired professorship at Iowa State to join Terry because of the concentration of renowned researchers in Terry's MIS department.

"When you walk through the hallways, everyone is somebody that I knew as established names for their work — people whose work was my introduction into the field of MIS," says Tiwana. "For me, it's exciting and fun to have those people walk into the office and say, 'Hey, we're going to lunch today.'" [in](#)

Emotional investing

By Matt Waldman (AB '96)

Do we outsmart ourselves? According to accounting professor Jane Thayer, it happens all the time — especially to the experts. Despite technological innovations that provide knowledge with unprecedented immediacy and scope, human beings still allow emotional biases to impact how we make decisions.

Thayer's dissertation — “Determinants of Investors' Information Search: Credibility and Confirmation” — won the American Accounting Association's most prestigious award for single-authored research. Cited earlier this year in *Forbes*, Thayer's research reveals that in the context of investing, more information doesn't necessarily make a broker smarter. In fact, Thayer says that an abundance of knowledge enhances confidence but not decision-making, which can make some biases even worse.

“A lot of research shows that novices


are more balanced than people who should know what they are doing,” says Thayer, who points to market bubbles throughout history. “This goes all the way back to the Tulip Mania in Amsterdam in 1637, where some tulip bulbs sold for more than 10 times the annual income of the skilled craftsman. That was the first reported example of an irrational pricing bubble. It's funny and scary that we never get better.”

What underlies Thayer's research is the concept of cognitive dissonance. In her study, second-year MBAs believed they were particularly good at picking investments and as an example of cognitive dissonance in action, actually sacrificed credibility to validate that belief. Thayer gave the MBAs investments to choose as a long equity (picking a stock that would increase in price) or a short equity (picking a stock that would experience a decrease in price). They were also asked to estimate earnings per share. Half of the MBAs received good news about their picks and the other half got bad news. The analyst information came from three sources: good news from a reputable firm, good news from an unknown firm, and bad news from another unknown firm. Thayer then monitored the analyst information that the MBAs sought after receipt of the news.

“I was not only interested to see if they would look for the good news or the bad news depending on their position, but also the credibility,” says Thayer, who discovered that the MBAs were willing to forego news from a credible group that said they didn't make the best choice in favor of an unknown analyst validating their decision. “The result of this behavior is lower profits or a lower payoff.”

Thayer clarifies that people do tend to make more balanced decisions with information if they are choosing between two investments because they haven't completely sold themselves on a choice. However, once a choice is made, it is hard for people to maintain that balance when viewing additional research.

“If anything is going to make you better, it would be some type of loss that you can actually incur, but it doesn't because you tend to justify what happened and why it was out of your control,” says Thayer, who describes the general reaction to her research as, “I can't believe that people would behave like that!”

When Thayer was honored with the AAA Competitive Manuscript Award, she was surprised at what panelists confessed to her. “The head of the committee was a professor at Michigan who told me at the banquet that when he read my paper, he said, ‘That was me.’” 



This art work, taken from a 1637 Dutch catalog, was a reference to the so-called Tulip Mania of that year — which saw some single tulip bulbs cost more than 10 times the annual income of a skilled craftsman. Thayer notes, “That was the first reported example of an irrational pricing bubble. It's funny and scary that we never get better.”

Faculty recognition

Awards

MIS department head **Dale Goodhue** received the



Best Paper Award for the Organizational Systems and Technology Track at

the 2011 Hawaii International Conference on System Sciences for "Have IS Researchers Lost Bandura's Self-Efficacy Concept? A Discussion of the Definition and Measurement of Computer Self-Efficacy," co-written with Jennifer Claggett.

Legal Studies professor **Nathaniel Grow** received the 2010 Best Proceedings Paper Award at the Southeastern Academy of Legal Studies in Business in November 2010 for "American Needle and the Future of the Single Entity Defense Under Section One of the Sherman Antitrust Act."

MIS professor **Nicholas Berente** received a \$300,000 grant from the National Science Foundation to study the management of radical IT-based innovation.

Marketing professor **Anindita Chakravarty** was named a 2010 Harold Maynard Award Finalist by the American Marketing Association in November 2010 for her contribution to marketing theory.

Appointments

Risk management & insurance department head **Rob Hoyt** was elected to Grange Insurance's board of directors at the company's annual meeting in February. Grange Insurance is based in Columbus, Ohio, and serves policyholders in 13 states.

Finance professor **James Linck** was named associate editor of the *Journal of Corporate Finance*.

Accounting professor **Linda Bamber** was appointed to the board of *Accounting*



Research in China: A Journal of the Accounting Society of China.

Risk management & insurance professor **Thomas Berry-Stoezle** was elected to the boards of the Southern Risk and Insurance Association and the Western Risk and Insurance Assoc.

MIS professor **Maric Boudreau** has been named associate editor of *MIS Quarterly*.

Accounting professor **Jackie Hammersley** has been appointed to the editorial review board of *The Accounting Review*. Management professor **Marie Mitchell** has been

appointed to the editorial review board of the *Journal of Applied Psychology*.

MIS professor **Amrit Tiwana** (see p. 16) was appointed to the editorial boards for *IEEE Transactions on Engineering Management* and *Journal of Management Information Systems*.

Associate dean and management professor **Daniel Feldman** has been appointed to the editorial boards for the *Academy of Management Journal* and *Personnel Psychology*.

Presentations and Mass Media

Accounting professor **Tina Carpenter** presented her paper "The Effects of Tone



at the Top and the Presence of Fraud on Auditors' Fraud Risk Assessments, on


Identified Audit Procedures, and on Professional Skepticism," at the AAA Annual Meeting in Anaheim. Her research, "Auditor's Use of Brainstorming in the Consideration of Fraud: Reports from the Field," co-authored with Joe Brazel and Greg Jenkins, was cited in a Nov. 29, 2010, *TIME* article, "Forget IQ: The Emerging Science of Collective Intelligence."

Risk management & insurance professor **James**



Hilliard was invited to present his paper, "Market Structure and Performance

in the Insurance Industry: Effects of Government Intervention" — co-authored with Terry colleague David Eckles — at the American Risk and Insurance Association session at the Allied Social Sciences Association Conference in Denver.

Accounting professor **Jane Thayer's** dissertation, "Determinants of Investors' Information Acquisition: Credibility and Confirmation," which won the AAA Competitive Manuscript Award for single-authored research in 2009 (see p.18), and was published in *The Accounting Review* in 2011, was cited by *Forbes* writer Chris Barth in his Jan. 3, 2011, article, "Investing Intelligently Without Indulging Your Impulses," and in the January 4, 2011 WebCPA article, "Investors Trust Dubious Sources for Stock News." 

Editor's Note: This is just a sample of recent scholarship at the Terry College. For a more comprehensive list, visit www.terry.uga.edu/news/faculty.

1 Fighting cancer one step at a time

Terry Ambassadors (from left) Sara Diehl (BBA '11), Gina DiCamilo (BBA '11), Alex Cohen, and Xialoing Huang at the Athens Relay for Life on May 13.

2 Dan Cathy's Chick-fil-A entourage

The Eat Mor Chikin gang joined President/COO Dan Cathy at his Terry Leadership Speaker Series presentation at the UGA Chapel on March 4.

3 ILAs in Charleston

(from left) ILA students Janelle Christian (BBA '11) and Caroline Burlingame (BBA '11) working at the Low Country Foodbank in Charleston, S.C., as part of the 2011 Leonard Leadership Scholars Senior Service Project.

4 MBAs in the ATL

MBA students Christopher Heins and Caroline Haugabook (MBA '12) working at the Atlanta Mission's Thrift Store.

5 Terry in China

Rayshawn Clay (MBA '11) of the Fast Track MBA Program at Tiananmen Square as a part of the the MBA Travels program this spring.

6 Terry at the Peabodys

Terry College Pinnacle Society member Jane Willson with Dean Robert Sumichrast in New York City. Willson accompanied the dean to a series of alumni events in conjunction with the Peabody Awards on May 23.


7 Terry in Times Square

Viacom CFO Jimmy Barge (BBA '78) made arrangements for this Terry College billboard in Times Square.

8 MBAs at the Arch

Members of the Full-time MBA class of 2011 gathered for photos at the Arch to celebrate their Spring Commencement.

9 "But I am still the guy who washed dishes for Lee Epting."

Jerry Wilson, senior VP and chief customer and commercial officer for The Coca-Cola Company, was part of the Terry Leadership Speaker Series. Wilson, who worked his way through school for Athens restaurateur and caterer Lee Epting, used examples of brands and branding principles to show students that they did not have to compromise their identity or core values to achieve success. 



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4



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7



8



9



A Different Drummer

College band impresario. Harvard Law.

Kilpatrick Stockton. YouTube. Google. Twitter.

At 30, Bakari Brock's (BBA '01) résumé begs the questions, 'What sky? What limit?'

Technology once failed Bakari Brock. In 2001, he was a senior in finance at Terry, hitting the books hard except on weekends, when he was hitting the skins in his touring R&B band, Bluestring. Brock kept a beat for the group, and he also kept its calendar and books; under his management, the band developed a strong regional following in college towns: Chapel Hill, Winston-Salem, Tuscaloosa, the usual suspects.

Brock's technology glitch came during one of those brutal return trips to Athens after a touring weekend, this one to Ole Miss in Oxford. Answering a cell phone call from his roommate, back at the dorm in Athens, Brock heard a sputtered, excited message.

"Bakari, you've got a package here from Harvard!"

"Well, open it!"

The roommate did . . . but before Brock could find out what the package held, his cell phone battery died.

It would be six long hours on the road before Brock reached UGA and learned he'd been accepted into Harvard Law School. At that moment in time, technology had some making up to do. Technology owed Bakari Brock. Big time.

Technology has been good to him ever since. Still in the early stages of his career, Brock has spent most of it drumming out legal opinions for three of the most smashingly successful high-tech start-ups in history: YouTube. Google. And now Twitter.

Not bad for a kid who never even wrote the dreaded — and supposedly required — personal essay to accompany his application to Harvard Law School. Brock simply filled out the Harvard forms, but also slipped into the application envelope his band's touring flyer, an 8x10 glossy, and a CD.

"Anybody," he explains, "can write an essay."

By
**Charles
McNair**

Photos by
**Sidney
Erthal**

Taking the roads not taken

It's safe to say that Bakari Brock thinks differently from other lawyers. He has chosen a career path with sharp and unexpected turns, the kinds of choices you'd never see from by-the-book legal beagles obsessed with billable hours, three-piece suits, and making partner by age 35.

Twitter headquarters in San Francisco, where Brock now works as legal counsel, feels like a fine fit. You wouldn't be surprised to learn that every single one of the youthful geniuses bounding through the Folsom Street offices, most dressed in hoodies and backpacks and running shoes, had a gig after work in a band somewhere. Or a date with a snowboard and some fresh powder. ("Snowboarding is the most fun I can think of," says Brock.)

Twitter is not your father's corporation. It's not even your big brother's corporation. Employees at the five-year-old company hold their meetings standing — wonderfully efficient, it turns out, since people itch to move along after 10 vertical minutes. The Twitter conference room feels more like a high-school cafeteria than a businessplace, and indeed at lunch employees dine at modest portable tables there — on mushroom crepes or chicken tetrazzini, or whatever the dedicated company chef whips up that day. There's no vacation policy. People come and go, work the hours they choose. They simply have to get the job done.

And what, exactly, is the job? Well . . . how to describe it? Has there ever been anything quite like Twitter?

Back in 2006, three brainy young geeks with IT and digital-age startup backgrounds — Evan Williams, Jack Dorsey and Biz Stone — were putzing around on

a sliding board at a kiddy playground. Between bites of Mexican takeout, they brainstormed ideas that might help support their struggling electronics venture.

Engineer Dorsey had an idea.

What if you could adapt the kind of real-time dispatch capability that taxis and ambulances use and turn it into a text product? Users could get in-the-moment status updates, keep interested parties informed, and send up-to-date news via cell phones or other technology tools. Hey, sounds like a good idea! In two weeks, initial Twitter users were sending short bursts of text, up to 140 characters, to their peers.

The revolution was on.

Through "tweets" that appeared as text on user screens, dozens, hundreds, then millions of customers began to use Twitter to avidly follow their friends, or celebrities like Lady Gaga and Chad Ochocinco, or stock tips from financial advisers, or breaking news from a mine cave-in, or a nearly infinite number of hashtagged interests.

Twitter exploded, growing in less than five years from playground notion to a valuation, following late 2010 investments, of \$3.7 billion. Between January 2010 and January 2011 — the first year Bakari was at HQ — Twitter users worldwide mushroomed from a passionate core group of users to nearly 200 million true social networkers. Twitter adds hundreds of thousands of new users per day, and 100 million tweets fly the networks every 24 hours.

The Twitter revolution is literal, in some celebrated cases. The ability of Twitter users and Facebook friends and other social media activists to bypass censored or controlled media sources effectively enabled revolutions last winter in Tunisia and Egypt. Real-time, real-world information via Twitter and other new media sparked mass uprisings that toppled tyrants and changed the course of history.

And look who stands in the middle of all this.

Bakari Brock, a kid from Sunnyvale, Calif., whose parents met in Athens, who calls Georgia home after living in Atlanta from age 12 through college. Today, he's a youthful 30, doing his legal work in a ski vest and casual pants, sharing an open cubicle space with several colleagues, not a law book in sight ("Everything we need is online," Brock explains). He proudly keeps a miniature UGA football helmet on his desk.

Brock practices law for this new kind of . . . well, what exactly is Twitter? Is it a news medium? A social network? Something new under the sun?

"Twitter is not a social network, it's a real-time infor-

Between January 2010 and January 2011, the first year Brock was at HQ, Twitter grew from fewer than 100 employees to nearly 400, and worldwide users mushroomed to nearly 200 million globally.



mation network,” says Brock. “You use it to connect to the information you find most interesting and most valuable. It’s as simple as that.”

What’s not simple is Brock’s own field. He practices law at the connecting point between what Twitter folk glibly call “old media” — that is, TV and radio and maybe even early products of the Internet — and “new media,” the social networks and tweets and hand-held-devices that are driving the most profound cultural changes to take place on planet Earth since the Industrial Revolution, perhaps since Mr. Gutenberg invented the printing press.

Brock seems uniquely suited for Twitter’s legal frontiers, thanks to his formative background experiences in entertainment, business, law and — here’s that word again — technology.

“Some of my most interesting challenges have revolved around developing strong relationships between old and new media,” says Brock. “Really, because of my experiences in business — and that includes what I learned at Terry — I think I bring business sensibilities to legal questions, and bring legal perspectives to business situations.

“For this new kind of work, you need a Swiss Army Knife, not a screwdriver. New-media companies need someone with a diverse and different set of skills.”

A man for all passions

By most accounts, Brock has always been a Swiss Army Knife. Ed Panetta, director of the Georgia Debate Union, coached Brock as a freshman on the university debate team.

“Bakari had a passion for a diverse set of interests,” says Panetta. “He really owned an open and diverse mind that was not tied to a particular academic pursuit



(clockwise from top left) Brock’s involvement in the entertainment industry brings him into contact with artists like fellow Atlantan Lil’ Jon. That’s Brock at far right in a Terry-sponsored Music Business Program panel discussion. His musical talent and business savvy came in handy as a drummer and manager for his college era band Bluestring.

or interest. He just wouldn’t be intellectually pigeon-holed.”

Brock’s dad worked with Hewlett-Packard in sunny Sunnyvale, so technology that might have seemed fearsome to other kids was just part of his childhood scenery. Mr. Brock brought the family back to Atlanta when Bakari was about to embark on his teenage years. “Atlanta was a great place to be a kid,” he remembers. “I could swim and be outdoors, fish and hike.”

He attended Dunwoody High School, where he became senior class president and a member of the debate team. When he met Panetta and learned about college debate at UGA, the needle of fortune swung toward Athens.

Home had its own unique rhythms.

In addition to his technology interests, Brock’s dad loved a drumbeat. He played snare in the Morehouse

Bakari's Tweets

A selection of Bakari Brock's tweets over the past 3 years

Bakari Brock rejects the notion that Twitter is a social network. "Twitter is a real-time information network," he says. "You use it to connect to the information you find most interesting and most valuable."



@Bakari

Twitter lawyer. Ex-YouTube lawyer. Georgian at heart. Californian by location.

Good things: music. tech. geo. mobile. snowboarding.

Talking to momma... **(Bakari's first tweet)**

Front row of 1AM #StarTrek in IMAX.

Fridays. Why is it always a choice between a good book vs nightclub.

The early bird gets the...early conference call.

Welcome @jasonmcb25, newest addition of Twitter legal! (cc @jointheflock)

@SquawValley Just locked in my Gold pass for next season; please don't disappoint on Silverado uptime.

Jamming out to a Charlie Brown's Christmas 20 mi outside of Truckee w @therealbreslin. yep I said it. #snow #Tahoe

1st year at Twitter. Check.

Just agreed to start training with the BA Baracus SF rugby club. I pity the fool, which I think in this instance is me.

I'm at San Francisco International Airport (SFO) (1 S McDonnell Rd, at S Link Rd, San Francisco) w/ 57 others.

Trying to explain memes to a non-tech friend. Equally successful as this: "Who failed? The double chocolate guy?"

Having a nightcap with Frank, the Viking from the Capital One commercials.

College band and he bought Bakari a drum kit when he was eight years old. Songs from the 1970s and '80s, especially those of Stevie Wonder, kept things grooving when Brock wasn't out playing junior high football or wrestling for the high school team.

"I just did what was fun," says Brock. "Sports for me have always just been a great way to work out."

True to form, he showed broad interests even in sports — at UGA, he passed up football, wrestling, all the traditional sports he'd played in the past, to row with the crew club.

His free-wheeling UGA experience, he says, made him feel "like the whole world was my oyster. The blessing of being at the university is that you're exposed to so many things. I was able to take upper-level business classes as an undergraduate through the Honors program. I developed mentors. It was also great for my social development. I felt there were so many choices at Georgia to set you up for your future."

In the classroom, he chose finance. Paradoxically, something in the "defined structure of finance" appealed to the different drummer. "Of all the majors, business made the most sense to me," he says. "I liked numbers. I liked math. I knew I didn't want to be a poet or a scientist. Business was just really interesting."

Somewhere during all this slipping in and out of passions, Brock got together with high school friends and formed Bluestring and made the most of the adventurous life of a popular band. As band manager, he cranked up a company called Dynasty Artist Management and ran it nearly five years, negotiating festival appearances, radio programs, and other nuts-and-bolts of artistic life. Butch Trucks, another drummer — for the Allman Brothers Band — discovered the group and signed them to the Flying Frog Records label. It appeared that life as a musician might be an option for the talented and savvy young man from Atlanta.

But then Brock realized something.

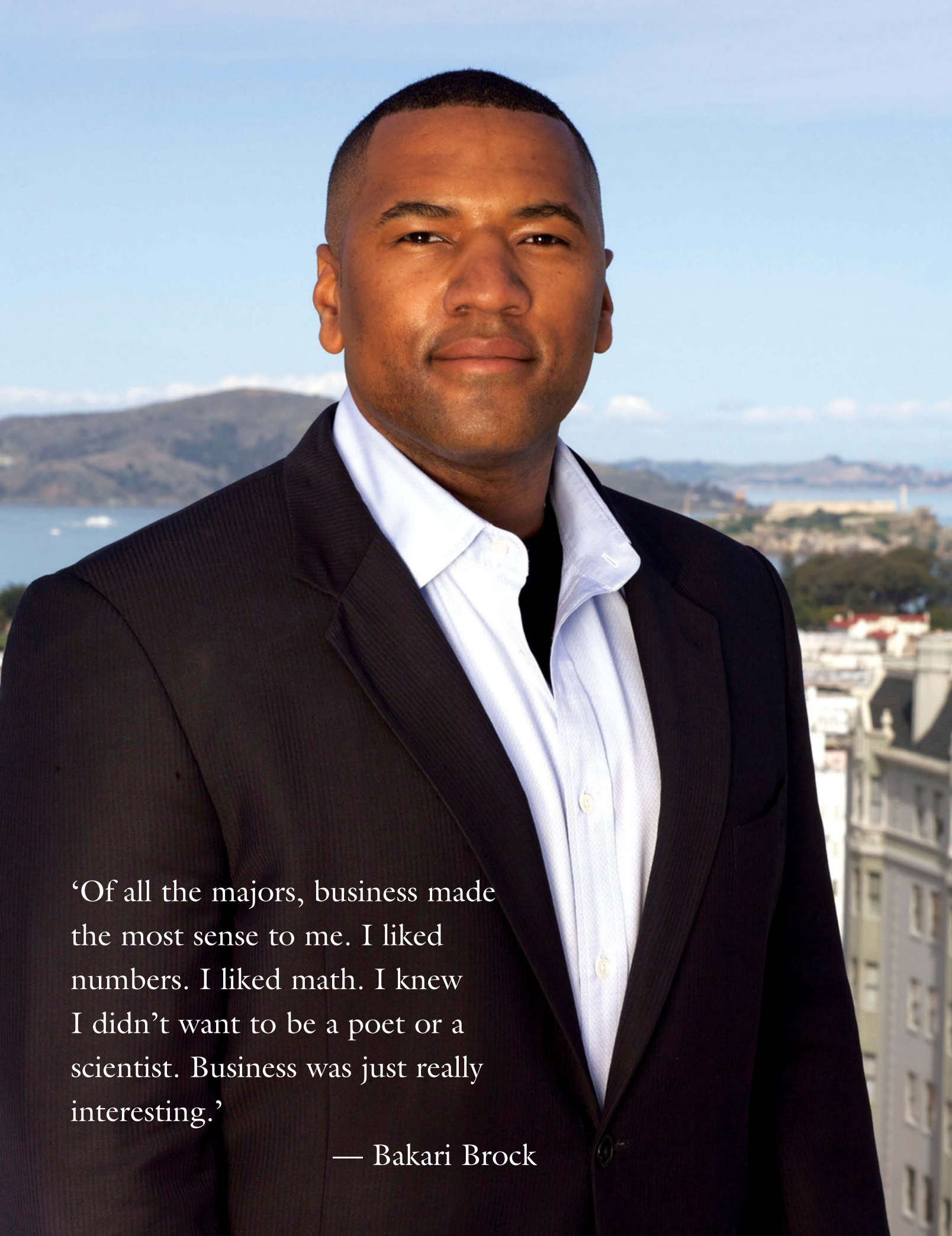
"I noticed how in the music industry it seemed like the lawyers had a lot more fun. . . and a lot more money."

He put in an all-nighter filling out Harvard and Stanford law school applications, treating them like some sort of academic Hail Mary pass. Then came the call that didn't reach him on the trip home from Oxford.

Harvard brought him into contact with another Terry grad, Bryan Calhoun (BBA '92), then a VP at Warlock Records and today a VP of new media/external affairs at SoundExchange. Calhoun was a guest speaker talking to Harvard law students about the music industry. His meeting with Brock still amazes him.

"I remember him being especially inquisitive," says Calhoun, who was also the subject of a *TM* cover story in 2009 (www.terry.uga.edu/calhoun). "Here was this law school student and here I'd been in the music business more than 10 years, and he honestly knew more about where the business was going than I did."

The two became friends and colleagues, doing business while Brock served at YouTube and Twitter. Brock has also helped his

A portrait of Bakari Brock, a Black man with short dark hair, wearing a dark pinstriped suit jacket over a light blue button-down shirt. He is standing outdoors with a cityscape and hills in the background under a clear blue sky. The text is overlaid on the lower left of the image.

‘Of all the majors, business made the most sense to me. I liked numbers. I liked math. I knew I didn’t want to be a poet or a scientist. Business was just really interesting.’

— Bakari Brock

friend with new media consulting at Calhoun's management company, Hip-Hop Since 1978.

"Bakari has a rare skill set for an attorney," says Calhoun. "He understands the motivations for tech companies in the music and video content space. He also knows how to balance that with an understanding of how applications should work for consumers to be excited and engaged. This practical, balanced view is why he's been able to insert himself into companies that are helping change the media landscape."

High-speed career path

As it turns out, the world really was Brock's oyster.

He first made a traditional entry into jurisprudence, joining Kilpatrick Stockton, the noted Atlanta firm, where he brought his business and music interests to bear as an intellectual property associate in the firm's trademark/copyright group.

For two and a half years he worked on legal matters for the Martin Luther King Jr. estate, So So Def Recordings, and Fox Studios. That work exposed him to entertainment law and to cutting-edge legal areas where different high-tech intellectual properties — songs, videos, electronic-age advertising — were converging to create intriguing questions for lawyers.

Brock's interest in emerging frontiers of legal work reached a crescendo with a notable new client.

"Kilpatrick and Stockton started representing Google in some of the book-search areas of the law, and I got really infatuated," he says. "I started fantasizing about

what a great company Google was."

So he jumped. In late 2007, he went to YouTube, newly purchased by Google, as corporate counsel.

"I went to YouTube so I could roll up my sleeves and get involved in deals," says Brock. "My career interests — entertainment, music, technology and business — literally all converged when I did my first deal. It was serendipitous. It made the path I've taken make sense."

"Bakari has a really smart legal mind, and he's lived and breathed this technology so it's not intimidating to him," says Bertis Downs, REM's manager and general counsel, who knew Brock in his Kilpatrick Stockton years. "He's got a really interesting combination of experiences in the law and technology."

Tweet dreams

Entrepreneurs will tell you that the white-knuckle, build-the-airplane-as-you-fly exhilaration of a startup cannot be matched as a business experience. It's an addiction like no other, the mingled smells of creation and destruction always in the air.

YouTube was Brock's first startup, in 2007, and he lived and breathed its holy fire for the next two years. He worked on areas of law being invented as he breathed: Video and music acquisition and monetization of media assets. Syndication of applications newly dreamed up for mobile devices. Keyword advertising. Film and TV clearances. And much more.

It felt like a dream job . . . until the drumbeat started to sound the same every day.

"It got to a point where it felt like that startup mentality was going away," says Brock. "It got to a point where I wanted to be in a higher-risk environment. I just was not as interested when that organization got more corporate."

He swapped predictable corporate cycles for the wheel of fortune. The moment he opened his laptop on a desk at Twitter in early 2010, he was engaged in negotiations on inventive deals with Bravo (tweets on the new season of "Desperate Housewives"), MTV (tweets sent during the Video Music Awards), the Recording Academy (tweets sent during the Grammys), plus Twitter content and tools available on publishing entities like *The New York Times*, Google, Microsoft and LinkedIn.

Brock also began work maintaining terms of service with Twitter's "ecosystem" of developers — a vast and complex network of engineers and designers who seltzer up thousands of applications and new ideas for services each year. He took in the vast Computer Electronics

Brock practices law at the connecting point between old and new media — the social networks and hand-held devices that are driving the most profound cultural changes to take place on planet Earth since the Industrial Revolution.

Show in Las Vegas last fall, exploring potential relationships with developers for the “magical box,” as he calls the new tablets coming out from various companies.

The thrill is back.

“I wake up not knowing how my day is going to go,” he says. “I love walking into the office and opening an email with some issue that has never been addressed or is under-addressed by the law. In some of these areas, we’re truly sailing uncharted waters.”

Road ahead looks exciting

So Bakari Brock is different from other lawyers. He’s more comfortable where he can occasionally DJ for employee meetings held by Twitter each week. He sleeps better at night knowing he just might confront a problem tomorrow that will keep him up the next night.

But here’s a man who is also utterly devoted to the law, with its comforting structure, its formalities. Brock may march to the beat of a different drummer, but he paradoxically finds comfort in the discipline of his jealous mistress, in the boundaries of law.

What remains to be seen is whether Twitter can literally pay off for him as a career move. The company has grown like crazy, but its income has primarily been venture capital. Now comes the time when Twitter must begin to transform its vast, eager network, its avid users, into revenues. How will that happen?

Twitter last year remodeled its Web site, adding a business element, possibly as a way to begin creating a revenue stream from advertisers. The company has three ad units, meaning it is aiming for now at three ways to deliver targeted Twitter-based content to organizations, probably for money sooner or later. Over time, it’s likely Twitter will morph into providing more and more value to users who want news customized to their interests.

Will consumers pay for it? Is there ready money to be made in Twitter links to added information, company sites, products available through partnerships with old media? Will Bakari Brock reap the rewards of his restless, searching intelligence, cashing out the stock options that many Twitter employees know might be the pot of gold at the end of the rainbow?

Who knows? There’s never been a company like Twitter before, and ways to monetize its services have to be invented or discovered while the company rockets along. It’s the upside potential that has Brock as excited as he’s ever been.

“It’s my personal view that Twitter is an additive to media — a whole new thing,” he says. “We’re here as a conduit to find new things. Plenty of tweets con-



Bakari's father (family photo/center) was a role model to him in a number of ways. He played snare drum at Morehouse College and he gave his son a drum kit when Bakari was eight years old. He worked at Hewlett-Packard in Sunnyvale, Calif., so technology was a part of dinner table conversations. He moved the family back to Atlanta when Bakari was about to embark on his teenage years. “Atlanta was a great place to be a kid,” says Bakari. “I could swim and be outdoors, fish and hike.” These days, outdoor activities include snowboarding, which Bakari (far right in bottom photo) describes as “the most fun I can think of.”

tain links to other publications. We drive a tremendous amount of traffic to other sites. We’ll find value in that.

“Again, we look at ourselves as an information network, not a social network. I believe there’s tremendous financial opportunity in that distinction.”

There’s no question Brock is good at what he does.

“His nickname here is Bakari Bold,” says Alex Macgillivray, Twitter’s general counsel, Brock’s boss, and another Google expatriate. “When our teams launch products, they put in bold the names of people who played an important role. You see Bakari’s name in bold a lot, meaning the production team recognizes that he adds a lot of value. That’s not common. It’s not every day you see a lawyer get credit for a product launch.”

Time will tell if there’s gold in them thar tweets. As the clock keeps its beat, Bakari Brock’s exceptional preparation makes him very valuable to a smart new company that marches to a different drummer in its own right. ■





Renaissance MacGyver

His business card says he's a Solutions Architect for the world's largest hotel group, IHG. But Philip Grossman (MBA '99) is also a gifted photographer, lighting designer, and pilot.

Who better to overhaul a worldwide reservations system that brings in \$3,400 every second?

Philip Grossman came into the world at the hands of a family that believed in the value of knowledge and in the kind of experience that could be adapted to almost any purpose.

Literally.

When Parker Grossman's doctor couldn't make it to the delivery room in time, her husband stepped in. Off-duty resident otolaryngologist Ron Grossman delivered his own son, unwrapping the umbilical cord from around the baby's neck himself.

First thoughts on seeing his second child, and first son?

"I was disappointed," Dr. Grossman says today from his Atlanta home. Known in his clan for his slightly outrageous sense of humor, he continues: "I was hoping for another daughter. But eventually, he started to grow on me." Then he turns serious: "Now, he's more like my best friend than my son."

The father is strictly an analog guy and his son, now a technical guru for InterContinental Hotels Group (IHG), purely digital. Still, the two share a wide range of interests — so wide, in fact, that the term "Renaissance Man" keeps cropping up for both. You know the old saying: The Apple computer aficionado doesn't fall far from the triage pro.

Of course, Parker Grossman also contributed to her son's right-brain creativity — she is an artist who once taught art in public schools. And physicians since the time of Holmes' Dr. Watson have been known to dabble in a variety of intellectual endeavors. Retired

BY KRISTA REESE (MA '80) • PHOTOS BY CASSIE WRIGHT

from medicine, Dr. Grossman now teaches popular community college history courses like “Hollywood and the Holocaust” and “Presidential Paramours.” But “Renaissance Man” isn’t the kind of description you often hear attached to a person like his son, who is a computer engineer for a giant corporation — one so trusted he’s recently been put in charge of the biggest technical overhaul his company has ever undertaken.

IHG includes not only the prestigious InterContinental Hotel and Crowne Plaza brands, but also the hip new Hotel Indigos, as well as worldwide mainstay Holiday Inn, and business-travel specialists Holiday Inn Express, and Staybridge and Candlewood Suites. The seven brands comprise 650,000 rooms (the most of any hotel group in the world), in 4,500 hotels in 100 countries. As “solutions architect,” Grossman will oversee the company’s first major redesign of its reservation system since the matrix went electronic in the late 1960s. The three- to four-year project focuses on the company’s lifeblood, a system that supports 2,000 transactions and brings in \$3,400 every second — making outages enormously costly. Over the next decade, through more precise rate bookings, the new system is projected to double the corporate giant’s revenue, as well as the number of transactions.

As Grossman’s boss, Vice President of Enterprise Architecture Bill Peer, explains: “The heart of our company is our reservation system. The challenge we have is to replace that heart — without missing a beat.” Nor, apparently, without losing a cent: The No. 1 goal is zero revenue loss during implementation.

Given the task, you might picture Philip Grossman as one of the sunlight-deprived brainiacs behind the Genius Bar, a Mark Zuckerberg type who had to invent social media to get dates. Or a suited corporate drone living in a cubicle hive. So it’s a bit of a surprise when Grossman, vivid, hale and hearty, in neatly trimmed beard and cargo pants, buoyantly leads a visitor through his Atlanta Perimeter-area offices, pointing out a few of his pet projects hanging on the walls: A vibrant color photograph of a Gothic church in Poland. (Grossman is a talented photographer who has earned a solo gallery show.) Motivational posters he designed. Later, he will proudly show photos of his girlfriend and the two dogs he fostered, then adopted. A member of the local Great Pyrenees rescue group, Grossman recently helped another foster-dog program by flying some dogs to a new owner . . . yep, he’s also an instrument-rated pilot.

It turns out those are only a few of his skills.

“He’s a real MacGyver,” says Grossman’s photogra-

Grossman will oversee the company’s first major redesign of its reservation system since the late 1960s. While the new system will add flexibility, increasing functionality isn’t the primary goal — increasing revenue is. Over the next decade, through more precise rate bookings, the new system is projected to double IHG’s revenue.

phy assistant Magda Przytulska, comparing him to the inventive gadget genius of the ’80s action series. “He’s always making things we need on photo shoots. Once he even decided he’d try doing the models’ makeup! I had to tell him no.”

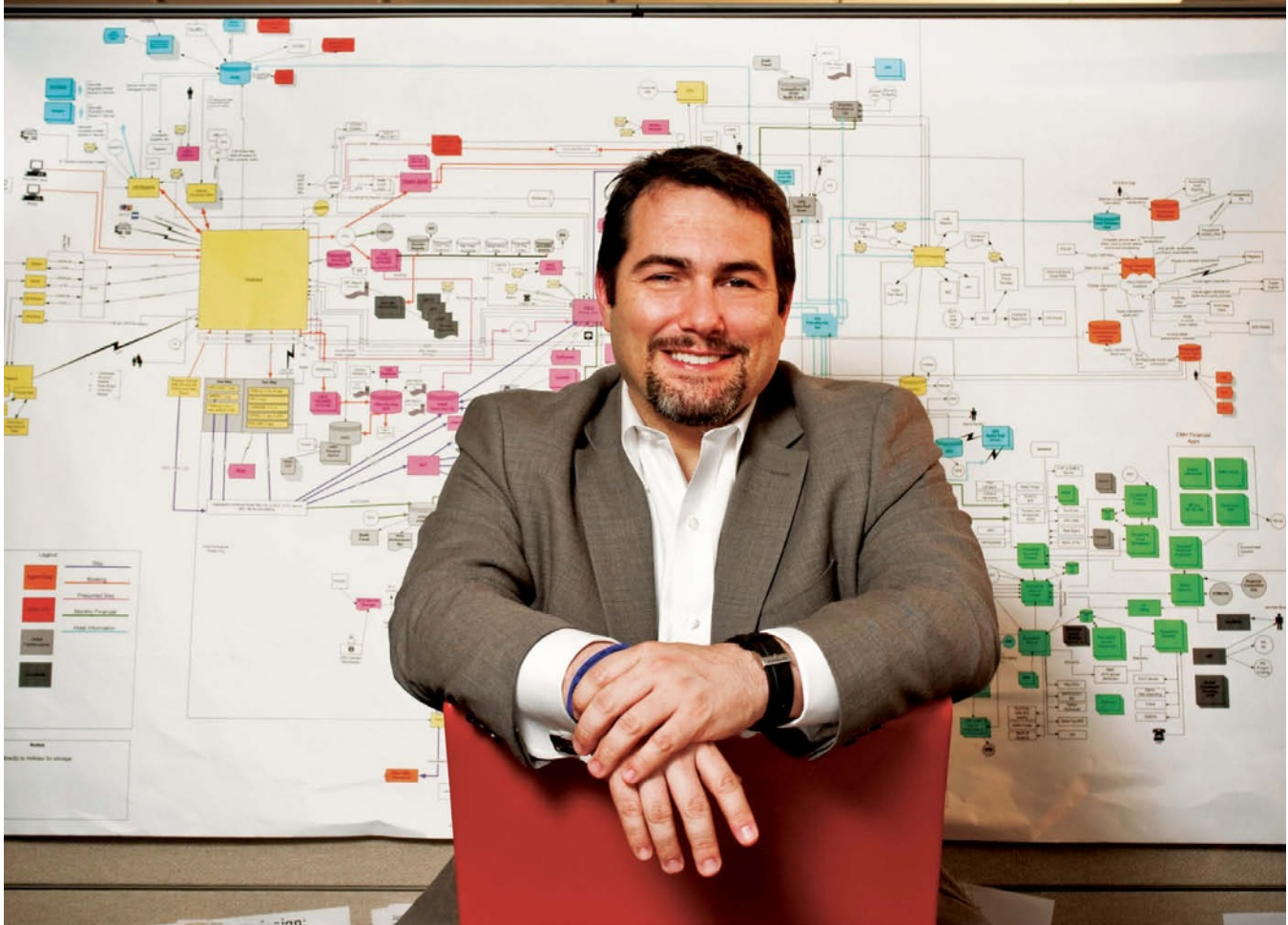
When Grossman’s girlfriend admired a contemporary end table of oil-rubbed steel she saw at Pottery Barn, and told him it was “only \$250,” Grossman bought the raw materials for \$18 and welded one for her.

Asked to describe his job at IHG, Grossman displays his father’s dry humor. “‘Solutions architect’ is like sausage-making,” he jokes. “I think of it more as being a kind of translator. You have the IT people over here, and the business people over there. You need someone who can speak and understand both languages.”

A job description Peer dismisses as inadequate.

“A ‘translator’ is someone who gives only verbatim explanations. Phil understands the context — on both sides,” he says. “I could throw him into any situation, no matter how complex, and be confident he would come out of it with a solution. He is a star performer.”

Grossman’s talent for ingenious improvisation has been his hallmark throughout his education and career. Always fascinated by architecture and how the eye perceives it, Grossman first trained to become a lighting designer, earning bachelor’s degrees in architectural/civil engineering and illumination engineering at the University of Colorado. Joining Philadelphia lighting design firm Grenald and Associates, he was involved in prestigious lighting projects at the Philadelphia



Convention Center and the Kennedy Center in Washington. Initially enthralled with design, he would become equally interested in the technology that enabled it. Always, he wanted to learn more.

Arriving at UGA in 1997, he chose information systems and marketing as his areas of specialization in the MBA program. In Terry's pre-MBA, one-month minimester on public speaking, his whiz-bang PowerPoint presentation so impressed his professor, former MBA director Kay Keck, that she pulled him aside the next day to award him an assistantship with stipend. Grossman singles out MIS professors Rick Watson and Bob Bostrom for their useful classes and dedication to students — and he has returned to campus to share his wide-ranging expertise with Terry students.

What does he do for fun?

"He's always learning something," says his best friend, radiologist Greg Galdino. "If he's driving in his car, he's listening to a podcast or a how-to tape. He can speak knowledgeably on almost any subject. He's the one all of us go to for advice before undertaking any major project."

Apparently Grossman's restless imagination is innate. Growing up, "he was a wonderful pain in the ass," says his father. "I knew from an early age he would be an engineer. From the time he was 3 or 4, he took every toy apart. Later, he learned how to put them together

In Terry's pre-MBA minimester on public speaking, Grossman's PowerPoint presentation so impressed his professor that she pulled him aside and the next day awarded him an assistantship.

again. Even today, he could build you a house from the ground up. You know any other computer engineers who could do drywall and plumbing?"

After earning his MBA, Grossman went to work as a consultant, initially joining IHG as a contractor. Anticipating a promotion to director of his department, he waits for an office to open up, still tethered to his cubicle. It's a comfortable, relaxed environment — he and his colleagues roam freely through permeable hierarchies, dropping by each other's desks and offices to ask a few questions, or stopping to chat about ideas in elevators and hallways. Occasional long work weeks are eased by a break room outfitted with foosball table, an old-fashioned freestanding Asteroids arcade console, and an Xbox wired to a large flat-screen TV (Fridays see fiercely competitive Guitar Hero competitions). Still, says Peer, the company commitment to work-life balance is so strong that overtime is comparatively rare, and requires explicit, advance supervisory permission.

The office also bears reminders of their tasks' high stakes — and their complexity. Just outside Grossman's cubicle, a video monitor captures passersby, its sophisticated software reading facial and body cues to determine gender. It's a prototype, Grossman explains, that



Grossman notes that IHG was among the first hotel groups to incorporate the use of iPads, which are used to show guests maps and restaurant locations. The company is also exploring technology that would allow iPhones to be used as room keys. Grossman has been attending ongoing meetings with Apple, in Atlanta and Cupertino, to explore other cooperative ventures.

could be used to aim advertising to hotel guests. Or, in a more sophisticated model, to recognize IHG's premier clients, to welcome them by name and steer them to their rooms and conference meetings, perhaps even suggesting restaurants or activities according to their demonstrated preferences.

Opposite the monitor, an almost comically complicated flowchart shows how information flows to and from the current reservation system — the one Grossman will be working to update. Housed in an old-fashioned mainframe, the old system was adapted from the first airline reservation technology. The company's worst fears were realized when what Grossman calls "a triple storm" triggered by a power failure brought down the mainframe and its two backup systems. The worldwide reservation was down for hours while technicians repaired it and brought it online, a stage at a time, according to a protocol that had to be figured out as they went along.

The new system will reside in the "cloud," computing's new netherworld, that will presumably protect it from such vagaries. Among other tasks, Grossman and his team will have to figure out how the new system will handle a simultaneous influx of information without creating conflicting reservations. It must also handle myriad languages and currencies among the 100 countries in which IHG's hotels operate, not to mention adhering

to their various laws and regulations. It must also coordinate seamlessly with external online booking agencies like Expedia, Priceline, and Orbitz.

The new system also will carefully calibrate a room rate structure that changes daily, according to old-school rules of supply and demand. Under the old system, only guests staying one night paid the exact daily rate. Someone requesting a reservation spanning over, say, five days would be given an average daily rate according to the rate changes, rather than the five individual rates. The new system will allow the true, daily rates to be accurately added for the total — a price difference that would sound minute to the uninitiated. But when you are booking 650,000 rooms, a little bit adds up.

While keeping this ball rolling, Grossman is also playing in other courts: IHG was among the first to incorporate the use of iPads, which concierges employ to show guests maps and restaurants. They're also often available to guests — at a far lower rental price than conventional laptops. The company is also exploring technology that would allow iPhones, for example, to be used as room keys. Grossman and a select group of IHG staff have been conducting ongoing meetings with Apple, in Atlanta and Cupertino, to explore further possible cooperative efforts.

"You don't go into Apple and tell them how much money they're going to make by working with you," says Grossman. "That's not what gets them excited. They get excited about the vision. You have to tell them you have the coolest, most sophisticated project on the planet. Then they're engaged."

Again, it's the kind of empathetic insight you don't

customarily expect to get from a corporate computing wizard. But it turns out Grossman is as adept at maintaining ties to people as he is at engineering a direct Ethernet line.

His boss and father bemoan his longstanding single status — at 41, Grossman has never married. But Grossman just shrugs; he and his longtime girlfriend have no plans to tie the knot, he says, and they get plenty of exposure to children from his five nieces and nephews. (Grossman's siblings are also highly accomplished — a sister, Leigh Carsley, is a CPA; at 40, his brother, Drew Grossman is CEO of a Broward County hospital.) In some ways, Grossman maintains all the trappings of a suburban patriarch — a five-bedroom house in North Atlanta, nondescript, cluttered Toyota 4Runner SUV in the garage — but his “family” consists of friends, relatives, and those adoring dogs.

In the meantime, Grossman will continue to find creative ways to address his varied interests. He's studying for his commercial pilot's license — not because he is interested in becoming a commercial pilot, but because it's a way of allowing him to maintain his required hours in the air without having to buy an airplane.

As he makes his way to a meeting about the new IHG project, Grossman leafs through a small notebook, which has few notes and several quickly rendered sketches and diagrams. “I have an eidetic memory,” he explains, meaning that he takes visual cues and can remember them exactly — much like a photographic memory. Only a few pages contain notes. How long has he had the pad? “About six months,” he says.

With his quick-study brain and restless imagination, it's not hard to imagine Grossman continuing his career arc in a number of different ways. His father, he says, has always imagined him as CEO of his own company.

In a restaurant not far from his office, Grossman is talking about his life and likes. As he picks at some chicken fingers and fries, he describes his food preferences: “I'm steak-centric,” he says.

Aha! Could there be an epicurean chink in this Renaissance man's armor? What, no wine cellars, no culinary feats, no October flights to Alba for white truffles? “When my friends and I go camping, I'm always the cook,” he says, warming to his subject. “It's always a challenge to cook outdoors, but I'll do steaks stuffed with cream cheese and herbs, wrapped in bacon. They love it,” he says. “I call it Steak Philippe.”

Renaissance MacGyver strikes again! 🍷

To view Grossman's photographs, go to www.pgimages.com



Grossman sees himself as a translator between the IT and business sides of the company, but his boss sees something more. “Phil understands the context — on both sides,” says Bill Peer. “I could throw him into any situation, no matter how complex, and be confident that he would come out of it with a solution. He is a star performer.”

Knowledge Herder

*Cutting-edge
researcher and sage
to a host of CIOs, MIS
professor Rick Watson
straddles the world
of theory and practice.
His secret? He never
left the farm.*

Rick Watson is the real-world embodiment of a tall tale. The Terry professor of management information systems, who has lived in Athens for 22 years, likes to say he's from "Southern Georgia." But listen to him describe the farm of his youth and within seconds it's obvious Watson is not even remotely Georgian.

However, as any self-respecting southerner will attest, at the core of every humorous yarn lies an unassailable fact. And when the J. Rex Fuqua Distinguished Chair for Internet Strategy says he's a true southerner — and one of the few people in Athens with a genuine southern accent — he speaks the unadulterated truth.

Watson's youth wasn't just spent below the Mason-Dixon line; he lived at the bottom of the globe on the edge of the Western Australian bush country — an undulating landscape of wheat and sheep farms, punctuated with clumps of mallee scrub or the occasional gum tree reaching skyward like a giant exclamation point.

The south of his past and present may be worlds apart, but Watson still manages to draw from both — right down to his unique greeting crafted from two distinctly "southern" words from opposite ends of the earth:

G'Day, y'all!

But Rick Watson is more than a true southerner; he's a model citizen of the planet. If he has his way, he'll combine his talents and resources to turn us all into good citizens of the world — and he'll do it with the same ingenuity and two-worded efficiency that it takes to greet us, and communicate the homes of his past and present, at the same time.

by Matt Waldman (ABJ '96)

photos by Doug Hill (BFA '91)





Watson is a 21st-century Johnny Appleseed, a conservationist whose seeds are information; his land, the energy grid; and his harvest, intelligent and energy-efficient models that solve today's problems with tomorrow's technology.

The former MIS department head and past president of the Association for Information Systems is highly regarded in academia for his pioneering research, his innovative classroom instruction, and his bridge-building outreach with the Global Text Project and the Ph.D. in IS program in Ethiopia. However, Watson doesn't just have the attention of academics. As the research director for the Society for Information Management Advanced Practices Council (APC), Watson works with CIOs representing global corporations that seek research with practical application.

Students, peers, and industry professionals rave about Watson, marveling at how he finds the time to excel across a broad array of projects — especially when academics are highly encouraged to have a deep, but narrow focus.

"He's a visionary; he often sees the big trend, the important phenomenon, and where it's going next," says MIS professor Maric Boudreau, who has partnered with Watson on numerous research projects, including cutting-edge academic research on "Energy Informatics," a term Watson coined for plugging energy into the information equation to generate an energy savings (see p. 41). Boudreau says being the first to tackle a subject in academia isn't a conventional path to success, but Watson is comfortable with the risks.

Watson's vision comes from the talent he has for connecting with people and ideas around the world that represent a variety of disciplines — and then thinking tangentially to find solutions as if they're pieces to a puzzle.

"It's just amazing what he can come up with. You give him a question and his response is never what you'd think," says senior MIS student Tyler Williamson (BBA '11), who describes Watson as a master delegator because he provides a framework for success and expects others to work independently at a high level. "I have worked with him for three years and the one thing he has never done is tell me how to do something. He always gives me an objective and lets me figure it out. That's honestly the single greatest thing that he's taught me. It's changed the way I think about things."

Fostering ingenuity and intellect is something that Watson learned as a child under the big sky and wide-open spaces of his uncle's 4,000-acre wheat and sheep

farm. But pose the idea to him that winter plowing, pulling the dags off freshly shorn fleece, or substituting for the family sheep dog prepared him to become an academic who has the ear of CIOs around the world, and Watson's response is a mild warning sandwiched between hearty laughter.

"Yeah I can see some of that, but don't stretch it too far," says Watson, who would prefer to limit the Watsonian folklore to his own prepared set of icebreakers.

But at least in mindset, it's true that the jet-setting, globally connected Terry professor has never really left his uncle's farm. A place 20 miles from Naremben, and a three and a half hour drive from Perth, that operated on a 32-volt generator to charge a set of batteries for the lights and a couple of small appliances, Watson quickly gained a farmer's sensibility of never letting anything go to waste.

"If you grow up on a farm, you're much more environmentally aware," says Watson, whose family limited its use of electricity in the evenings to save energy for the next day's work. And when there was a problem that had to be fixed, self-reliance was not just a talent, it was a necessity. "It's not as though you can walk down the street to get something, so if you believe you can learn you just tackle it. You make some mistakes, of course, but you become very good at learning and you learn a helluva lot."

No one embodied the lessons that Watson values more than his father, Thomas. A child of the Great Depression, the elder Watson left school at age 13 and eventually received training as a mechanic. His capacity for learning was something Watson greatly admired.

"I had a tremendous regard for my father because he could basically tackle any problem," says Watson, who recounts how his father became the only skilled welder in the area and once built a new shearing shed for the farm that was a far more efficient model — both self-taught endeavors. "He was a very smart man, but just lacked education and I was always concerned that he had this fantastic potential but never got the opportunity to do what he could have done. So very early on I decided I was going to be as well educated as I could."

These experiences fueled Watson's drive to excel in school. After moving in with his grandmother to attend high school in Perth, he eventually earned a scholarship to the University of Western Australia, where he studied mathematics and computer science. But a bio of Watson's extensive academic training is best left to a just-the-facts, black-and-white curriculum vita.

Watson's legend is built on his ability to straddle the worlds of theory and practice with a level of expertise and creativity that holds the attention of some of the most demanding executives around the world. In his role as research director for APC, Watson works with researchers to present topics that this professional organization of senior IS executives from medium, large and global corporations want to see — research with practical application.

Johnson & Johnson CIO and APC member Karen Sorensen finds Watson's contributions immensely valuable. "A lot of times people talk about following best practices. But what Rick is trying to help us do is identify next practices, and there's a lot of value within that," says Sorensen, who believes Watson is very good at listening, learning, and understanding the challenges that CIOs face from the broad cross section of industries representing the APC.

Madeline Weiss, who partners with Watson on the APC leadership team, explains that having a research director with Watson's global perspective and contacts provides incredible value for the organization. "He does a lot of traveling throughout the year and he's involved in educational programs in a number of places in Asia, Africa, Europe, and South America," says Weiss, who believes teaching abroad also helps Watson build contacts, which the APC is trying to leverage in order to bring the best research to its members.

Sorensen has already seen the benefits.

"He gets best-in-class researchers to do the research for us as well as bringing in thought leaders like Lynda Applegate from Harvard Business School," says Sorensen, who also valued a session where Watson brought in venture capitalists to discuss next practices worthy of their investment.

Watson believes his work with the APC has reciprocating benefits. "Theory is not an end to itself.

Watson's legend is built on his ability to straddle the worlds of theory and practice with a level of expertise and creativity that holds the attention of some of the most demanding executives around the world.



The purpose of theory is to improve practice,” says Watson regarding academic research. For Watson, the IS execs at APC are a good connecting point. “I can talk about some of these ideas and explain them in their terms and make those connections.”

Watson also finds ways to use the APC to help his students.

“In the last meeting, Madeline suggested that we get a panel of Terry students to spend an hour answering questions from the CIOs over lunch,” says Watson, who notes that APC wants to learn more about this latest generation of workers. He believes UGA should be proud of the students’ insights. “You couldn’t help but beam — they were terrific! I told one student who didn’t have an internship that she’d get one today — and five minutes later, she earned one with NASA.”

As with everything Watson does, the APC is just one piece of a giant jigsaw puzzle that is his world.

“Now, it’s a pretty wicked jigsaw and if you’ve ever done one you know that the sky is the worst part. Life is a jigsaw puzzle that is all sky, and the pieces don’t seem to fit together, but after a while you see more and more pieces,” says Watson, who believes his knack for listening to presentations, connecting them to something else he’s seen, and having the wherewithal to explain that



Once an international Ph.D. candidate at the University of Minnesota with a family in tow, Watson goes out of his way to assist Terry students. He and his wife hosted a dinner and book reading for this MIS class.

connection comes from experience and a broad view of the world.

Two good examples of how Watson takes various puzzle pieces of his life and finds where they interlock to create a broader picture is the Global Text Project and the Ph.D. in IS program in Ethiopia. These projects began independently of each other, but now appear to have joining points that could help both thrive.

Watson and Don McCubbrey, a clinical professor of business information and analytics at the University of Denver, created the Global Text Project, which develops open content electronic textbooks available on the web for many who cannot afford them.

McCubbrey was a driving force behind finding solutions for those who could not afford textbooks, and he had detailed much of his research in a paper called “Teaching without a textbook.” Watson’s graduate-level data management class had written a textbook on XML. Watson had a more practical and philanthropic idea to pick up where the original students left off and make it an online publication with subsequent classes creating

“He believes in harnessing the power that one person can make a difference, and he uses scholarship and technology to do it,” says MIS professor Elena Karahanna, who notes that Watson’s students typically spend a lot of time on class projects that have the potential for practical use once the semester is over. “He’s always about making a difference and efforts not going to waste.”

new editions. When McCubbrey and Watson first met at an annual conference, they realized they were approaching the same problem from different angles. They joined forces and Watson offered the XML textbook as a pilot at the Global Text website, which his students also built.

“He believes in harnessing the power that one person can make a difference, and he uses scholarship and technology to do it,” says Terry’s L. Edmund Rast Professor of Business Elena Karahanna, who notes that Watson’s students typically spend a lot of time on class projects that have the potential for practical use once the semester is over. “He’s always about making a difference and efforts not going to waste.”

Not long after Watson and McCubbrey unveiled Global Text, Watson met Solomon Negash. At the time, the Kennesaw State professor of information systems was working with the Bethany Memorial Foundation to send 400,000 books and 5,000 computers to libraries and schools in Ethiopia. When Negash saw Watson’s presentation on Global Text at a conference, he put Watson in touch with a professor in Ethiopia who would pilot Global Text. Negash also shared his desire to build a stronger educational infrastructure in the Ethiopian capital of Addis Ababa by starting a Ph.D. program in IS at Addis Ababa University.

“The Ph.D. program is about learning the process of research,” says Watson, who believes that getting students to produce quality research isn’t the immediate goal as much as the value of receiving training in the process behind it. He believes if Ethiopia can keep its talent at home and develop a culture of research and scholarship, the people and the country will eventually benefit. “Things will start to happen if they stay in Ethiopia, and I want to take these programs elsewhere — South America, West Coast of Africa, Central Asia.”

Negash, who served as the international coordinator for the Ph.D. program in IS during its initial launch in 2006, says Watson was involved with the curriculum development throughout the process. He was also one of 15 professors from five different continents who traveled to Ethiopia. When Negash’s two-year term ended, Watson succeeded him in the leadership role.

“When people see his name, it gives the program credibility,” says Negash, who sees Watson’s academic reputation, and passion for expanding education globally as critical factors. Watson’s extensive network makes recruiting professors easy. “People see his name and they say, ‘Oh, Rick is in there? Then I want to jump in.’”

Watson and McCubbrey see an opportunity to use Global Text within the framework of the Ph.D. program

Energy Informatics:

ENERGY + INFORMATION = LESS ENERGY

Imagine driving into an urban metropolis to give a business presentation. Negotiating downtown traffic is a challenge, but parking is the real adventure.

A typical parking garage entrance shows whether it has available spaces, but not their location in the deck. What if garages found a way to display those vacant spots? Taking it a step further and sending that information to drivers via GPS might make asphalt safaris a thing of the past.

“Thirty percent of the traffic in cities is people driving in circles looking for parking, including going around and around on every floor in a parking garage. Why not just send them to the third floor, parking spot A-51,” says Terry MIS professor Rick Watson, who uses this example to explain how information systems not only could enhance the user convenience of a parking garage, but also save energy and reduce harmful vehicle emissions.

The garage idea is an example of Energy Informatics: dropping information into the energy equation to generate an energy savings. Watson and Terry professor Maric Boudreau are conducting pioneering research in the field, and the potential reward is so rich that they are creating the first

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The elevator system at *The New York Times* building is an example of Energy Informatics in action. It uses IS technology to require riders to enter their destination in the lobby. The system then directs the riders to specific elevators to limit stops and save energy.



in IS in Ethiopia. A telecom company putting cable down the coastline of West Africa is earmarking capital to invest in the region. They are interested in funding the electronic text program as part of this effort and Watson hopes to bundle the projects to gain additional funding from the corporation.

“It’s just another example of how the guy has ideas sparking off him. I was just lucky to catch one of those sparks at the right time,” says McCubbrey, who appreciates the fact that Watson’s talents include administrative leadership. Watson’s tenure as Terry’s MIS department head was crucial when nationwide student IS enrollment had been dropping for years due to the dotcom bust, student misperceptions of jobs going offshore, and the misattributed geek factor.

“One of the best articles that he’s published — and he’s published a ton of them — is on marketing the information systems undergraduate degree,” says McCubbrey. “Rick developed an innovative program to market to incoming students, and it was very successful. Rick turned it around at Georgia and shared those ideas in the panel.”

As McCubbrey hinted, Watson didn’t become a respected figure among academics and industrialists alike without a strong track record of quality research. Some of Watson’s most significant work begins with his collaboration with his long-term research partner Leyland Pitt, whom he met nearly 25 years ago at Edith Cowan University in Western Australia.

Pitt, now a marketing professor at the Simon Fraser University Beedie School of Business in Vancouver, is another example of how Watson likes to reach across disciplines.

“Looking at just about everything we’ve done, it’s brought something from one discipline to the other that I don’t think would have been possible if we had been working with someone only from our own discipline,” says Pitt who has collaborated on more than 60 research papers with Watson over the years.

One of the most widely cited papers — published in the *Journal of Advertising Research* — is the duo’s research that explores the capabilities of the Internet. “The World Wide Web As An Advertising Medium: Towards An Understanding of Conversion Efficiency” was among the first papers published on the Internet in a serious marketing journal.

“I remember when Rick first said to me around 1993-94 that the web is going to be a big deal and it is going to change marketing,” says Pitt, who notes that it took marketing researchers at least two years

after Watson brought this idea to the marketing field to begin thinking about what the Internet was and how it worked. “Despite how the Internet has changed, the ideas in [that research paper] are as relevant today as when it was published 16 years ago.”

Ideas and technology might be the pervading theme of Watson’s accomplishments, but the genuine way he deals with people is what really fuels his success.

MIS student Adela Chen has benefited from the southern hospitality that Watson and Clare, his wife of 37 years, extend to international students. When Chen arrived from Northern China as part of the Ph.D. class of 2006, the Watsons did something they’ve routinely done for new arrivals from abroad — they offered her a slice of home.

“He has a basement filled with a bunch of furniture, lamps, chairs, TV sets, dishes, bowls, and cooking ware — all sorts of things he keeps for students to pick from,” says Chen, who didn’t expect a professor of Watson’s stature to offer to take students to the grocery store, help them buy a used car, or move furniture. “It’s really nice to have someone look out for me. I told my husband that after I graduate, the saucepan they gave me will go with me. To me it’s not only a pan — it’s something really special.”

The Watsons were the beneficiaries of that same kind of kindness when they were in their mid-30s and had left behind a comfortable life and house in Perth. They had packed up their belongings and their three young children (ages five, four, and six months) and moved to a two-bedroom student housing complex at the University of Minnesota so Watson could earn his Ph.D.

“It’s nice to arrive somewhere and have someone to just help you out for a few days,” says Watson. “It just makes a difference.”

Whether it’s helping CIOs find the “next practice,” or working with developing nations to improve their academic prowess, or collaborating with students, researchers, and industry to explore innovative technological solutions, “making a difference” is a crop that Watson is always farming— even when the seed is something as small as a used saucepan.

“You couldn’t ask for a better colleague, because he’s always working for the greater good. It’s not about recognition, it’s about community,” says Karahanna, who praises Watson for his fairness, open-mindedness, and an optimism that fuels his can-do attitude. She marvels at his skill for making things work with whatever resources are available. “Rick is one of the most innovative people that I know. He is just one of a kind.”

And that’s no tall tale. ■

ENERGY INFORMATICS

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elective course of its kind — debuting at Terry this fall.

“As far as I’m concerned, it’s groundbreaking research,” says Madeline Weiss, director of the Society for Information Management Advanced Practices Council, who notes that Watson and Boudreau are onto something way beyond the typical “lights off” ideas that industries employ to be green in the data center.

Watson, who serves as research director on the APC, is working hard to convert senior executives to its benefits.

“Putting energy into the information equation is an insight CIOs haven’t thought of before,” says Watson, who supplies other examples of Energy Informatics in action: *The New York Times* building’s elevator system that limits the stops each elevator makes by directing users to specific elevators in the lobby; a Canadian university that controls electricity and HVAC in its buildings, according to enrollment data and class schedules; and pivot irrigation systems in Western Australia that have mapped soil type precisely to determine its water requirements. “CIOs learn by modeling the behavior of others, so you show them multiple examples of what other organizations are doing and then show them how our model explains all of those examples in a general way.”

MIS undergrad Tyler Williamson worked with Watson to create a supply chain model to incorporate Energy Informatics concepts into business planning, which he presented with his paper, “Energy Informatics and Business Model Generation,” at the 2010 International Conference on Information Systems in St. Louis. Williamson is also developing a classroom tool for the introductory course on Energy Informatics that Boudreau will teach next fall.

“Dr. Watson has a solar hot water heater and we’re developing a model to simulate when the water heater should be turned on or off based on weather forecast data,” says Williamson, who explains the program will have a library of objects that students can use to apply Energy Informatics concepts into a simulated process.

“What we have in mind with Energy Informatics involves design research that goes into building something,” says Boudreau, who notes that they have partnered with the School of Engineering to help create this program. “We have to propose very concrete solutions and that’s something we haven’t done a whole lot in IS.”

Watson and Boudreau envision developing a certificate program for Energy Informatics at Terry. “The plan is to have the first undergraduate elective course, start building it as a curriculum, and publish it for others to use,” says Watson.

“Sustainability needs to be tightly woven into the thinking of every senior executive,” says Williamson, noting that education is the first step. “It’s very easy. It’s taking something that anybody can do and adding a layer to get them to start thinking this way.” ■

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Terry's annual Alumni Awards and Gala was held in April at the InterContinental Buckhead, where silent auction items were beautifully displayed in a chandeliered tent that extended from the lobby through French doors and into the hotel courtyard. Bidding was spirited in both the silent and live auctions, Terry alums turned out in full force, and the Terry Ambassadors were on hand to lend assistance. See pgs. 46-51 for profiles of this year's three alumni award winners — Andy Ghertner (BBA '65), Bill Douglas (BBA '83), and Mai-Lise Nguyen (BBA '05) — and p. 52 for more photos from an event that is one of the highlights on the Terry calendar.

2011 Alumni Awards & Gala

*Photos by
Bert McDonold*



Andy Ghertner (BBA '65)

Executive Vice President, Cushman & Wakefield of Georgia, Inc.

Kent Hannon

After 34 years at Cushman & Wakefield, Andy Ghertner is still pulling off some of the biggest commercial real estate deals in the Southeast. Case in point: The 340,000-square-foot Alston & Bird consolidation that he and colleagues John Izard and Ian Henderson put together last fall at One Atlantic Center.

“Real estate is a young man’s game,” is a familiar refrain of Andy’s. But his competitive fire still burns as bright as ever.

“The thrill of the chase has never left him,” says John Shlesinger of CB Richard Ellis, “and competitors still fear his presentations.”

Business profiles written about Andy Ghertner invariably mention that he’s a perennial member of the Million Dollar Club. But saying that Andy is a member of the Million Dollar Club is like saying that Bono sells a lot of records. In 1999, for example, when Andy received the Silver Phoenix Award, his sales total for the year was \$82.6 million — which ranked him No. 1 in Atlanta in the office category.

In 2004, Andy and a team of Cushman & Wakefield brokers did just shy of \$107 million, and over the years he and his colleagues have been involved in a number of blockbuster transactions. They leased 440,000 square feet to King & Spalding in 2006, 260,000 square feet to General Electric Power Systems in 1998, and 205,000 square feet to Equant NV in 2000.

No one in the Atlanta real estate community has nurtured and mentored more future stars than Andy has. Chief among them are John Shlesinger and his CBRE business partner Sam Holmes, a pair of Terry grads who worked for Andy early in their careers. In 2009, the Holmes-Shlesinger team finished No. 1 in the office leasing category, but their long-time mentor was just a few notches below them at No. 5.

“At the age of 24 — when your typical young broker is making cold calls trying to drum up business — Andy had me working on 200,000-square-foot transactions,” says Shlesinger. “I got my Ph.D. working with him!”

Andy doesn’t just school protégés in the tricks of the trade. His generosity extends to . . . haberdashery.

“I wore all kind of things out of Andy’s closet, including dress shirts with the initials ‘ALG’ monogrammed on the sleeve,” says Shlesinger. “Andy also gave me a cashmere overcoat that I wore for the first nine years of my real estate career.”


This generosity of spirit — coupled with a humble, self-effacing demeanor — isn’t just a personality trait. It’s the way Andy Ghertner does business . . . the old-fashioned way. Office guests relax in a rocking chair. When the phone rings, Andy answers it himself. And in a business where who you know is critical to success, Andy still believes in the power of handwritten notes.

Born in Nashville, Andy and his family moved to Atlanta after World War II so his father — who was wounded at the Battle of the Bulge — could run the Cullom and Ghertner printing plant that was started by Andy’s grandfather. Andy attended Northside High School, and he was manager of the football team both there and at UGA. In fact, he was head manager on Vince Dooley’s first Georgia team.

After a brief stint at Adair Realty, Andy and his Terry College classmate John Coppedge and two partners started their own real estate firm. Their reputation spread fast and six months later Cushman & Wakefield turned their heads with an offer they couldn’t refuse.

“They wanted us to run their new Atlanta office,” says Andy. “We thought we were hot stuff and said we weren’t interested. So they put us on a plane for 10 days to visit their offices in San Francisco, Phoenix, Dallas, Chicago, and Detroit. By the time we got back to Atlanta, we were hooked.”

Andy has two children — son Doug, a senior vice president for CVS Caremark who serves on the Terry College Alumni Board, and daughter Katie, a concierge at the Loew’s Hotel in Atlanta. Andy and Karen Barney love to travel and are in the process of moving into a new home together.

“Andy Ghertner is undeniably the dean of the Atlanta real estate community,” says nominator Sam Holmes (BBA ’87). “And he is also incredibly generous with his time — both as a mentor to young brokers and also as a supporter of his alma mater. He is a former Terry College Alumni Board member and he loves the University of Georgia.” 



Bill Douglas (BBA '83)

Chief Financial Officer, Coca-Cola Enterprises

Kent Hannon

Three of Bill Douglas' college roommates were destined for success as an insurance broker, a dentist, and a surgeon. Bill was the accountant in the room, and, by his own admission, he was not someone who seemed destined for a career as a globe-trotting executive for a worldwide conglomerate like The Coca-Cola Company.

"My upbringing and my adulthood are complete opposites," says Bill, who was born and raised in Warner Robins, where his parents worked at Robins Air Force Base. He played football at Northside-Warner Robins and married his high school sweetheart, Lisa Layman. "My view of the world was very narrow back then," says Bill. "I didn't have a passport until I was 26."

Ultimately, Bill's briefcase would be overflowing with international sky miles, owing to Coca-Cola assignments in Madrid, Oslo, London, and Athens, Greece. Bill returned to Coca-Cola headquarters in Atlanta in 2005 to become senior vice president and CFO of Coca-Cola Enterprises. He was promoted to executive vice president and CFO of CCE in 2008.

"Growing up in Georgia, I can honestly say that we never had a Pepsi in our house," says Bill, whose career at The Coca-Cola Company began in 1985, when an accounting position came open on North Avenue. He spent three years as assistant manager and then manager of Coca-Cola of North America's accounting group — till one fateful Friday afternoon, when he was asked if he would be interested in a six-month assignment in Spain. He and Lisa had no children at the time, so they boarded a plane in the summer of 1988 for Madrid.

Bill and Lisa were stateside for the birth of their two children. Will is now a senior finance major at Terry, and Ella will be a junior at Wake Forest. But Bill was now on the international side of the business.

Next stop: Oslo, in the fall of 1991, where Bill was slated to serve as finance manager for Coca-Cola's Nordic countries. "It was intended to be a safe, low-stress, introductory-type assignment," says Bill. "But by the time I actually took it, that sleepy little Norway office was given responsibility for introducing Coca-

Cola to the former Soviet Union."

Back then, the only place you could buy Coca-Cola products in the former Soviet republics was in western hotels. But that was about to change. Overnight, Bill went from a finance manager with a predictable daily routine to a member of what he calls "a six-man entrepreneurial SWAT team."

"Our assignment was to build new bottling plants and set up joint business ventures in places like Moscow, St. Petersburg, Ukraine, and the Baltics," says Bill, whose team was shadowed by a security force of former KGB agents to keep them out of harm's way.

Living in Europe and experiencing things like the 1994 Lillehammer Olympics was life-altering, not only for Lisa and Bill, but for Will and Ella, who got a real international education.

Coca-Cola is arguably the most recognized brand in the world, and the way the product reaches a billion people every day is a marvel of business engineering. The Coca-Cola Company owns the trademark and creates advertising for some 200 countries. But the bottling system is where most of the action is.

As CFO of the newly created Coca-Cola Enterprises, Bill was the chief architect of the recent \$15 billion sale of Coca-Cola Enterprises' North American business back to The Coca-Cola Company. CCE has now recreated itself as a purely European entity.

Bill lives and works in Atlanta during the week, but on weekends he retreats to the 325-acre farm that he and Lisa maintain in Bishop, Ga., just south of Athens.

"It's the only land in the history of Oconee County to be rezoned from residential back to agricultural," says Lisa, "and it's a real working farm with sheep, chickens, goats, and horses."

Busy as he is, Bill is a devoted supporter of his alma mater and the Terry College. As nominator John Schraudenbach (BBA '81, MAcc '82) says:

"Bill Douglas has served as a Tull School Advisory Board member for many years, and he recently received the Tull School Alumni of the Year award. He is also a trustee of the University of Georgia Foundation, where his knowledge of finance and accounting is a huge asset to the university." ■



Mai-Lise Nguyen (BBA '05)

Group Manager, Weber Shandwick

Kent Hannon

When Mai-Lise Nguyen learned she had been selected as Terry's 2011 Outstanding Young Alumni Award winner, this dedicated public relations professional was initially embarrassed to be singled out for such overt praise. "Everything I do is very much behind the scenes," says Mai-Lise, who handles communications for leading pharmaceutical and biotechnology clients at the world's largest public relations firm, New York-based Weber Shandwick. "This is a new experience for me."

Science has always been an important part of Mai-Lise's life. Her older sister investigates outbreaks for the Centers for Disease Control and Prevention — and she inspired Mai-Lise to pursue a minor in cellular biology at UGA. Coupled with her marketing degree from Terry, Mai-Lise was prepared for a variety of health and science-related careers. Fittingly, her capstone project for Terry's Leonard Leadership Scholars Program was launching a women's health education seminar.

Mai-Lise got her first taste of healthcare PR as an intern at global public relations firm Burson-Marsteller in New York, where she helped launch a health magazine for Merck.

At Weber Shandwick, Mai-Lise is group manager for a team of 12 whose primary duties include public relations strategy for regulatory milestones, clinical trial data announcements, and disease education. Mai-Lise says her most rewarding achievement has been her work with patient and physician advocates on FDA approval of the first treatment in 10 years for the most aggressive type of brain cancer.

As you might imagine, this Savannah-born and Dunwoody-bred woman has sparkled her entire life. Her parents met after her father's tour of duty as a Vietnam War Air Force helicopter pilot. When the war ended, he started a general contracting business in the U.S.

Mai-Lise's first visit to UGA was as a student participating in the state science fair. She also earned a Girl Scout Gold Award, the highest award in scouting, doing fundraising for the Make-A-Wish Foundation. Her success story continued at UGA, where she was a member

of the Honors Program and the executive committee of the University Judiciary. As a Leonard Leadership Scholar, she was selected by her peers for the "Leader Among Leaders" award.

Homecoming Court? Yes, that, too. You can find her profile on UGA's "Amazing Students" website, and in several UGA brochures.

Mai-Lise also spent 20 hours a week working in UGA's admissions office, where associate director Melinda DeMaria says she took the job of junior admissions counselor to a whole new level.

"Mai-Lise improved our relationships with high school counselors, and she had the ability to counsel families. She helped us recruit students from Long Island to rural Mississippi to California. She was awesome."

Following graduation, Mai-Lise had eight job offers to consider. Ultimately, the lure of New York led her back to Manhattan and to her work at Weber Shandwick. Laura Schoen, president of Weber Shandwick's Global Healthcare Practice, has this to say about Mai-Lise:

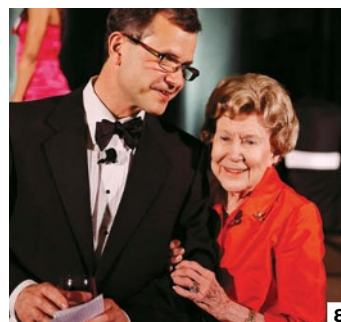
"What makes Mai-Lise outstanding are leadership skills beyond her years, together with the fearless enthusiasm of a professional communicator who sees no obstacle as insurmountable."

When the Terry College started its Young Alumni Board in 2007, Mai-Lise was asked to join the steering committee. She helped create regional alumni networks across the country to support the college's goal of national prominence, and she has acted as chair of the New York and Regional Networks committees. Mai-Lise's Big Apple team has organized 12 events in 30 months, including Chick-fil-A-catered picnic luncheons at Tavern on the Green and in Central Park.

Nominator Alexis Balkum (MBA '07) also points to the key role Mai-Lise has played in creating the popular Terry Talks program.

"Terry Talks provides alumni with the opportunity to network within a targeted industry and learn valuable career-building lessons from business leaders. The framework Mai-Lise developed in New York has been replicated in Atlanta, Charlotte, Washington, D.C., and Athens." ■

A night to remember



1. Alumni award winners (from left) Bill Douglas, Mai-Lise Nguyen, and Andy Ghertner with Dean Robert Sumichrast. 2. Carl Mullis (at left) and Ruth Bartlett (center) celebrate winning the "Football Fan Dream Package" with Georgia greats (from left) Matt Stinchcomb, David Greene, D.J. Shockley, and Eric Zeier. 3. Gov. Nathan Deal donated several private dinners at the governor's mansion. 4. Dean Sumichrast with new Pinnacle Society members Jack and Debbie Gibson. 5. 2010 alumni award winner Jay Davis won the auction for this Steve Penley painting and then donated it to the Terry College. 6. Mrs. Mary Virginia Terry with Terry Ambassador Zach Hogue. 7.-9. Dean Sumichrast with Mrs. Terry, who was honored on the 20th anniversary of the college being renamed for her and her late husband, Herman Terry.

For more photos: www.terry.uga.edu/gala

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PGi
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Friendly money paves the way

NTE competition offers budding UGA entrepreneurs the opportunity to negotiate a sweetheart of a business deal. To the tune of \$100,000. And a Terry student (and his sister) won it!

By Matt Waldman (AB '96)

Businesses are often born as solutions to problems. In the case of Wes VanDyk — a junior management major and Spanish minor from Dallas, Texas, who also plays tailback on the Georgia football team — that problem came in the form of large stacks of paper in his sister Katie's room at the University of Texas.

"She was the rush captain for her sorority," says VanDyk, who was taken aback when he saw information packets four feet high stacked everywhere during his visit. "We thought there had to be a better way to organize this information . . . why not digitize it?"

It was in that room that the idea for RushΣase.com was born. Now a streamlined, online recruitment process for college sororities and fraternities, RushΣase.com is the winner of Terry's 2011 Next Top Entrepreneur competition.

And thanks to William Harper (MBA '08) and Christian Allen (MBA '08), the VanDyks now have a \$100,000 equity investment offer to help launch it. Harper and Allen work for the venture firm GIB.

VanDyk knew there was a niche for such a product. What surprised him was the size of the market. He says creating a startup was a great learning experience.

"It has opened my eyes to a whole other realm of financials and projections and what it takes to start a business."

Attention to detail and the credibility of the VanDyks' financial projections put RushΣase.com on top, according to Allen.

"It's not just a craft business," he says. "It can break through and be something really substantial, so that excites us."

Harper and Allen, who were once participants in the Terry Entrepreneurship Program, approached program director Chris Hanks about getting involved after

VanDyk's business plan, presented to a panel of eight venture capitalists, earned his new company the right to negotiate terms for what could potentially be a \$100,000 equity investment. "This isn't a maybe situation; the investors are ready to invest. They just have to negotiate a percentage of ownership," says NTE founder Chris Hanks, who notes that the ownership percentage will be small and have no impact on the majority owner's decision-making. In fact, if the business folds, no debt is owed to the investors. "This is what we call friendly money," says Hanks.


reading about NTE in *Terry Magazine*.

"I got so excited about it because I wish there had been something like this when I was there," says Harper, who sees great value in being able to mentor students throughout the six-month NTE competitive process. "We felt it was a perfect opportunity for our relatively new group — and for Chris' relatively new event — to grow together."

Hanks' knowledge and experience had a lot to do with GIB doubling the size of its equity investment from the \$50,000 the company offered for the 2010 competition, according to Allen.

"Chris is superb at encouraging people to do practical things and not wait for the biggest idea that will turn into a Fortune 500 company," says Allen.

Hanks, in return, says that the way Allen and Harper are giving back to Terry is unique.

"These aren't angel investors looking at pure profit motive," says Hanks. "Most angel investors or venture capitalists are underwriting a business with the intent to make 10 times what they invested. But in this case, GIB's involvement is friendly and incredibly meaningful. I don't know of another school in the country that has a similar arrangement." 

For more information, go to: www.terry.uga.edu/entrepreneurship



Swimming in deep water

Entrepreneurship program director Chris Hanks and four MBAs made the trek to Silicon Valley in search of a meeting with the world's best VCs — and their initiative was handsomely rewarded.

By Matt Waldman (AB '96)

Their purpose, at least on the surface, is to convey humans from Point A to Point B. But some streets transcend transportation. Wall Street *is* the stock market; Madison Avenue *is* advertising; Las Vegas Boulevard *is* gambling; and Beale Street *is* the blues.

For entrepreneurs seeking venture capital, Sand Hill Road — which provides access to Stanford University and to the corporate giants of Silicon Valley — is Mecca. And for Chris Hanks, director of Terry's entrepreneurship program, taking his MBA students to Sand Hill Road was like leading a group of big wave surfers on a trek to Ghost Trees. To ride the massive swells that come your way on Sand Hill Road, you have to be willing to wade into deep water and risk coming up empty.

Fortunately, for Hanks and MBAs Brent Wetmore, Charles Roach, Chinua Wright, and Patrick Maynor, they were riding high after landing meetings with Lightspeed Venture Partners and ONSET Ventures.

"These are the best VCs in the world and it's very hard to tie them down to a date," says Hanks, who decided that the risk of planning a last-minute event with a select group of Terry MBAs was worth the reward. "I was very honest with the students. I told them if they wanted a very structured and detailed agenda I could set up meetings in Atlanta or Boston, but if they wanted to go where the big boys are, Silicon Valley is the place. I warned them that I didn't know what was going to happen and it could be a complete flop. We might end up at a Starbucks hanging out and meeting with an entrepreneur."

For this group of MBAs, it was California or bust.

"This is the big-leagues of entrepreneurship and venture capital. So even if it means meeting an entrepreneur or venture capitalist at a Starbucks, chances are that person is a couple of tiers higher than the ones we would meet in Boston or Atlanta," says Wright, who, like the rest of his classmates, saw immense value in learning what these VCs sought in a good pitch.

(from left) MBAs Charles Roach, Chinua Wright, Patrick Maynor, and Brent Wetmore with entrepreneurship director Chris Hanks at one of the famed venture capital addresses on Sand Hill Road. The quintet landed meetings with Lightspeed and ONSET, two giants of the VC world.

Wetmore, who was a Caribbean brand manager for Jim Beam Global Wine and Spirits in St. Thomas before coming to Terry, says that traveling to the heavyweight champion of VC environments was a heady experience.

"Being in the room with these guys was just amazing," says Wetmore. "They have the ability to write a check for \$100 million dollars if they wanted to. How often do you get an opportunity to be in front of someone like that?"

Shomit Ghose of ONSET Ventures, who engaged the MBAs in discussions about the venture capital and entrepreneurship process in Silicon Valley, believes it is important that Terry MBAs — regardless of their future pursuits — are exposed to the culture of innovation and daring that is so prevalent in Silicon Valley.

"There's an 'anything is possible' mindset among entrepreneurs and VCs here that gives rise to a constant stream of the world's most exciting companies," says Ghose, who was impressed with the Terry group. "The students showed just the kind of heart-driven desire to innovate, to dare, and to create that's fueled the success of Silicon Valley."

Hanks considers the trip a seminal step for Terry.

"We intend to continue doing this now that we have established relationships that enhance our network and positioning there," says Hanks. "These VCs, who are considered the best in the world, are telling our MBAs to call them if they have a question. That's amazing." ■



14h30: Road map for success

Terry Entrepreneur-in-Residence Dill Driscoll is providing Terry students with the kind of mentoring, coupled with hands-on workplace experiences, that can jump start a career.

By Lisa Michals (MMR '11)

Terry's Team 14h30 entrepreneurship program has an intriguing name derived from the fact that the weekly brainstorming session takes place at 2:30 in the afternoon. It also has a meaningful slogan: "Creating opportunities one Dawg at a time." To program founder and Terry Entrepreneur-in-Residence Mark "Dill" Driscoll, that slogan should ideally translate into every program participant being employed upon graduation.

Driscoll offers students the kind of mentoring, coupled with hands-on workplace experiences, that are prerequisites to success in the business world. A renowned "experiential marketer" responsible for events such as Live Earth and the Olympic Torch Relay, Driscoll opens up his Rolodex to give students a more directed head start in the employment game.

As many as 70 students are active in the program at any one time, and student projects include marketing for professional car racing teams. One student team is currently advising an Athens Kangaroo Express convenience store — and doing such a good job that team members have drawn both kudos and job offers from corporate parent The Pantry.

"When I first came into the business school, I thought it was all about making a profit and gaining market share," says Matthew Marshall. "When I joined Team 14h30, I learned that people are motivated by different things. I learned that Dill is motivated by making a positive influence on people's lives."

Marshall and teammate Dakota Herrera (BBA '09) are working on a project for ooVoo, a New York-based company that gives organizations of all sizes an easy and affordable solution for video conferencing, desktop sharing, and other communication capabilities — right from their employees' personal computers.

Frank Miele, ooVoo vice president of finance and operations, says the partnership with Team 14h30 is mutually beneficial because "ooVoo has been very interested in reaching the college population for some time

now." With more than 21 million users worldwide, ooVoo is offering the normally subscription-based service free to UGA students. (To sign up, UGA students should go to www.oofoo.com/dcn.)


Miele, who visited Team 14h30 in the fall, says he can't imagine the impact such a program would have had on his early business career. "I think it's pretty vital to the college experience," says Miele, who has an MBA from NYU. "I wish I'd had an experience like that."

Miele also praised the way the program grooms participants to speak up and ask intelligent questions, as well as the opportunity 14h30 students have to receive feedback from business professionals about their successes and their mistakes.

Case in point: An ooVoo promotion that Marshall and Herrera arranged to coincide with a separate UGA HEROs campaign — sign up five friends and qualify for a chance at a \$150 donation to your cause. "It didn't go so well," says Herrera. "The word didn't really get out."

Lesson learned: sending out a promotional email to college students right before Thanksgiving break may suffer from timing issues.

On the flip side, here's the news that greeted Team 14h30 students on a recent Friday afternoon.

"I have already placed 16 students in real jobs," said Driscoll. 

Driscoll (center) is a renowned "experiential marketer" responsible for such events as Live Earth and the Olympic Torch Relay — and he makes a habit of opening up his Rolodex to give students a more directed head start in the employment game.



KENT HANSON

Conscientious entrepreneurship

Terry MBA student Ken Williams won a competition against Georgia Tech and Emory with a business plan for an important new medical tool that can diagnose traumatic brain injuries.

By Matt Waldman (AB '96)

Ken Williams had always planned a career path with a socially beneficial trajectory, but he didn't expect entrepreneurship would be the vehicle. A Houston,



Texas, native who had recently finished his master's in religion, Williams was living in Austin and working at a Baptist church, where he led groups of people around the world to work with non-profits. The entrepreneurship bug bit Williams after he met local business owners who were

launching startups with a social conscience and impact.

Fast forward to late November 2010, when Williams, then a Terry MBA student with a concentration in entrepreneurship, earned \$700 for winning a business plan competition between UGA and TI:GER — Georgia Tech and Emory's interdisciplinary entrepreneurship program.

Williams' winning business plan was for T-BIT, which stands for Traumatic Brain Injury Test, a handheld device that determines whether an athlete has suffered a concussion. The tool was developed by UGA kinesiology professors Michael Ferrara and Phillip Tomporowski as part of an ongoing research project.

Ferrara and Tomporowski initially contacted UGA's business incubation program Venture Lab, which in turn reached out to Terry entrepreneurship director Chris Hanks to assist with taking the professors' research tool and turning it into a viable business.

Hanks presented the idea as a potential project to the students in his business plan course, and Williams jumped at the chance. He created a sound business plan, crafted a winning pitch, and feels indebted to Hanks for helping him see the merits of a Terry MBA.

"He told me of connections with similar entrepreneurs in Atlanta called Gray Ghost Venture Capital. They only make investments in businesses that have a social benefit and that appealed to my interest," says Williams, who ultimately earned an internship at GGVC last summer, thanks in part to Hanks.

In addition to his Terry MBA colleagues, Williams' competition included teams from the TI:GER program. TI:GER, which stands for Technological Innovation: Generating Economic Results, is a competitive interdisciplinary program that groups two Emory law students with two MBAs and a Ph.D. student from Georgia Tech to form five-member teams with a two-year goal to commercialize the doctoral candidate's research.

Hanks says that Williams' ability to vividly illustrate a problem and to demonstrate how T-BIT could potentially prevent it was an effective method to connect with the venture capitalists on the panel.

"The idea was very topical and that helped him," says Hanks, referring to Williams' pitch, which began with a compelling real-world example of the effects of head injuries sustained in contact sports such as football. "He started the presentation with a reference to Nathan Stiles, a Kansas high school football star, 4.0 student, and homecoming king who passed away hours after collapsing on the sidelines after a routine play. It was his first game back after spending a month recuperating from a concussion."

Hanks sees tremendous value in the annual UGA-Tech-Emory competition.

"People might say that it's just a business plan competition. But the experience of designing a compelling business model and presenting it to some of the most influential people in the startup community is irreplaceable."

Williams says the practical experience he's received from the Terry Entrepreneurship Program has given him the guidance to know how to look for help if he has an idea for a business.

"It's different from other programs where everything is theoretical and hypothetical because you're only looking at case studies," says Williams, who wants to work with entrepreneurs at an investment firm upon graduating. "You're able to sit in front of real investors and present ideas and hear real feedback. They treat you as a real person doing a real project and not just someone studying it. That's been fantastic for me." ■

Smooth as 007

Elected president of SMIS as a sophomore, Chris Sanders quadrupled membership, established a partnership with the Archway Program, and made all of his achievements look deceptively easy.

By Matt Waldman (AB '96)

If it weren't for his new job with Ernst & Young, Chris Sanders (BBA '11) might want to consider a career in espionage. Few people can pass themselves off as something they aren't, much less unwittingly. But Sanders has managed to do so repeatedly, and with the silky smooth composure of James Bond himself.

Invited to attend UGA's annual faculty symposium at Unicoi this spring, Sanders was so poised while making a presentation to the group that a senior professor mistook him for a junior member of the faculty. Elected president of Terry's Society for Management Information Systems as a mere sophomore, Sanders' fellow officers didn't realize he was an underclassman until eight months into his first term.

Sanders eventually led SMIS to the Association of Information Systems' 2010 Student Chapter of the Year award, and he credits the website Bond Games — launched with a friend when he was in fourth grade — as the inspiration for his career path.

"It was a review website of Bond movies and walk-throughs of Bond video games," says Sanders, whose technical skills grew as his interest in building and designing websites blossomed. "You got better at it as you broke things and fixed stuff and that's where my technical skills came from. We got to a point where we had ads and hundreds of visitors a week."

The eldest of four siblings, Sanders initially considered a career in computer science, but ultimately chose Terry's MIS Department because it was a smarter fit for his long-term vision.

"I heard about MIS at Georgia and how it was about working with teams solving problems as an analyst with both technical and business skills and it seemed to fit me perfectly," says Sanders, who attended SMIS meetings as a freshman to benefit from the networking opportunities that the organization offers through its hosting of presentations by representatives of various companies.

As SMIS president, Sanders quadrupled membership to 120 students and improved the organization's efficiency, financial responsibility, and continuity. Under his leadership, SMIS also established a partnership




Sanders (BBA '11) begins his career this August in Atlanta as an IT auditor in Ernst & Young's IT Risk and Assurance Practice.

with UGA's Archway Program, which Terry eventually incorporated into its curriculum as a means of pairing students with communities in need of IS help.

"I could not ask for a better organizational president or person to work with," says Terry instructor Mark Huber, who serves as advisor for both the Terry SMIS chapter and the Archway Program. "Chris thinks of the big picture as well as the details, and he listens to others and is not afraid to implement good ideas even if they did not come from him. This is a hallmark of a mature leader."

Sanders, who begins his career this August in Atlanta as an IT auditor in Ernst & Young's IT Risk and Assurance practice, is excited to begin the next phase of his life, but says he's going to miss Athens.

"I hope to stay involved with Terry," says Sanders, who was recently nominated for the Young Alumni Board. "A lot of the things I had great success with here would have been impossible if I hadn't had good teams around me focused on the same goals. I hope to keep encouraging people to get involved with student organizations over time because it's been a tremendously invaluable experience for me and I want to help provide those opportunities for other people." 



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Mr. and Mrs. Wiley S. Ansley III
Mr. Samuel F. Arthur, Jr.
Mr. and Mrs. S. Blake Askew, Jr.
Mr. William O. Baldwin
Mr. W. Michael Beckum and Dr. Michelle C. Beckum
Mr. and Mrs. John W. Bishop, Jr.
Mr. and Mrs. Robert W. Bowen
Mrs. Gail K. Burleson and Mr. David B. Burleson
Mr. and Mrs. Christopher J. Camerieri
Mr. and Mrs. Jack M. Carey
Mrs. Penny H. Carpenter and Mr. Marc L. Carpenter
Sallie H. and F. Joel Chasteen
Community Foundation of the Chattahoochee Valley, Inc.
Mrs. Aimee Driver Dean and Donnie Parker Dean
Mrs. Kathy M. Deen and Mr. F. Edward Deen
Deloitte Services, LP
Dixon Hughes, PLLC
Mr. and Mrs. William W. Douglas III
Mr. and Mrs. W. Christopher Draper, Jr.
Mr. and Mrs. James B. Drew, Jr.
Stephanie Hatcher Emry
LCdr. and Mrs. T. Garfield Fletcher
Norman Frendberg
Mr. C. Talmadge Garrison
General Electric Foundation
Mr. John Paul Gernatt
Ms. Pamela C. Givens
Mr. Shelby Wayne Goodin
Mrs. Andrea R. Gordon and Mr. David L. Gordon
Grant Thornton, LLP
Mr. and Mrs. Michael P. Haggerty
Mr. Robert K. Harrell
Dr. Harrison C. Hartman
Mr. Kenneth R. and Mrs. Merry S. Holley
Mrs. Charlette F. Howell and Mr. Paul Howell
Jason E. and Katherine M. Hudson
Mr. and Mrs. Robert K. Izlar
Miss Kelley Ann Johnson
Mr. and Mrs. David A. Jones
Rev. Wendy Thompson Joyner
Mr. and Mrs. Kevin L. Knox
Mr. and Mrs. Daniel J. Krieger
Mr. and Mrs. Walter N. Lewis
Mr. and Mrs. T. Wendell Lindsey
Mr. and Mrs. Keith E. Lloyd
Mr. and Mrs. J. Edwin Lowe
Leverett and Meredith Vermillion
Heather and Mike Malcom
M/A/R/C
Todd Wayne Marks and Veronica Jordan Marks
Mr. and Mrs. C. W. Marlow

Mauldin & Jenkins, LLC
Certified Public Accountants
Mr. William S. McLeod
Ted and Catherine McMullan
Mr. and Mrs. Gilbert B. Miller
Mr. and Mrs. William E. Mitchell III
Mr. Charles E. Moore, Jr.
Moore Colson
Moore Stephens Tiller LLC
Mr. and Mrs. John L. Murphy
Natcon, Inc.
Ivan H. Nathan
Roy F. Neves, Jr. Farm
Gerald Edward O'Meara III and Sandra Castro O'Meara
Mr. and Mrs. John H. Patrick
Susan P. Pittard and M. Tarlton Pittard
Mrs. Laura L. Plaukovich and Andrew W. Plaukovich
Sarah Myers Powers
Clair Hilton Redmond
Mrs. Meredith M. Rose and Mr. Thomas R. Rose
Darwin Harrison Samples
Mr. and Mrs. Marcum D. Sasser
Steven Paul Sasz
Mrs. Kymberly S. Schwartz and Mr. Trey Schwartz
Marilyn Brunauer Smalley
James Ottis Smith
June Johnson Somers and John W. Somers
Mrs. Virginia P. Sorrow and Mr. L.E. Sorrow
St. Paul Travelers
Connecticut Foundation
Mr. and Mrs. Theron H. Stancil
Mr. and Mrs. Kessel D. Stelling, Jr.
Melissa Ramona Stephens
Margaret Dykes Stickney
Mrs. Carol Ann P. Stovall and Mr. Dan M. Stovall
Tony R. Stringer
Teradata
Unum Corporation
Mr. and Mrs. J. Michael Voynich
Jill and Geoffrey Walton
Mr. and Mrs. Paul T. Woody III
Mrs. Norma J. Wright and Mr. Clyde K. Wright, Jr.
Mr. and Mrs. Glenn T. York, Jr.
John Neal Youmans

5 YEARS

Accenture
Paul Robert Addison
Charles Everett Amick
Mr. and Mrs. James W. Barge
Mr. and Mrs. W. Benjamin Barkley
Mr. J. Christopher Barras and Mrs. Amy B. Barras
Mr. and Mrs. W. Frank Barron, Jr.
Mr. and Mrs. Richard H. Bennett
Mr. and Mrs. Joe E. Beverly
Mr. and Mrs. Donald B. Blackburn, Jr.

John Blau
Clayton L. Blount
Blue Ridge Electric
Co-op, Inc.
Branch Banking &
Trust Company
William Barnel Brewton
Ltc. Robert C. Brown, Ret.
and Mrs. Florence H. Brown
Mr. and Mrs. Frank W.
Brumley
Mr. John W. Chapman and
Mrs. Nancie C. Chapman
Leah H. Chapman and
Timothy A. Chapman
Mr. and Mrs. Robert F.
Christie
Community Foundation
of South Georgia, Inc.
Mr. and Mrs. Perry E. Conley
Mr. and Mrs. Jacob F. Crowe
Mr. and Mrs. Charles O.
Dalton
Mr. and Mrs. G. Lee Davis
Deloitte & Touche
Mr. and Mrs. Richard D.
Doherty
Mr. and Mrs. Donald W.
Dozier
Elliott Davis, LLC
Ernst & Young, LLP
Carly Garrett
Thomas Anthony Gump
Ronald David Hanson
Mr. and Mrs. Olin J. Harrell, Jr.
Mrs. Susan S. Hawkins and
Dr. Rickard S. Hawkins, Jr.
Jennifer Dimmick Heath
Richard William Henegar
Henry & Company, LLP
Mr. and Mrs. Frank M. Henry
Mr. and Mrs. Rocklyn E. Hunt
Mr. and Mrs. Carroll D. Hurst
Mr. and Mrs. J.
Timothy Ingram
Julian Rosser Jones
Mr. and Mrs. W. Larry M.
Knox, Jr.
Mr. Stephen J. Konenkamp
and Mrs. Letty L.
Konenkamp
KPMG, LLP
Richard B. Kuniansky
Dr. Deena D. Kushner and
Dr. Sidney R. Kushner
James Porter Langfitt II
Mr. and Mrs. Tommy B. Lee
Gene Michael Leverett, Jr.
Heather J. Lewis
Mrs. Beth S. Maier and
Mr. William J. Maier
Dexter Manning
Mr. and Mrs. James E. Marsh
Jason and Catherine Martin
Mr. James S. Mathews and
Mrs. Catherine W. Mathews
Mr. and Mrs. Terry L. Mayne
Jessica S. Mayo
Mr. and Mrs. James R.
McCain
Mrs. Karen H. McCrea and
Mr. Richard K. McCrea
Mr. and Mrs. W. Mark
McKetrick
Robert J. Merchant and
Gloria S. Merchant
Ms. Libby S. Milam

Holly Pierce Mock
J.P. Morgan Chase Bank -
Bank One
Mr. and Mrs. Frank D. Nelms
Mr. Marlan L. Nichols and
Mrs. Jane Z. Nichols
Dr. and Mrs. Dwight R. Norris
Mr. and Mrs. Lofton B. Odom
Mrs. Elizabeth B. Pascal
and Mr. Robert J. Pascal
Mrs. Ruth E. Register and
Mr. Levon C. Register, II
Mr. and Mrs. J. Haley
Roberts, Jr.
Krista H. Roberts and
David T. Roberts
Wilburn Vaughn Robinson
Paul and Jessica Rosenthal
Mrs. Penny Morrison-Ross
and Dr. Bill Ross
Mr. and Mrs. C. William
Rushing
Mr. B. Keith Ruth
William W. Schultz, Sr.
Mr. and Mrs. J. Iry Sharpe, Jr.
Thomas Theodore Shealy
Tanner Sheehan and
Shelby Sheehan
Mr. Scott C. Shell and
Mrs. Rebecca W. Shell
Smith and Howard, PC
Gary Day Smith and
Susan H. Smith
Mrs. Karla G. Smith and
Mr. Stan Smith
Mr. and Mrs. T. Grady
Smith, Jr.
Mary Shirah Snyder
Mrs. Crystal W. Stampley and
Mr. Arnolrae Stampley, Jr.
George P. Swift, Jr. Family
Foundation
George P. Swift III
Mr. and Mrs. Jerry B. Taitz
Mr. and Mrs. Gregory A.
Thompson
Jonathan Robert Tucker
Mr. and Mrs. James C.
Watson, III
Mr. and Mrs. Ralph L.
Williams
Mr. and Mrs. W. Jule
Windham
Mr. and Mrs. James M.
Wood, III

4 YEARS

Seth and Laura Abrams
Ace Hardware of
Chattanooga
Pulliam Alexander
Mrs. Jennifer H. Allen and
Mr. John R. Allen, Jr.
Mr. Joel R. Alligood and
Mrs. Marlene M. Alligood
Glenn and Sherri Austin
Dr. and Mrs. Benjamin C.
Ayers
Mr. and Mrs. James G. Bailey
Mr. and Mrs. George W.
Baker, Jr.
Anonymous
Bank of North Georgia
Dr. and Mrs. Allan W.
Barber
Mr. and Mrs. A.
Andrew Barksdale

Mr. and Mrs. David H.
Barnes
Michelle and Mark Bartlett
C. R. Bates
Mrs. Catherine A. Behrend
and Mr. Todd E. Behrend
Fred Russell Bell
Bell's Food Market No. 1
Thomas Rowell Bennett
Mr. and Mrs. Tim E. Bentsen
Jodi and Christopher Berry
Diane Susan Bloodworth
Mr. and Mrs. Michael H.
Blount
Jolie and Darren Bradham
Mr. and Mrs. Randall L.
Brittain
Barbara Joy Brown
Mr. and Mrs. Bruce A. Brown
Christopher William Brown
Mr. and Mrs. Terry S.
Brown
Bry-Mel Homes, Inc.
William Joseph Buie
Mr. Salem S. Bullard
Dr. and Mrs. Donald L.
Burkhard
Thomas Hartley Burt II
Ed K. Burton, LLC
Sandra Lynn Buttram
Mr. and Mrs. Britt K. Byrom
Kristine K. Caldwell
Dr. Mary Frances Calegari
and Mr. Michael J. Calegari
Mr. and Mrs. Todd A.
Cameron
Jennifer Coston Camp
Capital One Services, Inc.
Mr. and Mrs. T. Tyrone Carrell
Dr. and Mrs. Archie B. Carroll
Mr. and Mrs. Warren G.
Carson, Jr.
Mr. and Mrs. Donald B. Carter
CGI Technologies and
Solutions, Inc.
Mr. and Mrs. J. Thomas Cook
Mr. and Mrs. Jack W. Corn
Covington Investments, LLC
Betty Terry Cox
Stacey Tench Crane
Brooke Crawford
Mark David Cuda
Mr. and Mrs. Charles J.
Davis, Jr.
Lisa and William Davis
Mark C. Dawkins, PhD
Mrs. Daniel W. Desmond
Dr. and Mrs. Harry D.
Dickinson
Mrs. Elizabeth M. Diehl and
Mr. Robert F. Diehl, Jr.
Mr. and Mrs. Alan P. Dozier
Mrs. Susan M. Driscoll and
Mr. Mark Driscoll
Patrick Daniel Dugan
Mrs. Jennifer M. Durden and
Mr. Milner G. Durden, Jr.
Allison and Walter Dyer
Robert Charles Eckberg
Mr. and Mrs. Allen C.
Edenfield
Mr. and Mrs. H.
Stephen Edwards
Eli Lilly and Co. Foundation
George T. and
Alecia H. Ethridge
William Lee Ferguson

Mr. and Mrs. David M. Fligel
Jack Leterman Frieden
Candice B. Gaston and
Kevin M. Gaston
Andrew Evans Gendreau
Gifford, Hillegass &
Ingwersen, LLP
Elder Grifton Glenn, III
Mr. and Mrs. J.
Thomas Glenn
Global Impact
Mr. and Mrs. S. Taylor Glover
Mr. and Mrs. Robert L.
Goocher
Mr. and Mrs. John L. Green
Wilucia Green
Hardin Construction
Company, LLC
Michael Perry Harley
Mynelle Grove Harris
William Hecht
John Craig Hertwig
Kevin Mikel Hiler
Mr. and Mrs. H. Eugene
Hitchcock
Robert Noel Hobgood and
Kathy Farmer Hobgood
Mr. Phillip S. Hodges and
Mrs. Catherine D. Hodges
Mr. and Mrs. Kenneth H.
Holcomb
Mrs. Martha T. Horne and
Mr. Foy S. Horne, Jr.
Mrs. Gail C. Hughes and
Mr. Tim Hughes
Mr. and Mrs. Kevin M. Hurst
Laura and Todd Jefferies
Christopher L. Johnson
and Zachary H. Hayes
Mr. and Mrs. Stephen M.
Joiner
Mr. Jay B. Jones, III and
Dr. Susan K. Cadwallader
Mr. and Mrs. Russell E.
Kaliher, Jr.
Andrew David Kee
William Frederick Kelley
Terri Kellum-Chase
Malcolm A. Kessinger
Susan M. Kost
Christi Black Kruse
Thomas H. Lanier
Family Foundation
Mr. and Mrs. J. Reese Lanier
Mr. F. David Leiter, Jr. and
Mrs. Michelle K. Leiter
Mr. and Mrs. Robert T. Litteer
William A. Lott
Mr. and Mrs. John H. Loving
David Patrick Lowenthal
Steven Lyman
Dr. Myra L. Moore and
Mr. David R. Lynn
Mr. and Mrs. (d) J. Darwin
Martin
Mr. Laurence N. Mauney
Mr. and Mrs. Mason A.
McConnell
Mr. and Mrs. Scott C. McGee
Matthew Charles McGivern
Kyle C. McInnis and
Molly W. McInnis
Mr. and Mrs. James M.
McKoy, Sr.
Mr. and Mrs. W.
Tyson McLane

Mr. and Mrs. John F.
McMullan
Rand Meyer
Jessica Drew Miles
Ellie May Morris
Mr. and Mrs. Don S.
Morrow
Mr. and Mrs. Robert S.
Morton
Mr. and Mrs. Larry H. Neal
Dr. and Mrs. Walter P. Neely
Christine M. Neilands
Northwestern Mutual
Life Foundation
Jacinda N. Norvell and
James F. Norvell, Jr.
Christopher Brandon Patten
Christopher and Lucy Perich
April S. Perkins and
C. Jason Perkins
Mr. and Mrs. Donald R.
Perry, Jr.
Pfizer Inc.
Mr. and Mrs.
Carey K. Phelps
Amanda F. Portnell and
Steven G. Portnell
Michelle Y. Posey and
William D. Posey
Cheng I. Powell and
Jason Powell
Lonnie Ray Purvis
Mr. and Mrs. A.
Middleton Ramsey
Saiprasad Komati Reddy
Mrs. Mary D. Redmon and
Mr. LeRoy D. Redmon
Mr. and Mrs. Joseph W. Reid
Reznick Group
Mr. and Mrs.
L. Dean Roberts, Jr.
Mr. and Mrs. Robert M.
Rosenfeld
Christopher William Ruffner
Mr. and Mrs.
Mark C. Saussy
Mr. and Mrs. John F.
Schraudenbach
Eric Taylor Sconyers
Mr. and Mrs. R.
Stephen Sheller
Mr. and Mrs. Charles E.
Sherrer
Mr. and Mrs. Scott G. Sink
Mr. and Mrs. Timothy N.
Skidmore
Mr. and Mrs. Otis M.
Smith, Jr.
Scott Smith
Robert and Jacqueline Soper
Michael Dalton Spires
Mr. Raiford T. Storey and
Mrs. Margaret W. Storey
Mr. and Mrs. Thomas E.
Stovall
Mr. and Mrs. Clarence B.
Stowe
Darren M. Strozier and
Kimberly C. Strozier
Bradford and Ashley Swann
Synovus
Wayne Tamplin
Andrew and
Kimbrell Teegarden
Mr. and Mrs. Joseph H.
Terrell, Jr.

Mrs. Holly A. Thibault and
Mr. Robert S. Thibault
Mr. and Mrs. Robert J.
Thiebaut
Amy M. Thomas and
William E. Thomas
Lynn King Thomas
Mr. and Mrs. James E. Thrash
Emily M. Tindel and
Adam M. Tindel
Treadwell, Tamplin &
Company
Mr. and Mrs. G. Grant Tribble
Mary Alice C. Trussell and
Philip E. Trussell
Turner Enterprises, Inc.
Vectren Foundation, Inc.
Miles Homer Watters, Jr.
Mr. and Mrs. Leo F. Wells, III
Mr. and Mrs. R. Wayne
Westmoreland
Donald Fredrick White III
Mr. and Mrs. Timothy B.
Whitmire
Matthew Michael Wieland
Thomas Burton Wight III
Mr. and Mrs. Roy E. Wilcox
Mr. and Mrs. Gerald L.
Williams
Judith Locklear Wilson
Michael Keller Withers
Jeffrey R. Woods
Yarbrough & Company
Caesar A. Yarbrough III
Mr. and Mrs. J. Bayne
Yarbrough
John Fletcher Yarbrough V

3 YEARS

Mr. and Mrs.
Ray M. Abernathy
Dr. and Mrs. Ronald J. Adams
Bryan R. M. Ahrens and
Jennifer L. Ahrens
Mr. and Mrs. J.
Mark Alexander
Mr. and Mrs. Michael E. Amos
Mr. and Mrs. Wylie L.
Anderson, Jr.
William Brooks Andrews
AON Risk Services
William Vernon Argo III
Mrs. Frances D. Arndt and
Mr. John L. Arndt
Edwin Scott Arnold and
Shirley McConnell Arnold
Auto-Owners Insurance
Mr. and Mrs. N. Dudley Baird
Mr. and Mrs. Stephens L.
Baldwin, Jr.
Brad E. Barber and
Wendy P. Barber
R. Todd Barnaby and
Jennifer B. Barnaby
Bert W. Barnes and
Anna H. Barnes
Mrs. Sallyanne C. Barrow
and Mr. James Barrow, Jr.
BDO USA, LLP
Mrs. Tracy M. Belton and
Mr. Frederick C. Belton
Mr. and Mrs. W.
Douglas Benn
Daniel Alexander Bennett
Mr. and Mrs. George E.
Bennett, Jr.
Karen Elizabeth Bennett

Ms. Carol Ann T. Benton
David Gary Bergman
Michael Joseph Besselman
Mr. and Mrs. Thilo D. Best
Judge Joe C. Bishop and
Mrs. Carol C. Bishop
Lindsay Elizabeth Bissell
Mr. and Mrs. Todd A. Bitzer
David and Kristen Black
David E. Blanchard and
Michelle P. Blanchard
Mr. and Mrs. James H.
Blanchard
Lewis Henderson Booker, Jr.
Murray and Martine Bookman
Dr. and Mrs. Lynn H. Boyd
Mr. and Mrs. W.
Waldo Bradley
Patrick Thomas Brahana
Larry Alden Brandon and
Jenne D. Brandon
Windham Brannon
Mr. and Mrs. John H.
Klenke Bredenberg
Mr. and Mrs. Jonathan B.
Bridges
Dustin T. Brown and
K. Lynn Brown
Jeffrey Allen Brown
Mr. and Mrs. Larry N.
Brownlee
Mrs. Nancy H. Brunner and
Mr. Michael J. Brunner
Charles Christopher Buchholz
Michael Edward Buck
Alan and Jennifer Burton
Thomas James Callaway IV
Campbell Soup Company
Dr. James M. Carson and
Mrs. Christine B. Carson
Derek and Kollette Clark
John Monroe Clark
Dr. Johnnie L. Clark and
Mr. Charles E. Clark
James Ray Cody
Robert Alan Cole
Justin and Kathleen Connell
Ashley Marie Conner
Mr. and Mrs. Cecil R. Cooke
Mr. Clark F. Cooper and
Mrs. Nancy H. Cooper
Walter Crawford Corish, Jr.
Carla Battles Cornwell
The Cousins Foundation Inc.
Mr. and Mrs. Thomas G.
Cousins
Covidien Animal Health
Fred C. Crozier
Mr. F. William Daugherty, III
and Mrs. Tracy C.
Daugherty
Mr. and Mrs. Thomas A.
David
Mr. and Mrs. J.
Arthur Davison
Mr. and Mrs. C. Wayne Deas
Mr. Ragan E. DeFreese and
Mrs. Lollie S. DeFreese
Delta Air Lines Foundation
Marie Dent
Mrs. Kimberly H. Dickens
and Mr. T. Dixon Dickens
Mrs. Susan L. Dickerson
and Mr. Jeffrey L. Dickerson
John Teifer Dickey
Lance and Patricia Disley

Mr. and Mrs. Jeffrey H.
Dodson
Thomas McCrory Doherty
Ted Dorner
Michael and Christine Drayer
Mrs. Mary Evalyne J.
Eckles and Mr. Reuben
W. Eckles
Mary Ann Edgar and
Charles Edgar
The Harriet W. &
Edward P. Ellis Trust
Gregory Louis Erbs
Makson Abioye Esan
Mr. and Mrs. C.
Michael Evert, Jr.
Tom Fisher Farmer
Elisha W. and
Robert D. Finney
David and Carrie Fischer
Mr. and Mrs. James H. Floyd
Steven Ernest Follin
Eugene Talmadge Fortson
William Benjamin Fortson
Mr. and Mrs. Julian K.
Franklin
Mr. and Mrs. Theodore R.
French, Jr.
Jian Nan Fu and Jing Lin
Allan Phillips Fulton
Mr. Timothy M. Furlow, III
and Mrs. Lucile J. Furlow
Theodore Charles Fyock
Henry Grant Gainer, Sr.
Gannett Foundation, Inc.
Gap Foundation
Mr. and Mrs. Steven R.
Garmon
Mr. and Mrs. Don G.
Gaskill, Jr.
Dr. and Mrs. Dale E.
Gauthreaux
Stephen Blocker Geer, Jr.
Georgia Power
Foundation, Inc.
Georgia Transmission
Corporation
Randall and Mindy Gilbert
Mr. and Mrs. Frederick M.
Glass, Jr.
Mrs. Claudia M. Goodwin
and Mr. Samuel E. Goodwin
Mr. and Mrs. J. Troy Green
Mr. and Mrs. Wilson O.
Green, Jr.
Mrs. Lois B. Grubbs
Mr. and Mrs. W. James
Gunby, Jr.
Jeffrey A. Hackman
Mr. and Mrs. Michael R.
Halligan
Mr. and Mrs. Robert L.
Hamilton, Jr.
Mrs. Barbara E. Hampton
and Mr. Randy Hampton
Jessica Catherine Hanks
William Phillip Hatcher
Mr. and Mrs. Stephen C.
Henley
Leslie Rivero Higginson
Mr. and Mrs. Robert G. Hill
Vera Mew Hiller
Mr. and Mrs. George G.
Hoard
Megan M. Hollis and
Joseph M. Hollis

Mr. Hamilton E. Holmes, Jr.
and Mrs. Virginia B. Holmes
Clayton James Huffman
Randall Scott Huggins
Paul Douglas Huling
Richard Whitlock Hunter
Ignition, Inc.
Industrial Developments
International, Inc.
Mr. and Mrs. Henry C.
Ingram, Jr.
Ryan and Ashley Irvine
Robert Cresson Ivy
Mr. and Mrs. Troyce H.
Jackson
Alan and Pamela Jenkins
Jed L. Jessup and April N.
Jessup
Charlene Angela Johnson
Russ W. Johnson and
Catherine C. Johnson
Talmadge and
Katherine Johnson
Cade and Wendy Joiner
Lane Coleman Jones
Lewis Edward Jones, Jr.
Brandon Owen Jordan
Lynn Boehm Jordan
Mr. and Mrs. Ted W. Justiss
Mr. and Mrs. Kerry J. Kee
Kristin S. Kell and
Michael H. Kell
Mr. and Mrs. Scott L. Keller
Dr. and Mrs. Harold A.
Kelly, Jr.
Elizabeth and
Michael Kempf
Doug Kennedy
Mr. and Mrs. David J.
Kervin
Mr. and Mrs. James L. Kiger
Mrs. Carol Kind-Colbert
and Mr. Carl Colbert
Brian McAlister Kirsch
Andrew Hall Knox, Jr.
Davis and Gena Knox
Lori and Jody Kose
Mrs. Nancy H. LaBelle and
Mr. Danny W. LaBelle
Rev. and Mrs. E. Davis
Lacey, Jr.
Anne Sutton Lane
Dr. and Mrs. Kenneth M.
Lanyon
Mr. and Mrs. Bobby W.
Lawson
Adam Ryan LeBlanc
Dr. and Mrs. Wei-Pang Lee
Jason Alan Levitt
Mrs. Marcia A. Linton and
Mr. M. David Linton
Andrew Cary Lipman
Timothy Wayne Lockridge
Mr. and Mrs. Larry B. Long
Lorberbaum Family
Foundation
Mr. and Mrs. Jeffrey S.
Lorberbaum
Heather Marie Platt Louviere
Mrs. Rebecca M. Lovelace
and Mr. Robert L. Lovelace
Debra D. Lovelady
Philippe Lunardelli and
Elizabeth McRee
Mr. and Mrs. William R. Magill
Mr. and Mrs. John J.
Maher, III

Ramachandran Mallika
Rita Marie Maloof
Ollie Benson Mann III
Marathon Oil Company
Marathon Oil Foundation, Inc.
Christy and Elliott Marsh
Mr. and Mrs. Kevin B. Marsh
Elizabeth Ewing Martin
John Thomas Mattioli
Harold Randolph Mayfield
Leonard F. McConnell, Jr.
Jon and Jennifer McKee
Carrie Melinda McMillan
Connie and Drew Mclear
LTC and Mrs. L. John
Michel, III
Diana Kathryn Miller
Mr. and Mrs. Paul D. Miller
Mr. Chip Miller (d) and
Mrs. Linda P. Miller
Jill M. and Sean R. Mitchell
Mr. R. James Mitchell, III
MMR Research
Associates, Inc.
Mr. Matthew G. Moffett and
Mrs. Diane S. Moffett
John Michael Monk
Suzanne Byrd Monsen
Melissa M. Morrison
Martha Page Morton
Quentin Michael Mostoller
Mr. and Mrs. F. David
Muschamp
Christin Michele Nally
Jonathan C. Neal and
Karen P. Neal
Mrs. Jennifer W. Newcomb
and Mr. R. Dennis
Newcomb
Mai-Lise Trinh Nguyen
Rebecca Pierson Nichols
and Joey Nichols
Derek and Meredith Odegard
Mr. and Mrs. Lloyd A. Ogburn
Roddy Harper Oglesby, Jr.
Herbert Aloysius O'Keefe
Joseph Franklin O'Shields
Michael K. Ostergard and
Nancy H. Ostergard
Christy Clark Overall
and Ryan Overall
Charlsie Kate Paine
Roger Thomas Palmer
Roderick Timothus Parham
Mr. and Mrs. Thomas H.
Paris, III
James E. and
Becky B. Parker
Mr. and Mrs. J. Daniel
Parker, Jr.
Mr. and Mrs. Allen L.
Parrish, Jr.
Frederick Peng
Timothy A. Peterson
Philip Morris USA
Pitney Bowes, Inc.
Mr. and Mrs. William A.
Pittenger
Mr. and Mrs. Michael S.
Pohler
Mr. and Mrs. Douglas R.
Pritchett
Neal Edward Raburn
Audrey Elaine Rajnak
Esric Berton Ramsey

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Classnotes

Who's doing what, where

1945-1949

Abit Massey (*BBA '49*) of Gainesville was inducted into the Junior Achievement Northeast Georgia Business Hall of Fame.

1965-1969

Andy Ghertner (*BBA '65*) of Atlanta received the Distinguished Alumni Award from the Terry College of Business (see pgs. 46-47). Andy is executive vice president of Cushman & Wakefield of Georgia. **Jack Allen Brookner** (*BBA '67*) of Pembroke Pines, Fla., reports that his eldest son, Aaron, was accepted to MIT. **Helen Anderson Jeffords** (*BBA '68*) of Shelby, N.C., is the president and CEO of First National Bank. **Ronald S. Patrick** (*BBA '69*) of Tallahassee, Fla., retired from the Florida legislature after serving for 27 years as a senior legislative policy analyst with the Office of Program-Policy

Analysis and Government Accountability.

1970-1974

Gary Butler (*MBA '70*) of Bernardsville, N.J., was elected to DeVry's board of directors. Gary currently serves as president and CEO for ADP, Inc. **Richard E. Cristol** (*MBA '71*) of Potomac, Md., is president of the Association Management Company Institute, the trade association that represents the AMC industry. **Stephen S. Green** (*BBA '71*) of Savannah is chair-elect of the Georgia State Chamber of Commerce. **Malcolm Liles** (*BBA '72*) of Nashville, Tenn., was named one of the Top 1000 Advisors in America by *Barron's* magazine. **Lamar F. Paris** (*BBA '72*) of Blairsville is serving his ninth year as Union County government's sole commissioner. He is currently president of the Association of

County Commissioners of Georgia. During his tenure, Lamar was named "Elected Official of the Year" by the Georgia Mountains Regional Commission. He also appeared in the 2009 Auburn game football program, alongside his uncle, Dick Paris, who was honored by Loran Smith as one of the oldest known alums regularly attending Georgia games — at the age of 95. **Frank Barron** (*BBA '73*) of Newnan received the Crystal Phoenix Award from Newnan's local board of realtors. **Rodger Breda** (*BBA '73*) of Loganville has retired from coaching high school basketball in Gwinnett County after 16 years.

1975-1979

Harrison S. Carter (*PhD '75*) of Charleston, S.C., is the executive director of the Krause Center for Leadership and Ethics at The Citadel. Harrison has been

involved with the Krause Center since its inception. **Avery Petra Sledge** (*BBA '75*) of Beavercreek, Ohio, earned a master of divinity degree with distinction from the Iliff School of Theology. Avery was named a Schlessman fellow and received the Louis Blode Scholarship for Excellence in Rural Ministry. **Jim Warner** (*BBA '75*) of Roswell was appointed vice president of marketing and business development with Quantellia's global business development team. Jim retains his position as president of The Westport Group. **Gerald Applefield** (*MBA '76*) of Cramerton, N.C., is an equity partner with Barry, Evans, Josephs and Snipes in Charlotte, N.C. **Roger Patterson** (*BBA '76*) is vice president for business and finance at Washington State University. **Kevin B. Marsh** (*BBA '77*) of Irmo, S.C., is the president and chief executive

of SCANA Corporation. **Dennis McEntire** (*BBA '77*) of Newnan received the Golden Eagle Award from the Boy Scouts of America Flint River Council. **Jerry Trapnell** (*PhD '77*) of Tampa, Fla., received the 2011 Federation of Schools of Accountancy Joseph A. Silvos Faculty Merit Award. This award honors outstanding contribution by a faculty member in a post-baccalaureate professional program of an FSA member school. **James W. Barge** (*BBA '78*) of Old Greenwich, Conn., was named CFO of Viacom Inc. **Jeffrey A. Eischeid** (*BBA '79, MAcc '81*) of Marietta is a new shareholder in the personal and financial services practice at Bennett Thrasher PC.

1980-1984

Monica Singer Franklin (*AB '82*) of Taylors, S.C., is the assistant golf professional at Verdae



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Greens Golf Club in Greenville, and she was elected a PGA member. **William “Bill” Jones** (BBA ’82) of Milledgeville is the city president of Magnolia State Bank for Milledgeville and Gray. **Bill Douglas** (BBA ’83) of Atlanta received the Distinguished Alumni Award from the Terry College of Business (see pgs. 48-49). He is the executive vice president and chief financial officer of Coca-Cola Enterprises Inc. **Charlie Fiveash** (BBA ’83) of Atlanta was named to the Who’s Who in Commercial Real Estate list by the *Atlanta Business Chronicle*. **Alan Joel** (BBA ’83) of Atlanta was named to the Who’s Who in Commercial Real Estate list by the *Atlanta Business Chronicle*. **Tracy Pierce** (BBA ’83, MAcc ’86) of Cumming is the vice president and COO for Precision Concrete Construction. **Nancy P. Stroud** (BBA ’83) of Macon is the vice president for fiscal affairs at Macon State College. **Laura Thomas Elder** (BBA ’84) of Demorest was named vice president of administrative services at Lanier Technical College. **Carolyn Brault Seefer** (BBA ’84) of Washington, D.C., was selected as one of 24 VIPs who represented America at a CNBC town hall meeting with President Obama. She also published a college

business English textbook.

1985-1989

John S. Bell (AB ’85) of Atlanta was named to the Who’s Who in Commercial Real Estate list by the *Atlanta Business Chronicle*. **Catherine Stone Gordon** (BBA ’85) of Carrollton received the regional Service to Mankind Award from Sertoma for her work as director of St. Margaret’s Community Outreach. **Jean S. Mullis** (BBA ’85) of Jefferson is the Neese district manager for Jackson Electric Membership Corp. She previously served as the Jefferson district director of office services. **Jack Keener** (BBA ’86) of Gainesville is president and CEO of United Community Bank in Clayton. **James Reinstein** (BBA ’86) of Houston, Texas, is vice president of sales and marketing and international general manager for Cyberonics. **Tony Stancil** (BBA ’86) of Canton is market president of the Bank of Hiawassee locations in north Georgia. **Ira Bershad** (BBA ’87) of Dallas, Texas, is the senior business development manager for Timberhorn Specialty Services, a national search and recruitment firm in Frisco, Texas. **Laurie F. Gilner** (BBA ’88) of Chesterfield, Mo., is president of C.R. Gibson, a designer, distributor and sup-

plier of paper wares and photo albums. **E. Middleton Thorne III** (BBA ’88) of Roswell is a managing director at Management Services & Associates in Atlanta. **Bryan Anderson** (BBA ’89) of Washington, D.C., was named vice president of governmental affairs for the Southern Company. Bryan was a 1998 recipient of Terry’s Outstanding Young Alumni Award. **Susan S. Lawrence** (MBA ’89) of Alexandria, Va., the Army’s new Chief Information Officer/G-6, was promoted to three-star general. Lawrence is the first woman to be the Army CIO/G-6, the second woman three-star general currently serving on active duty, and the fourth woman to be promoted to the rank of lieutenant general in the Army. Susan has also earned her second Distinguished Service Medal. **Howard B. Manis** (BBA ’89) of Memphis, Tenn., is the new president of the MRJ-Brotherhood, Temple Israel’s auxiliary group for men. **Andrew Sullivan** (BBA ’89) of Alpharetta was recognized as a Top Financial Advisor by LPL Financial, a distinction awarded to less than 1 percent of advisors nationwide. Andrew also joined the board of Habitat North Central Georgia.

1912 Society

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Jeffrey and Angela Rash
Mr. and Mrs. H. Gregg Ray
Mark and Laura Rebillot
David Ruffin Redwine, Jr.
Julie Marie Hoeffecker Reed
Regions Financial Corporation
Brian James Resutek
Mr. and Mrs. Don M. Rhodes
Judy V. Rice
Gail B. Robinson and
Mark S. Robinson
RockTenn
Mr. and Mrs. William Z. Rogers
John and Stacy Rossiter
Louis Harris Rozier
Mr. and Mrs. Michael S. Rupert
Serotta, Maddocks, Evans & Co.
Thomas Patrick Sheridan
Shred-X Corporation
Mr. and Mrs. John D. Shurley
Andy Neil Siegel
Mitchell Lewis Siegel
Silver Eagle, LLC
Mr. and Mrs. James W. Simpson
John Ely Simpson
Melissa G. Sneed and
Jefferson E. Sneed
Brian and Christine Sokol
Mr. and Mrs. Charles E. Squires
Brian Staniszewski
State Farm Mutual
Automobile Insurance Company
Stateside Capital, LLC
Mr. and Mrs. George A. Steadman, III
Mr. and Mrs. Edouard L. Stelling, III
Scott Stevenson
Mr. and Mrs. Kice H. Stone, Jr.
Mrs. Leslie S. Sullivan and
Mr. Clark G. Sullivan
Raymond M. Swann
Michael Arlington Swartz
Ann Wade Swift
Tarpley & Underwood, PC
Edward Jerome Tarver, Jr.
Adam and Heather Taylor
William Ross Thach
Mr. and Mrs. Jeffrey D. Thomas

Chloe Renee Thompson
Jonathan Reese Thompson
Kenneth James Thompson
Mr. and Mrs. Neal A. Thompson
John Persons Thornton, Jr.
Bennett Thrasher
John Jordan Tippet
Scott Wayne Trantham
Mr. and Mrs. John E. Traver
The Turner Family
Foundation, Inc.
Mr. and Mrs. James C. Turner
United eWay
United Parcel Service
Donna Kay Pressnall Urbano
Kevin and Leyna Vaughter
Mrs. Elizabeth S. Venitt and
Mr. Sanford Venitt
Mr. and Mrs. Michael E. Viers
Mr. and Mrs. Cecil L. Walker
Mr. and Mrs. Lawrence C. Walker, III
Dr. and Mrs. Howard T. Walpole, Jr.
Robert Edward Wangerien
Kimberli R. Warren
Mr. and Mrs. Charles J. Waters
Keith C. Watkins
Donald Brooks Watson
Mr. and Mrs. Michael R. Webb
Wells Capital, Inc.
Wells Fargo & Company
Mr. and Mrs. Andrew J. Whalen, III
Dr. and Mrs. Larry R. White
Jonathan M. Wiese
Mr. and Mrs. Roland R. Wilbanks
Meredith Little Williams
Samuel Mark Williams
Matthew David Wilson
Trevor Jerome Wilson
Mr. and Mrs. W. Neil Wilson
Windham Brannon, PC
Armando O. Wirshing and
Natalie S. Wirshing
Mr. and Mrs. E. Forrest Wise
Mr. and Mrs. Phillip R. Wise, Jr.
Mr. and Mrs. William B. Wright, Jr.
Mr. Mark E. Young and
Mrs. Diane M. Young
Mr. and Mrs. Robert A. Zrolka
(d) - deceased

1990-1994

Bryan L. Echols (BBA ’90) of Concord, N.C., received the inaugural International Casual Furniture Association’s Sales Representative of the Year award.

John A. Moreland III (BBA ’90, MEd ’92) of Richmond, Va., is the vice president of marketing at Richmond International Raceway. **Brent S. Reece** (BBA ’92) of Alpharetta

Profile

Success comes with a barcode

By Charles McNair

It's 1987. A Terry grad walks into a bar. Well . . . into a barcode. A barcoding business, at a time when barcodes had not yet become a cradle (newborn wrist tags) to grave (caskets, crematory urns) ubiquity. The entrepreneur, Richard Stamper (BBA '84), leaves his



From 2000-10, Stamper's (BBA '84) new enterprise, FineLine Technologies, grew 2,400 percent in annual revenues.

job as an accountant and joins Bar Code Systems (later Stratrix), an early entrant in the automobile ID and barcoding business. From just four employees and \$1 million in capital, BCS grows to 80 employees and \$15 million annual revenues.

The visionary who learned information systems at Terry then sees a bigger window of opportunity — his growing industry is underserved in barcoded tickets, tags, and labels. So in 1998, Stamper and a partner, Richard Jaynes, buy a small division of BCS, then spin it off.

From 2000-10, Stamper's new enterprise, FineLine Technologies grows by 2,400 percent in annual revenue. Last year, the company shipped custom-printed bar

codes and specialty labels and tags to more than 9,000 customers. You're heard of them: UnderArmor. Cracker Barrel. Kohl's. Calvin Klein. Today, FineLine employs more than 200 people in Norcross, Canada, Hong Kong, and Shenzhen, China.

Stamper's fast, smart, innovative business is carving out a rapidly growing market share in what has become a \$3 billion industry.

"Barcoding is a business that appeals to my psychology . . . I like the challenge of accuracy and precision," says Stamper, whose company made the Bulldog 100 list (see p. 67) for the second consecutive year, coming in at No. 9 this year.

Stamper is driving change in a business that traditionally had a languid 7- to 10-day delivery cycle for barcoded labels and clothing tags.

"FineLine specializes in overnight or two-day delivery," says Stamper. "We're like the FedEx of the barcode printing business." ■

was promoted to vice president of underwriting at the MAG Mutual Insurance Company in Atlanta, Georgia. **Kendall Dunson** (BBA '93) of Montgomery, Ala., was elected president of the Montgomery County Bar Association. Kendall is the first-ever African American to lead the 96-year-old organization. **Brad Garner** (BBA '93) of Smyrna was promoted to CFO of RCB Ventures. Brad was formerly the vice president of leasing. **Will Ronning** (BBA '93) of Savannah is vice president and general counsel for Coastal Medical Billing. **Robert D. Berdanier** (BBA '94) of Sewickley, Pa., received an MBA in operations management from the University of Pittsburgh. **Sam Levy** (BBA '94) of Atlanta launched the CPA firm Levy Tax & Consulting. **Michael Sale** (BBA '94) of Colbert is president and CEO of The Commercial Bank.

1995-1999

Laura C. Bravo (BBA '95) of Costa Rica was promoted to dean of the School of Business at ULACIT. **Robert Halfacre** (BBA '95) of Seneca, S.C., is the city executive for BB&T. **Davis White** (BBA '95) of Gainesville received the Jaycees Young Man of the Year Award for his nonprofit community

involvement. **Walter C. Alford** (BBA '96, JD '99) of Marietta has accepted a position at Aldridge Connors, LLP in Sandy Springs as managing attorney overseeing the foreclosure, eviction, and title departments. **Chris Cumiskey** (BBA '96) of Sandy Springs was named commissioner of the Georgia Department of Economic Development. Chris had been with UGA since 2008 as director of state relations. **Aimee Marie Dean** (BBA '96) of Athens and Donnie Dean announce their marriage. **James Dress** (BBA '96) of Barcelona, Italy, is the international group product manager for Freixenet, S.A. James markets Cava sparkling wine throughout Europe. **Ben Hoots** (BBA '96) of Byron started Recyclool Inc., a company that makes high quality recyclable coolers. He was joined in that endeavor by **Chad Wagner** (BBA '92) of Cumming. **Richard Becker** (MBA '97) of Alpharetta is president of Target Analytics, a company that offers solutions for donor acquisition, prospect research, benchmarking and custom modeling to more than 6,000 nonprofits. **Michael L. Benner** (BBA '97) and Leslie Anne Benner of Atlanta welcomed twins, Leighton Mainous and William Byard. **Hunter Hamm**

(BBA '97, MBA '07) of Smyrna joined Barclays Wealth as a vice president and investment representative in the company's Atlanta Office. **Andy Chambers** (BBA '98) of St. Simons Island is the full-time pastor at Frederica Presbyterian Church. **Stephanie Miller** (BBA '98, MAcc '99) of Marietta was named senior vice president of business development at F3 Technologies. **Steven Murphy** (BBA '98, MAcc '99) of Marietta is a partner in the tax services practice of the accounting firm Moore Colson. **Michael B. Alexander** (BBA '99) of Lawrenceville was a member of the LEAD Academy Management Class. **Rob Davis** (MBA '99, JD '99) of Lake Bluff, Ill., joined the Chicago office of DLA Piper as a partner. **Chad T. Miller** (BBA '99) of Roswell is a partner at Hancock Askew & Co., certified public accountants and advisors. **Greg Primm** (MBA '99) of Cave Spring, Ariz., is the general manager of the WellQuest Medical & Wellness' Bentonville clinic.

2000-2004

Burt Hodges (BBA '00) of Mt. Pleasant, S.C., was named chief financial officer of Revolutions Medical Corp. He will take over all management oversight responsibilities for financial functions and capital

resources of the company, including corporate and government finance, project finance, corporate accounting, reporting and risk management. **Ula Sobotka** (BBA '00, MMR '01) of Playa del Rey, Calif. welcomed her first child, Oliver. **Derik Farrar** (MBA '01) and wife Amity Hough Farrar of London, England, welcomed twins, Andrew Brooks and Annabel Virginia. **Perry Revell** (BBA '01) of Albany is a vice president at SunTrust Bank. **Taylor Rice** (BBA '02) of Cumming is a partner at Boling Rice LLC. He is also on the United Way board of directors and is treasurer and president-elect of the Forsyth County Rotary Club. **Bryan R. Tackett** (BBA '02) of Washington, D.C., was hired by Venn Strategies as a senior associate in the government relations practice. Before joining Venn, Bryan was legislative director with 3 Click Solutions. **Bradley Brookshire** (BBA '03) of Richmond Hill and his wife Carrie welcomed their first son, Jack. **Jarrold Floyd** (BBA '02) and his wife Melanie of Rome welcomed their son, John McKinley. Jarrold is a commercial loan officer for United Community Bank. **John B. Dinsmore** (MBA '03) of Cincinnati, Ohio, is a partner in the marketing/PR

Terry dominates Bulldog 100 (again!)

- 1 **Evoshield**—*Bob Pinckney* (BBA '82), *David Hudson* (BBA '78)
- 4 Limberis-Roberts Group at Merrill Lynch—*James Roberts* (BBA '03)
- 5 Jackrabbitt Technologies—*Mark Mahoney* (BBA '83)
- 8 **JKMilne Asset Management**—*John Milne* (MA '80)
- 9 **FineLine Technologies**—*Richard Stamper* (BBA '84)
- 10 LTC Tree—*Darrick Wilkins* (AB '98)
- 11 Southern Smokehouse—*Wayne Nobles* (BBA '76)
- 12 Oh, Sugar!—*Amanda Black* (M '97), *Bruce Black* (BBA '97, MBA '03)
- 13 **Better World Books**—*Dustin Holland* (BBA '01)
- 14 **Banker's Dashboard**—*Chris Bledsoe* (BBA '86)
- 16 **Sweetwater Pool Specialists**—*Michael Wise* (BBA '02)
- 17 Coastal Logistics Group—*Chad Barrow* (AB '01)
- 18 Piedmont Financial Partners—*Howell Cullens* (BBA '89)
- 21 Allen's Bar & Grill—*Mark Hammond* (BBA '93), *Hilt Moree* (MBA '03)
- 24 **Next Step Learning**—*Michael Addison* (BBA '81)
- 25 **Clear Harbor**—*Tut Smith* (BBA '79)
- 28 **SnorgTees**—*Matt Walls* (BBA '03)
- 29 Bel Fiore Bridal—*Rachel Esposito* (BBA '01), *Tom Esposito* (BBA '01)
- 31 **Georgia Public Web**—*David Muschamp* (BBA '73)
- 32 **Allen Professional Graphics Group**—*Monica Massey Allen* (BBA '96)
- 35 J House Media—*Jeremy Minnick* (BBA '02)
- 46 **Aflac**—*Dan Amos* (BBA '73)
- 48 Square 1 Art—*Travis Reid* (BBA '95)
- 49 **Stadion Money Management**—*Tim Chapman* (M '82)
- 50 Atlanta Teak Furniture—*Matt Smith* (BBA '01)
- 52 TPG Telemanagement—*Scott Keller* (BBA '94)
- 53 **The Hurst Company, CPAs**—*W. Henry Hurst, Jr.* (BBA '93)
- 54 MECO—*Taylor Woodruff* (BBA '76)
- 55 **Pigtails & Crewcuts**—*Bucky Cook* (BBA '77)
- 56 NeoCom Solutions—*Kham Longstaff* (BBA '96)
- 58 **Pro Buyers**—*Jeffrey A. Smith* (AB '79)
- 61 4What Interactive—*Jim Cossetta* (BBA '93)
- 65 Oakwood Café—*Kasey Scott Carpenter* (BBA '00)
- 67 **Stanley Dean & Associates**—*Stanley D. Dean* (BBA '85, MAcc '86)
- 68 Kauffman Tire—*Mark Kauffman* (BBA '84)
- 71 **Anderson & Adkins**—*Mark Anderson* (BBA '73)
- 72 **Breda Pest Management**—*Rodger Breda* (BBA '73)
- 74 Astir IT Solutions—*Kishore Ganji* (MBA '03)
- 75 **The Whitlock Group**—*John D. Whitlock* (BBA '79)
- 78 Zone Pest Solutions—*Trey Scarborough* (BBA '94)
- 82 **Doherty, Duggan & Rouse Insurors**—*Richard Doherty* (BBA '78)
- 84 **Mom Corps**—*Allison O'Kelly* (BBA '94)
- 85 **Babush, Nieman, Komman & Johnson**—*Chris Clayton* (BBA '80, JD '83), *Howard Neiman* (BBA '64)
- 90 **Bryant, Carroll & Associates**—*Jake Bryant* (BBA '98)
- 94 Financial Benefit Group—*Steve Voshall* (BBA '89)
- 95 Bone Dry Roofing—*Chad Collins* (BBA '98)
- 96 **Atlanta Wine School**—*Michael Bryan* (BBA '89)
- 97 Primerica—*John Addison* (AB '79)
- 98 **Fire & Flavor Grilling**—*Davis Knox* (BBA '98)
- 99 **Plexus Web Creations**—*Stephanie Sharp* (BBA '94)

Companies listed in boldface also made the 2010 Bulldog 100 list of the fastest-growing UGA alumni owned/operated businesses over the past three years. Terry alums accounted for half of both the 2010 and '11 lists.

Profile

Jackrabbit to the rescue

By Brad King (MMC '97)

Stacy Schmidt faced an enviable dilemma: Her Wisconsin-based dance studio was servicing more than 2,000 students, many enrolled in multiple classes at a trio of locations. Yet despite implementing an auto-debit system to collect tuition every month, Schmidt was spending more time managing a database than teaching people how to dance.

Her concerns steered her to Jackrabbit Technologies, a Charlotte-based class management and accounts receivable company co-founded by Terry MIS grad Mark Mahoney (BBA '83). Mahoney was a Gym Dog at UGA, and he eventually followed his passion by designing Jackrabbit's system specifically for gymnastics gyms, dance and martial arts studios, and music schools.

Mahoney knew business owners like Schmidt would be attracted to his product because he's one of them. "Owners don't like paperwork," he says. "They love the sport, but not the business parts . . . like data entry."

Schmidt says Jackrabbit's system allowed her customers to perform tasks like logging in simultaneously from all three studio locations, "rather than waiting for one person to input them into our old, archaic system."

In addition, through mobile applications, Jackrabbit enables today's "cell phone moms," as Mahoney describes them, to register their children for classes while sitting in their car in the school pick-up line — or at home, at night.

"It's technology, but it's still a people business," says Mahoney. "Younger owners don't need to be sold — it's the studio or gym owner in his or her 50s who doesn't possess great knowledge of technology. But they still have to compete and offer the best service."

Jackrabbit more than doubled its revenue each of its first five years, helping propel the company to No. 5 on this year's Bulldog 100 List of the fastest-growing UGA alumni owned/operated businesses (see p. 67).

The company has never taken funding or been in debt, and recently entered the child-care market that Mahoney expects in 5-7 years will take his company




When Mahoney (BBA '83) says he runs a paperless, web-based office that can be administered from almost anywhere, that includes his MasterCraft docked on Lake Norman.

from a \$3 million business to \$10 million. "We weren't on the leading edge, we were on the bleeding edge," he says of Jackrabbit's early days. "The key with the SaaS model is . . . can you last until the customers come? After the customers come, it becomes an annuity and each customer you add becomes 80 percent profit."

If ever a principal personified a company, it's Mahoney, who has maintained the gymnast metabolism that brought him to Athens from Stone Mountain in 1979. Employees say he often e-mails them during the middle of the night, just hours before freshly greeting them during a start-of-the-day conference call — which oftentimes comes from Mahoney's MasterCraft that he docks at his home on Lake Norman.

Jackrabbit is a totally paperless, 100 percent Web-based operation that was recently honored as one of "Charlotte's Best Places to Work" — which is interesting since all of Mahoney's employees work at home.

In December, the boss celebrated his 50th birthday the same way he celebrated the Big 4-0 — by competing in an Ironman Triathlon. At his birthday soiree he partied with friends throughout the evening while sporting his favorite birthday gift: a No. 50 UGA football jersey that matched the design on his birthday cake.

"Mark is like the energizer bunny," says one employee. "He never stops!" 

firm Zenais Marketing. **Carla Brandon** (BBA '03, MMR '08) of High Point, N.C., married Todd Jordan. Both work at Bellomy Research. **Manju Sudhakaran** (MMR '03) of San Diego, Calif., accepted a position as a strategic business analyst in Qualcomm's chipset division. **Meyur Vashi** (BBA '03) of Athens has joined Doherty

Duggan and Rouse Insurors as an account manager. **William S. Chappell** (BBA '04) of Myrtle Beach, S.C., received a master's degree in secondary education from Winthrop University. He also accepted a position at Early College High School as a high school government and economics teacher. **Thomas Patrick Hill** (BBA '04)

of New York, N.Y., has accepted a senior accountant position at The Depository Trust & Clearing Corporation.

2005-2009

Oonagh Benson (BBA '05) of Athens is manager of the downtown branch of Athens First Bank and Trust. **Michael Gallup** (MBA '05) of Milford, Ohio, is a

senior vice president of TeleTracking Technologies. **Jackie Kendrick Humphreys** (MMR '05) of Arlington, Va., and husband Adam announce the birth of their first child, Caleb Joseph. **Roswell Lawrence Jr.** (BBA '05) and Tionya DeBerry were married in November. Roswell is business manager for the Small Business Development Center

at UGA. **William Liles** (BBA '05) of Nashville, Tenn., earned a master's in investment management from Vanderbilt University. He works with his father, **Malcolm Liles** (BBA '72), as a financial advisor with the Liles Group at Morgan Stanley Smith Barney. **Barbara Meeks** (MBA '05) of Orlando, Fla., is the chief

Passings

1930s

Dan Hicky (BSC '38), Madison, July 5. **John Albert Rice Jr.** (BSC '39), Columbus, Miss., Jan. 29. **George B. Stewart** (BSC '39), Dunwoody, May 1.

1940s

Morris Brody (BSC '40), Greenville, N.C., Jan. 28. **Harvey C. Pond Jr.** (BSC '40), Bloomfield, Conn., Dec. 29. **Jane Johnson Walker** (BSC '40), West Hartford, Conn., Jan. 23. **June Jeffers Coleman** (BSC '41), Conyers, Jan. 29. **Patterson R. Colquitt** (BSC '41), Cedartown, Jan. 26. **Myrtice Draughon Haskell** (BSC '41), Savannah, Sept. 28. **Arva Tobert Holliman** (BSC '41), Thomaston, Nov. 29. **Robert O. Lewis** (BSC '41), Gainesville, Jan. 8. **Mary Hollis Clark** (BBA '42), San Diego, Calif., Dec. 19. **Dorothy Blank Hargrove** (BBA '42), Waycross, June 15. **Reuben Kruger** (BBA '42), Fitzgerald, March 20. **Robert N. Loyd** (BBA '42), Montgomery, Ala., Dec. 15. **Virginia C. Owen** (BBA '42), Alpharetta, Nov. 5. **Roy E. Parrish Jr.** (BBA '42), Thomasville, March 26. **Sarah S. Thorelli** (AB '44), Bloomington, Ind., Sept. 27. **Caroline P. Walden** (BBA '47), Thomaston, Nov. 23. **Barbara L. Barton Botts** (BBA '48), Evans, April 21. **Jack B. Dickson** (BBA '48), Carrollton, March 29. **William M. Harlin**

(BBA '48), Kingwood, Texas, April 1. **Howard Z. Carrington** (BBA '49), Arab, Ala., Oct. 1. **William Cook** (BBA '49), Statesboro, Jan. 25. **David Faus Sr.** (BBA '49), Stone Mountain, Oct. 17. **Frank Jolly** (BBA '49), Griffin, April 26. **Carl W. McPherson** (BBA '49), Bremen, Dec. 16. **Richard T. Plampin** (BBA '49), Sunnyvale, Calif., Aug. 1. **Harry Gannt Williams Jr.** (BBA '49), Nashville, Tenn., Jan. 28.

1950s

Charles S. Beam (BBA '50), Fayetteville, N.C., Nov. 19. **Weyman Gray Sellers** (BBA '50), Fayetteville, Jan. 6. **Jamie B. Silver** (MBA '50), Lumberton, N.C., Aug. 12. **Oscar L. Wiseley** (BBA '50), Atlanta, Dec. 19. **Lewis A. Woodall** (BBA '50), Louisville, Ky., Oct. 29. **James L. Thurmond** (BBA '51), Marietta, Oct. 21. **Ethan Allen Patterson Jr.** (BBA '53, MBA '57), Metter, Jan. 30. **Sue Potter Kesler** (BBA '54), Hartwell, Nov. 17. **Donald Newman** (BBA '54), Decatur, Nov. 22. **Billy Ray White Sr.** (BBA '55), Winder, Oct. 1. **Thomas H. Gregory II** (BBA '56), Stockbridge, Sept. 12. **Charles A. Leamon** (BBA '57), Cedarburg, Wis., Dec. 9. **Ed Robison** (BBA '57), Doraville, Jan. 5. **James H. Simons** (BBA '57), Duluth, July 9. **Boone A. Knox** (BBA '58), Thomson, Jan. 13. **Frederick**

P. Outlaw (BBA '58), Athens, Oct. 7. **Barbara L. Crowe** (BBA '59), Marietta, Jan. 16. **Clifford Simonton** (BBA '60), LaGrange, Nov. 14.

1960s

Douglas C. Glover (BBA '60), Thomaston, May 7. **Harwell C. Ozburn Jr.** (BBA '60), Signal Mountain, Tenn., Jan. 5. **Lavern Redfern** (BBA '60), Gulf Breeze, Fla., Dec. 9. **Thomas Morgan** (BBA '61), LaGrange, Nov. 1. **Robert D. Wilkins Sr.** (BBA '62, LLB '65), Atlanta, Jan. 21. **George E. Pilgrim III** (BBA '63), Gainesville, Oct. 23. **Scott F. Whiting** (BBA '63), Clark, N.J., March 2. **Donald C. Johnson** (BBA '64), Greeneville, Tenn., Jan. 26. **Elliott A. Johnson Sr.** (BBA '64), Orange Beach, Ala., Dec. 5. **F. Michael Chappell** (BBA '66), Lilburn, Oct. 30. **Robert Harris** (BBA '67), Milledgeville, Jan. 29. **Hazen Stevens** (BBA '68), Pine Mountain, Dec. 1. **Thomas M. Witcher** (AB '68, JD '72), Gainesville, Dec. 15. **Marion "Bud" Luckey Jr.** (BBA '69), Augusta, Dec. 6. **Gary "Cotton" Spivey** (BBA '69), Soperton, Jan. 22. **Ben F. Wammock Jr.** (BBA '69), Adrian, Dec. 6.

1970s

John F. Campbell (BBA '70), Lilburn, Dec. 24. **Glenn A. Crews** (BBA '71), Colbert, Oct. 15. **Michael Timmerman**

(BBA '71), Anderson, S.C., Oct. 15. **John Campbell III** (BBA '72), Marietta, Nov. 14. **James H. Gordon** (BBA '72, MAcc '75, JD '76), Tifton, Oct. 29. **John "Mike" Jackson** (BBA '72), Winder, Dec. 11. **Ronald C. Karwoski** (BBA '73, JD '76), Atlanta, Oct. 21. **Paul D. Somerville** (BBA '73), Weber City, Va., Nov. 10. **Bobby Edgar Bates** (MBA '74), Kathleen, Dec. 31. **Jerry C. Gray** (BBA '74), Commerce, Oct. 8. **Charlene Barbary** (BBA '75), Easley, S.C., Jan. 15. **William D. Miller** (BBA '75), Hixson, Tenn., Sept. 30. **Joseph E. Stinchcomb** (BBA '75), Lawrenceville, Jan. 2. **Brooke Ferguson** (BBA '76), White, Dec. 24. **Mark D. Clem** (BBA '78), Hiawasse, Sept. 6.

1980s

Kelly Brandt (BBA '80), Marietta, Sept. 25. **Jay Headley** (BBA '84), Columbus, Ohio, Nov. 27. **Shane Christopher Kelly** (BBA '89), Fisherville, Tenn., Oct. 10. **William B. West** (AB '89), Doraville, Dec. 28.

1990s

Phillip P. Nowick (MBA '97, JD '97), Englewood, Colo., Sept. 7.

2000s

Michael Smith (BBA '07), Alpharetta, Oct. 23. **Ignatius Akpele** (MBA '09), Atlanta, Dec. 30. ☐

Profile

MegaPlayer's power couple

By Krista Reese (MA '80)

Jen and Keith Osbon got their MBAs from Terry in 1997. Two years later, they were married, and the combination of their talents — Jen's the visionary type, Keith is the numbers guy — has dovetailed nicely in the company that she founded in 2007.



Jennifer Osbon's résumé includes a stint working on UPS's first on-line tracking system. Husband Keith worked on Wall Street for 13 years and recently joined MegaPlayer as CFO.

Sunglass Hut nearly doubled brand buzz. A Facebook campaign for SteinMart increased traffic to the SM fan page by 1400 percent.

MegaPlayer's success is what ultimately convinced Keith that the time was right for him to leave Wall Street — where he had been a portfolio manager for 13 years — to serve as MegaPlayer's CFO.

Terry Ph.D. candidate Keri Larson, who was introduced to the Osbons by professor Rick Watson (see p. 36), is employing company data in her research. "Jen helps companies grab social media by the horns and do something with it in a way that both modernizes the company, and endears it to its customers," says Larson.

Jen says the wrong-headed approach she hears most often begins with, "How can we get our audience to . . ." Her response: "Why would they? You have to give something to get something. Social media has forced companies to clean up their act a bit." ■

MegaPlayer's clients (Coca-Cola, Sunglass Hut, Pearl Vision, K-Swiss) are looking for "brand strengthening," as determined by web clicks, Facebook "likes" and positive blog posts.

"We help our clients figure out how to use the social web to move the brand needle," says Jen, who notes that the old model of "pushing out" a marketing/PR message has been shaken up by social media. "Customers can now speak out on their own, and start a movement. They can become evangelists for a brand. There's real power to be harnessed there."

MegaPlayer develops strategies to engage consumers on the social web in the context of brand marketing. A contest to find a fashion blogger for

nursing executive at Nemours Children's Hospital. **Mai-Lise Nguyen** (BBA '05) of New York, N.Y., received the Outstanding Young Alumni Award from the Terry College of Business (see pgs. 50-51). She is group manager in the healthcare practice at global public relations agency Weber Shandwick. **Jeffrey Williamson** (MAcc '05) of Pembroke has established a new law firm in Statesboro. **Jessica Michelle Black** (BBA '06) of Smyrna is a senior account manager at The Intersect Group in Atlanta. She was also crowned Miss Georgia United States 2010 and went on to win Miss United States 2010. **Bartley R. Miller** (BBA '06) of Atlanta is a principal at Sterling Risk Advisors. **Brett Montroy** (BBA '06) of Duluth is an associate at the law firm of Parker, Hudson, Rainer and Dobbs LLC in Atlanta, with their litigation practice group. **Jordan Tippet** (BBA '06) of Waltham, Mass., was promoted to territory manager at Whirlpool. **Anthony H. Welch Jr.** (BBA '07) and Kristen Motlow Welch of Augusta were married in Beaufort, S.C. **Amit Kala** (MBA '08) of Surat, India, has established an export business, Uniaak, which exports branded Indian handicrafts, handloom, and other textiles and traditional

artificial jewelry. **Scott C. St. John** (BBA '08) of Gainesville graduated from basic military training at Lackland Air Force Base in San Antonio. **Julianne R. Tamplin** (BBA '08) of Atlanta received the chairman's citation from the Young Agents Committee of the Independent Insurance Agents of Georgia. **Mitzy Velazco** (BBA '08) of Bethlehem opened her own business, SunO Desserts, in downtown Athens. **Greg Caples** (MBA '09) of Snellville is COO of the Summit Medical Center. **Ryan David Pope** (BBA '09) and his brother opened a Sweet Peppers Deli in downtown Athens along with their father. **Keisha B. Prentiss** (MBA '09) and Justin Prentiss of Atlanta announce the adoption of a precious girl, Alana Brittany. **Kathleen G. Robinson** (BBA '09) of Cleveland, Tenn., is a banking officer with BB&T's commercial lending department. **Jamie Weeks** (MBA '09) of Marietta joined Barclays Wealth as a director and investment representative in the company's Atlanta office.

2010-

Sarah E. Alongi (BBA '10) of Charlotte, N.C., is a teacher at Phillip O. Berry Academy of Technology, with the Teach for America program. ■



Terry Giving Societies

Every gift to Terry is valuable! In order to recognize and honor the cumulative and consistent giving of our most loyal donors at all levels to the college, Terry established three giving societies in the year 2000. Memberships are announced in August of each year and are prominently featured in the Terry magazine and on the web site:

www.terry.uga.edu/alumni/donors.html.

The Pinnacle Society recognizes those dedicated alumni and friends whose cumulative lifetime giving to Terry totals \$1,000,000.00 or more. These philanthropic leaders are inducted each spring at the Terry Alumni Awards and Gala. Terry welcomes George (BBA 1976) & Celia Fontaine of Houston, Texas and Jack (BBA 1977, MBA 1979) & Debbie Gibson as the newest members of this elite membership.

The Dean's Circle of Giving recognizes those alumni and friends who make gifts during the fiscal year. Members are announced in August and prominently featured in the Fall edition of the Terry Magazine. There are five levels within this society:

CEO	\$50,000 and above
Board Member	\$25,000-49,999
Executive	\$10,000-\$24,999
Director	\$5,000-\$9,999
Manager	\$2,500-\$4,999

The 1912 Society, named for the year in which the Terry College was established, recognizes those alumni and friends who faithfully give to the college three consecutive years or more regardless of gift amount. Members are announced in August and prominently featured in the Spring edition of the Terry magazine.

The Second Century Club, a new giving society created by Terry's Young Alumni Board, announces its charter membership for fiscal year 2010. This special designation recognizes emerging philanthropists (12 years or less from an undergraduate degree) who wish to make a meaningful annual gift of \$250 or more as a step towards Dean's Circle membership. Members of the Second Century Club will be announced in August and prominently featured in the Fall edition of the Terry magazine.



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