

Magazine for alumni and friends of the
Terry College of Business at the University of Georgia

A man in a dark suit and red tie stands with his arms crossed in front of the Universal Studios building at night. The building's facade is made of blue-tinted glass, and the 'UNIVERSAL STUDIOS' sign is illuminated in gold. A palm tree is visible on the left, and a car is parked on the street in the background.

Hollywood Mover & Shaker

In this special graduate education issue,
no Terry alum shines brighter than L.A.
realtor Chris Barton (MBA '92)



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The graduate education issue



I think readers will learn a great deal from this special *Terry Magazine* issue on graduate education — not only because of the quality of the reporting and writing, but because of all the different ways we came at the topic, including feature stories on:

- L.A. realtor Chris Barton (MBA '92), who says his Terry MBA experiences “expanded my background as a construction project manager and helped me learn how to estimate costs and returns to determine whether or not to build. It was fascinating to see how those decisions are made.” That’s Chris on the cover of this issue, photographed in front of the Technicolor Building, Hollywood’s first new office tower in 25 years. Chris provided executive oversight to that building, which is home to the U.S. headquarters of Technicolor, Inc., one of the leading post-production companies in the entertainment industry.

- 50 MBA grads, whose mini profiles reflect the fact that these movers and shakers populate virtually every rung of the corporate ladder, from brand management to banking and human resources to cyber security. They work for giant global entities, but several are entrepreneurs who report to themselves. Their careers have taken them all over the world from Denmark to India and Russia to Brazil, but half of them call metro Atlanta home.

- For anyone who is contemplating getting a Terry MBA — Full-Time, Executive, or Professional — I strongly recommend that you read our extensive interview with MBA Director Rich Daniels, who sums up the value of a Terry MBA by saying: “The best thing about my job . . . is that by the time they graduate *there is a complete transformation in our students*. And I get to see it all — the before and the after. The after is: ‘I see the world in an entirely different way!’ And it’s not just within their organization and it’s not just confined to their work life. It’s like . . . they read the newspaper differently.”

- Terry’s Master of Marketing Research program, which is regarded as the best program of its kind in the country with employers lining up to hire all of our people — to the extent that when one Terry MMR grad takes advantage of a new career opportunity, it often produces a domino effect of other Terry MMR alums subsequently filling each new open position.

- Seven Ph.D. grads who have anchored their careers in academia, as teachers or administrators — or sometimes, both. In academia, they found a way to indulge an indelible trait they all share: insatiable curiosity, and the drive to either do — or to enable — research that informs private enterprise and public policy.

Elsewhere in this issue, I think you’ll also enjoy reading alumni profiles on Turner Broadcasting System vice president Eric Jackson (MBA '00), who credits his Terry MBA with enabling him to make an unusual career switch from the food industry to sports television; and Anheuser-Busch senior manager Jonathan Wiese (BBA '07, MBA '11), who likes the human component that beer — which he refers to as “the original social network” — brings about.

I would also like to direct your attention to Snapshot pages 8-9 and that beautiful artist’s rendering of what the interior of Correll Hall, which is dedicated to graduate education, will look like in the first phase Terry’s new Business Learning Community.

Ken Kannon

kannon@uga.edu

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Terry brand stronger than ever

When I left the UGA presidency in 1997, UGA's business school was still growing into its new identity as the Terry College of Business. The importance of the naming gift that the university received from Jacksonville insurance executive C. Herman Terry and his wife Mary Virginia in 1991 cannot be overestimated. The Terry name gave the college a new banner and a new identity — and a pair of Terry deans, George Benson and Robert Sumichrast, have done a highly successful job of branding the college. Their marketing efforts, in concert with the academic strength of our superb faculty and talented students, have dramatically changed the way people think and talk about the Terry College.

I've had the opportunity to meet a number of our students this fall — and, more importantly, to ask them what kind of educational experience they're having at Terry. I'm happy to report that every student I've spoken to said they really feel *cared about* by our dedicated faculty and staff.

On top of an outstanding academic skills base, we provide our students with additional assistance that comes in many forms — from mentoring to internship advice to employment counseling. The payoff is evident when you consider that more than 80 percent of Terry undergraduates are currently landing full-time jobs within three months of graduation. Likewise, our MBA graduates have a 90 percent job acceptance rate at the three-month mark. These numbers take on added luster when you consider that this is a time when more than half of recent college degree recipients are either jobless or underemployed.

Students are the principal reason that Terry has undertaken the construction of the new \$140 million Business Learning Community at the corner of Lumpkin and Baxter streets. In terms of square footage, Terry is at a distinct competitive disadvantage compared to our peer and aspirant schools. The facilities in Brooks Hall are limited with students forced to study on the floor in crowded hallways between classes.

The Business Learning Community will have a transformative effect on the culture of the college, with modern, state-of-the-art facilities that will do for business education at UGA what the Ramsey Center has done for physical activities, what the Miller Learning Center has done for instruction, and what Tate Center Phase 2 has done for student life outside the classroom. When this multi-building business complex is completed it will effectively double the square footage that Terry currently has in Brooks, Sanford, and Caldwell halls combined.

We recently embarked on the public phase of the *Building Terry* campaign with a series of 13 rollout events that encompass the entire country. The strength of our support was evident at a recent fundraiser held in Atlanta at The Coca-Cola Company. Herschel Walker attended the event and signed miniature Terry College footballs late into the night.

The public phase of the *Building Terry* campaign is off to a rousing start! 🏈

Charles B. Knapp



SPECIAL

Agenda

NOVEMBER

- 9 Terry Homecoming Tailgate**
Brooks Hall lawn, three hours prior to kickoff
- 21 Terry Third Thursday**
Speaker: John Schuerholz, President, Atlanta Braves

DECEMBER

- 11 Georgia Economic Outlook**
Speakers: John Silvia, Chief Economist, Wells Fargo;
Charles B. Knapp, Interim Dean, Terry College
11 a.m. – 2 p.m., Georgia Aquarium, Atlanta
- 13 UGA Fall Commencement**
- 17 Swainsboro Economic Outlook**

JANUARY

- 9 Middle Georgia Economic Outlook — Warner Robins**
- 15 Savannah Economic Outlook**
- 16 Terry Third Thursday**
- 17 Coastal Economic Outlook — Jekyll Island**
- 22 Athens Economic Outlook**
- 27 Augusta Economic Outlook**
- 30 Terry Leadership Speaker Series:
Mason Public Leadership Lecture**
Speaker: Robert E. Rubin, Co-Chairman, Council on Foreign
Relations; Former Secretary of the U.S. Treasury.

FEBRUARY

- 4 Dalton Economic Outlook**
- 13 Albany Economic Outlook**
- 18 Columbus Economic Outlook**
- 19 Charlotte (N.C.) Economic Outlook**
- 20 Terry Third Thursday**
Speaker: Greg Harbaugh, Space Shuttle Astronaut
- 21 Terry Leadership Speaker Series**
Speaker: Boland Jones, Founder, Chairman and CEO, PGi
- 25 Jacksonville (Fla.) Economic Outlook**

For more information on Terry events and Executive Programs:
terry.uga.edu/events

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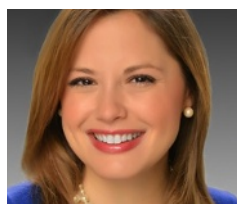


Hollywood Mover & Shaker

22

Chris Barton is like Hollywood and Vine — a meeting point, a nexus where things happen. A steward of the Hollywood Walk of Fame and an EVP at Hudson Pacific Properties, Barton (MBA '92) bestrides two glittering worlds: L.A. real estate and E!

By Charles McNair



MBA grads making an impact

30

If you get the feeling from reading these 50 profiles that Terry MBA grads are virtually *everywhere* doing virtually *everything*, you would be right. They are!

Compiled by Chris Starrs (ABJ '86)



Interview with MBA director Rich Daniels

40

The Terry College offers a full menu of MBA programs in three different locations — Full-Time (Athens), Executive (Buckhead), Professional (Buckhead and Gwinnett) — and any one of the three can have a transformative effect on a person's career.

By Kent Hannon



Big Data, Deep Insights

46

The Terry Master of Marketing Research program is regarded as the best in the country. Digital technology is exploding — and top firms are waiting in line to hire Terry's MMR grads.

By Matt Waldman (AB '96)

Inventory



SNAPSHOT

Correll Hall interior.

8



NEWSFEED

News about the Terry College of Business.

10

R&I

News affects stock prices. Analysts stifle innovation.

16



GATHERINGS

Images of the Terry family.

20

ADDITIONAL FEATURE

Ph.D. Points of Pride.

52



GIVING SOCIETIES

Honor Roll, Dean's Circle of Giving, Pinnacle Society, Heritage Society, Class Gifts, 1912 Society

62

CLASS NOTES/ PASSINGS

80



ALUMNI PROFILES

• TBS Vice President
Eric Jackson (MBA '00)

81



• Anheuser-Busch
Senior Manager Jonathan Wiese (BBA '07, MBA '11)

83

OP-ED

Daniel Feldman rethinks MBA student engagement.

87

Terry Magazine iOS App



Common(s) Sense: The Value of Group Learning

This issue of Terry Magazine is filled with profiles of highly successful graduate students who are blazing new trails in the U.S. and international business world.

Accomplished as these MBA and Ph.D. alums are, the graduate experience at Terry is about to get even better as the college begins construction on Correll Hall. This graduate studies building, which bears the name of former Georgia-Pacific CEO Pete Correll (BBA '63), is the first of three phases of the new Terry Business Learning Community.

This architect's rendering of Correll Hall's Graduate Commons (right) helps illustrate how faculty and student interaction will take place outside the classroom. Given the ambiance of Correll Commons — with abundant light, comfortable seating, and plenty of room for faculty-student discussion — it's obvious how this new space will improve the graduate educational experience at Terry.

"Business has become so international," says UGA Architect Danny Sniff, "and the ability to come together to share and learn from each other is critically important. The idea is that the spaces inside the Business Learning Community represent what you find in Corporate America, which is where most of these students will transition."

building.terry.uga.edu



STUDIOAMD FOR ROBERT A.M. STERN ARCHITECTS, LLP



Newsfeed

News about Terry College students, faculty and alumni

Fall 2013

***The Economist* praises EMBA**




In its first-ever rankings of Executive MBA programs, *The Economist* placed the Terry College of Business at No. 22 worldwide. The rankings reflect each EMBA program's performance in two broad categories: personal development/education experience and career development with each category weighted equally.

Terry's EMBA program received the highest ranking among schools in Georgia, and was ranked No. 10 among programs based solely in the U.S.

Data for *The Economist* rankings was collected using two Web-based questionnaires. The first surveyed business schools about student quality and diversity, faculty qualifications, number of overseas assignments, and alumni statistics. The second questionnaire was given to current students and EMBA alumni from the last three graduating classes. It asked for ratings of classmates, faculty, curriculum, and facilities. Alumni were also asked to report their pre-EMBA and current salaries to determine average increases.

The Terry College's Executive MBA degree is an 18-month program geared toward mid- to senior-level managers. The format combines weekend class sessions with asynchronous interaction using distance learning technologies. The program also offers individual leadership coaching, opportunities to network, and a 12-day international residency.

For more information about Terry's Executive MBA, Professional MBA, and Full-Time MBA programs, go to mba.terry.uga.edu. 


***U.S. News:* RMI is No. 1**

The Terry College of Business rose four places in the latest *U.S. News & World Report* Best Colleges rankings, with three programs placing in the nation's top 10 — including a No. 1 ranking for Terry's risk management and insurance program.

Terry ranked No. 27 overall among U.S. business schools and No. 15 among publics in the latest rankings, which cover only undergraduate programs.

RMI wasn't the only Terry program in the top five.

The real estate program was ranked No. 3, up one spot from last year. Other highly ranked Terry programs included MIS, which moved up two places to No. 8, and the accounting program, which rose one spot to No. 15.

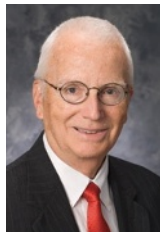
U.S. News rankings are based on a peer assessment survey given to B-school deans and faculty members at institutions accredited by AACSB International — The Association to Advance Collegiate Schools of Business. 

— Matt Weeks



accolades

Terry College Executive-in-Residence and former Ernst & Young Executive Professor of Accounting **Dennis Beresford**



was named one of two inaugural winners of the Distinguished Member Award from the Institute of Management Accountants.

The award was a reflection of Beresford's "exceptional achievements, dedication, and professionalism."

An IMA member for more than 50 years, Beresford has served as IMA chapter president, national director, national vice president, and program chair for two annual conferences. Since 1997, he has been an active member of IMA's financial reporting committee. IMA is one of the largest associations focused exclusively on advancing the management accounting profession.

The former chairman of the Financial Accounting Standards Board from 1987-97, Beresford is now the director and chairman of the audit committee of Doosan Infracore International, Inc. He previously served on the boards of National Services Industries, Inc., WorldCom(MCI), Inc., Kimberly-Clark Corporation, Fannie Mae, and Legg Mason, Inc.

Beresford is also a member of the board of directors of the National Association of Corporate Directors, the Public Company Accounting Oversight Board Standing Advisory Group, and the Financial Reporting Committee of the Institute of Management Accountants. [IM](#)

UGA has \$2.1 billion impact

By Stephanie Schupsky

The University of Georgia's economic impact on the Athens-area economy topped \$2.1 billion in fiscal year 2012, and the school's operations accounted for more than 22,000 jobs.

According to a recent study by Terry's Selig Center for Economic Growth that looked at the impact of all 35 University System of Georgia institutions, UGA's economic impact on the local economy — which includes Clarke, Oconee, Madison, Oglethorpe, Jackson, Barrow, Walton, and Gwinnett counties — was \$2.161 billion, an increase of more than 5 percent from FY11. For university system schools, UGA's impact was second in the state only to Georgia Tech.

UGA also was responsible for 22,196 jobs, which includes 9,042 on-campus jobs and 13,154 jobs that exist because of UGA spending. The total number of jobs represents an 8 percent increase over FY11 and is the most jobs created by a state university.

"The fundamental finding of this study is that each of the University System of Georgia's institutions creates substantial economic impacts," said Selig Center Director Jeff Humphreys in a release issued statewide. "These economic impacts demonstrate that continued emphasis on higher education as an enduring pillar of the regional economy translates into jobs, higher incomes, and greater production of goods and services for local households and businesses."

In FY12, which started July 1, 2011, and ended June 30, 2012, UGA spent \$669.5 million in salaries and \$393.6 million in operating expenses, a combined increase of 5 percent over FY11.

Student spending in the Athens area also increased, from \$444.9 million in FY11 to \$446.9 million in FY12.

The Selig Center has conducted this economic impact report annually since 1999. It looks at the spending and jobs at all 35 institutions under the university system. Statewide, those schools employed more than 139,000 people — 3.6 percent of all jobs in Georgia — and had a combined economic impact of \$14.1 billion, compared with \$13.2 billion in FY11.

The full study with data for all 35 USG institutions is available at terry.uga.edu/economic_impact_2012 [IM](#)



CASSIE WRIGHT

Net Impact chapter goes gold

By Matt Weeks (ABJ '05, MPA '11)

Terry's chapter of Net Impact, a student group that applies business school skills to social and environmental causes, has received Gold Chapter Standing, an honor achieved by only 24 percent of the more than 300 chapters worldwide.

Terry's Net Impact chapter was honored for its activities, programs, and membership reach in 2012-13. Those efforts included a networking night in Atlanta with nonprofit organizations, for-profit businesses, and environmental groups; a trip to Coca-Cola's Office of Sustainability; and reaching the semi-finals in a Net Impact case competition.

"The support of the national organization has helped students at UGA define their non-traditional career goals and has inspired all of us to seek summer



(from left) MBA students Betsy Curry, Alix Luce, Christina Smith, and Kylah Harris at the Impact Case Competition semi-finals in Boulder, Colo., in February of 2013.

internships that meet our individual passions, with each club member working in green manufacturing, B-Corp certification, the arts, and sustainable food," says Terry chapter co-president Betsy Curry (MBA '14). "Net Impact has provided a support system for us to stay motivated and focused on seeking careers that will do the most good for the most people, and that alone is something to celebrate."

For Terry students like Curry, and teammates Alix Luce (MBA '14), Christina Smith (MBA '14), and Kylah Harris (MBA '14), business school is about more than the bottom line. Because all well-functioning organizations share similarities, the same tools that keep for-profit operations afloat can beef up the operations of nonprofits and environmental groups.

"I joined Net Impact because I want to help businesses be more environmentally friendly and profitable at the same time," says Curry. "It connects us to an impressive network of professionals working in fields that are making a positive impact on our earth and in our communities, which is invaluable when you're in a small MBA program like Terry's."

Terry's chapter also partners with the UGA Office of Sustainability. Last year, they jointly hosted a career panel featuring Georgia leaders in sustainability.

"Through collaboration, dedication, and a willingness to push boundaries and explore new ideas, this year's Gold and Silver chapters are leading the way for our global network of impact-makers," says Net Impact CEO Liz Maw. "These chapters demonstrate just how much can be accomplished when committed individuals decide to make an impact through the work they do."

UGA Net Impact welcomes anyone from undergraduates to Ph.D. candidates who are interested in joining. <#>

For more information, visit terry.uga.edu/net-impact.

Top Project at PSE convention

The University of Georgia's Gamma Chapter of Pi Sigma Epsilon won "Top Project" at the Vector Marketing Corporation Awards in April at the PSE Sales Convention in San Diego, Calif.

The four-member team of Allie Merdinger (BBA '14), Katherine Krajec (ABJ '14), Morgan Mahoney (BBA '13), and Savan-



PI SIGMA EPSILON

nah Koetting (M '13) created a marketing program in support of UGA's Great Southland Stamped.

The student-run rodeo, which began in 1970 and was certified as a professional rodeo stop in 1974, was on the brink of shutting down due to poor attendance.

The UGA team addressed the problem by redoubling marketing efforts and increasing public awareness of the event.

"In 2011, the year prior to contacting us, the rodeo made a profit of \$2,000," says team coordinator Merdinger, who also served as advertising chair for the event.

The new marketing team implemented a plan that included the use of radio advertising, social media, and flyers to promote renewed awareness of the rodeo to the university and the surrounding community.

The results, says Merdinger, were dramatic: "We increased their 2012 profits to more than \$34,000."

The Top Marketing Project Award is presented to the PSE chapter that most successfully created or implemented a marketing campaign for either their chapter or a professional partner. <#>

terry.uga.edu/pse

Minority buying power grows

By Matt Weeks (ABJ '05, MPA '11)


Minority groups in the U.S. will command unprecedented economic clout this year and well into the future, according to the annual Multicultural Economy report from Terry's Selig Center for Economic Growth (terry.uga.edu/selig).

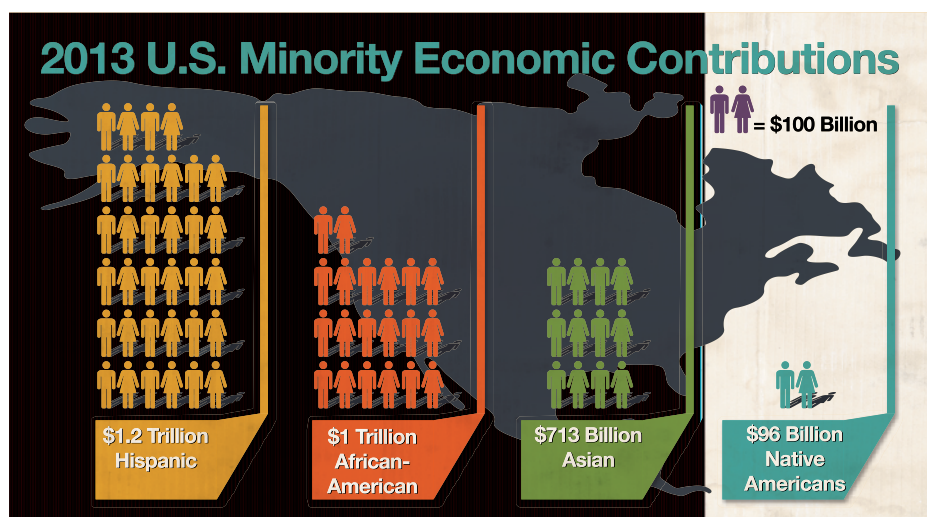
Prepared by Selig Center Director Jeff Humphreys and utilizing statistics from 1990-2013, the new report provides a comprehensive statistical overview of African-American, Asian, Native American, and Hispanic buying power — which Humphreys defines as the amount of income left after taxes, not including savings or borrowed money. The report also includes national statistics as well as breakdowns for each state.

For example, Hispanic consumers in the U.S. will command a \$1.2 trillion market in 2013 — a figure higher than the entire economy of Turkey — thanks to high birth rates, immigration, and an increase in Hispanic entrepreneurship.

African-American consumers will add \$1 trillion to the 2013 market, Asian consumers will contribute \$713 billion, and Native Americans will contribute \$96 billion. As minority groups' buying power continues to outpace the growth of the white market, these groups should see more tailored treatment from advertisers, producers, and media outlets, says Humphreys.

"The thing that strikes me over the last several years is the growth and resiliency of the Asian consumer market," says Humphreys. "They weathered the Great Recession very well, and expanded briskly in its wake. There are a number of factors for this, such as high levels of educational attainment on the part of the consumer, which shielded them from Great Recession and allowed them to take advantage of the economic recovery even though it's been slow."

The report outlines where and how minority groups spend their money, highlighting trends that can help U.S. businesses move beyond their intuitive approaches to targeting clientele. It also includes statistics on the nation's total buying power, which will climb to \$12.4 trillion in 2013, thanks to an expansionary economy that's perking up post-recession. The market is up 70 percent from 2000 and 12 percent since 2010. To purchase a copy of the report, go to terry.uga.edu/selig 



Study links recessions and mental health

A recent UGA study shows that mental illness may increase during recessions. One key indicator, say researchers, is that anti-depressant and anti-anxiety drug prescriptions increase during periods of economic recession,



LASTRAPES

predominantly in the Northeast region of the U.S.

Terry economics professor Bill Lastrapes worked with David Bradford, the Busbee Chair in Public Policy in the UGA School of Public and International Affairs, to study how recessions impact mental health. The results of the study were published in the September issue of *Health Economics*.

"A large part of the cost of recession is risk — and risk in and of itself can make people depressed and cause stress," says Lastrapes.


Using 21 years of census data from the National Ambulatory



BRADFORD

Medical Care Survey of physicians, from 1989-2009, Lastrapes and Bradford looked at the relationship between unemployment rates

and the prescribing of drugs used to treat mental illness. The survey period covered three recessions, with the largest being the Great Recession from December 2007-June 2009.

Lastrapes and Bradford are now studying data from individuals to write research about mental health-related drug use and its correlations to the job market with the hope of developing policies to mitigate the impact of recessions. 

Education is social


Innovation is not a 9 to 5 task. Ask David Sutherland, who teaches Terry's Professional MBA Innovation Management course. Sutherland's 48 students, who meet three hours every other week for seven sessions, all have full-time careers. They have a deeper understanding that driving change through an organization takes planning, communication, and inspiration — and those things don't always fit into a neat schedule.

"As universities venture further into online education, it needs to be more social. They need to form communities," says Sutherland, who explains that he was looking for a better way to keep the teaching and learning process going between sessions so his students can collaborate, share ideas, and innovate on their own schedule. "Education is social. When you recognize this, the learning outcomes are higher."

When Sutherland deployed the social networking tool Salesforce Chatter, the benefits of the program not only increased student productivity and creativity, but also enhanced his quality of instruction. He distributed assignments to the students, allowed them to form teams, and Salesforce Chatter helped them collaborate on their own time. Students could browse other teams' groups and build upon each other's ideas to create even more robust solutions. Salesforce Chatter also reduced students' dependence on email and became an important component for grading classroom participation.

"We wanted to experiment with the use of social collaboration to provide student networks with the support they needed to reach the higher level of learning," says Sutherland, who was able to identify students as "Influencers" and "Voyeurs." When teams were not engaging well, he could intervene and provide a motivational kick-start.

In fact, he discovered that social media gave some students a channel where they could really flourish; his class experienced a 54 percent increase in achievement of learning objectives, and 88 percent of the students said Chatter was a significant contributor to the course.

"Chatter is incredibly natural," says Sutherland, who explains that the social networking program was not only flexible enough to adapt to different learning styles, it also required no initial training for his students to learn. "I can't think of a single issue where a student said 'I don't get it.'" 

— Sandra Sanvido



quoted

Music Business Program

lecturer David Lowery was profiled in *The New York Times* in its September 30th article, "Defining and Demanding a Musician's Fair Shake in the Internet Age."




Lowery continues to receive widespread national attention for his stance against artists' shrinking paychecks and the influence of Silicon Valley over copyright, economics, and public discourse.

Lowery continues to receive widespread national attention for his stance against artists' shrinking paychecks and the influence of Silicon Valley over copyright, economics, and public discourse.

"What we do as musicians was slowly being devalued and demonetized, especially for niche artists who are never going to make it up on the road . . . People say, 'Hey man, you can't fight this, we're moving from ownership to access,'" Lowery said in the *NYT* story. "That's exactly why I'm fighting it. We have to get it right. I want to get those rates right. I want them to have the same advantages I've had, to get paid fairly."

Lowery, who leads the bands Camper Van Beethoven and Cracker, originally made headlines for his blog post, "Letter to Emily White at NPR All Songs Considered." White, an intern at NPR, wrote a blog post that she paid almost nothing for her music.

Lowery's response to White, which outlined the moral issues of her admission, was critical of current music industry practices, including Pandora's attempt to lower royalty rates and Google's approach to copyrights. 

terry.uga.edu/lowery_nytimes

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Corbin Reynolds (BS '13) co-founded this Next Top Entrepreneur finalist based on a mobile app that provides rewards for in-store loyalty to customer and traffic analytics to the retailers. Download their app at justforbeinghere.com

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PhytoSynthetix specializes in high-performance LED illumination systems for large-scale horticultural operations. Erico Mattos, (PhD '13) co-founded this Next Top Entrepreneur finalist. PhytoSynthetix is poised to become highly profitable. Learn more at phytosynthetix.com

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Research and Innovation

Advances from the Terry College of Business

Media affects stocks

By Matt Weeks (ABJ '05, MPA '11)

When a firm becomes the subject of a news story its stock price is usually affected. Whether positive or negative, newly publicized details about a company tend to attract investor attention and move the stock price based on the article's sentiment.

In the past, managers have been hard-pressed to respond appropriately. But new Terry College research published in the *Journal of Marketing Research* shows that two in-house tools can influence the effects of news reports on stock price.

The article, co-authored by Terry marketing professor Sundar Bharadwaj, examined 141 firms over roughly five years. The analysis revealed that when news reports highlighted positive news, firms with higher advertising levels experience stronger increase in their stock prices. When negative articles are published, however, advertising

doesn't mitigate the effects. In those instances, firms with strong marketing capability can better calm customer and investor fears.


"People have talked about the fact that investors tend to buy better known stocks, but nobody really talks about how that link happens," says Bharadwaj. "The way advertising operates is by increasing an individual investor's attention and interest in the stock. We show that when there's good news and the company advertises that good news, we find that Google searches for the ticker symbol of the company go up, but not for the company name. Unlike a big institutional buyer who is well aware of the symbol, it's the individual buyer who searches for the ticker symbol. So we can see that, all of the sudden, a lot more people are buying the stock."

The Coca-Cola Company Chair of Marketing co-authored the paper with marketing department colleague Guiyang Xiong, who cites an example of a story that circulated about McDonald's supposedly charging minority customers more than others.

"McDonald's immediately took action," says Xiong. "They put out news on Twitter and other online forums to assure people this was just a rumor that was untrue. If they had not done that, the rumor could have cost the firm quite a bit of money."

Because marketing capability is difficult to make visible to outside investors, it is often undervalued. The Terry study, however, finds

that insider investors understand the value of marketing capability and tend to buy more stock following a news release.

"Our contention is that if you have strong marketing capability it's important to let outsider investors also benefit," says Bharadwaj. "As firms are using advertising to promote good news, they should also tell investors that they have strong marketing capabilities that can help them mitigate negative news — so that instead of dumping the stock, investors will end up buying more of it. Firms should use things such as investor forums to reassure current investors and explain their abilities, while at the same time ensuring that their competitive advantages are not revealed." 



Stifling innovation

By Matt Weeks (ABJ '05, MPA '11)

Any number of internal factors can affect a company's ability to innovate. But new research from the Terry College shows that a key external factor can also have dramatic effects on a company's creativity: financial analysts.

In a paper published in *The Journal of Financial Economics*, Terry finance professor Jie (Jack) He and his Indiana University co-author Xuan Tian show that financial analysts can, in fact, hamper companies' inclinations to innovate.

"We originally thought that analysts could perform two roles. One is good: Reducing information asymmetry. One is bad: Putting too much pressure on managers to focus on only short-term projects," says He. "Our findings support that the negative effect dominates the positive."

The findings show that the more coverage a company receives from financial analysts, the fewer patents the company produces — and the patents it does produce tend to elicit fewer citations.


To find out why, the co-authors studied data from all industries from 1993-2005.

"Analysts are not just information producers," says He. "They also set external benchmarks. They forecast company earnings and make recommendations that can pressure managers to meet short-term targets. One way to meet those expectations is to cut down on some long-term projects and focus on easy, routine tasks."

The researchers also studied what happens when the number of analysts covering a firm changes.

"We looked at instances when brokerage firms merged — for example, if Goldman Sachs acquired a smaller brokerage firm," says He. "If both firms had analysts covering the same stock, the firms would usually get rid of one analyst or move that analyst to cover other stocks. This decision to change analyst coverage is not due to the firm's characteristics. It is driven by the brokerage firms. What we found is that when the affected firms lose analysts due to exogenous shocks, their innovations outcomes improve. They generate more patents than comparable, similar firms, and the citations received by these patents are also higher. They generate more important or innovative patents. That is the main takeaway from our paper."

The effect holds true for tech-sector industries, those that are very active in terms of innovation. It's also stronger among smaller firms that are only followed by a few analysts to begin with.

He explains it this way: "Perhaps when a firm is covered by more analysts, the firm becomes more transparent and that attracts some short-term, institutional investors. Those investors, like some hedge funds that try to chase short-term profit, only invest in stocks they think will give them very quick returns. If you have these guys coming in, firm managers will have stronger incentives to focus on short-term profits. But some investors are long-term oriented, and these investors tend to understand the long-term goals of firms." 



Faculty recognition

Awards

Economics professors **John Turner** and **Jonathan Williams** have received \$350,000 in funding from the National Science Foundation for their study of cable internet pricing, "An Empirical Analysis of Broadband Internet Service."

MIS department head **Maric Boudreau** and Fuqua Chair **Richard Watson** have been awarded \$98,000 by the Southern Company to undertake a project to evaluate the building energy management systems for electricity automated demand response programs.

Associate Dean of Academic Affairs and Synovus Chair **Daniel Feldman** won the Best Reviewer Award from the Academy of Management.

Appointments

Legal Studies and Meigs Professor **Marisa Anne Pagnattaro** has accepted the role of Editor in Chief of the *American Business Law Journal*, the top outlet for publications in the legal studies field.

Accounting professor **Jacqueline Hammersley** has been appointed to a three-year term as an editor of *Auditing: A Journal of Practice and Theory*. Published by the American Accounting Association, the

journal has counted Hammersley among its editorial board members since 2008.

Moore Chair **Robert Hoyt** was elected vice president of academic affairs of the International Insurance Society at its annual meeting in Seoul, South Korea.



The head of the insurance, legal studies, and real estate department will oversee the society's

outreach and interaction with insurance scholars across the globe. The IIS is the world's largest global insurance industry organization, with almost 900 members representing global insurance leaders, international regulatory authorities, and worldwide insurance scholars from more than 90 countries.

MIS and Rast Professor **Elena Karahanna** was appointed associate editor for the General Topics Track of the 2013 International Conference on Information Systems.

Presentations and Mass Media

Legal Studies professor **Nathaniel Grow** was quoted in an October 4 Reuters story about New York Yankee Alex Rodriguez. The star baseball player is suing Major League Baseball and Commissioner Bud

Selig, alleging that they tried to destroy his career and reputation after MLB "suspended the third baseman for 211 games for his alleged use of performance enhancing drugs." Grow



was asked to comment on Rodriguez's accusation that MLB bribed Anthony

Bosch, the owner of the clinic Biogenesis, whose records were used by MLB to incriminate the Yankees' superstar and suspend a number of players in August. "The standard in law for a tortious interference claim is typically very high," said Grow. "If Rodriguez can prove Bosch was bribed, he may be able to meet that standard."

Daniel Feldman also contributed a chapter to the book *Disrupt or Be Disrupted: A Blueprint for Change in Management Education*, commissioned by Graduate Management Admission Council, owners of the GMAT exam, and published by Jossey-Bass/Wiley. The chapter Dr. Feldman co-authored is entitled "Student Engagement: Selection, Management, and Outcomes." See excerpt on p. 87 of this issue.

Real estate professor **Richard Martin** presented his paper, "Traffic Congestion


and Gentrification." at the 48th Annual Meeting of the American Real Estate and Urban Economics Association in San Diego, Calif.

Finance professor **Julie Wu** presented her paper, "Algorithmic Trading and Changes in Firms' Equity Capital," at the Seventh



Singapore International Conference on Finance.

Accounting professor **Erin Tower**

presented her paper, "Unintended Consequences of Linking Tax Return Disclosures of Tax Uncertainty to Financial Reporting," at the American Accounting Association Annual Meeting in Anaheim, Calif. 

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

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1-3 Coca-Cola Courtyard Celebration

Familiar faces were the rule, not the exception, when The Coca-Cola Company held a special event at company headquarters in Atlanta to celebrate The Coca-Cola Courtyard, which will be part of Terry's new Business Learning Community.

(1) Former UGA athletic director and football coach Vince Dooley worked closely with Terry Interim Dean Charles Knapp for a decade when Knapp was president of the university. (2) Football great Herschel Walker posed with 2011 Distinguished Alumni Award winner Bill Douglas (BBA '83) and his wife Lisa. Bill is CFO and executive vice president of Coca-Cola Enterprises. (3) Lauren Paul (MAcc '02) got a hug from Hairy Dawg.

4 D.C. tailgaters love the Bulldogs

(from left) Drew Murray (BBA '09), Greg Pugh (BBA '07), Allison Prescott (BBA '09), Mary Beth Tyler (BBA '07), and Maria Reed (BBA '09) got together at the Washington, D.C. home of Terry Alumni Board member Chris Brown (BBA '87) to cheer for the Dogs vs. North Texas.

5-6 Fall Alumni Board Meeting

(5/from left) Ted McMullan (MBA '93) and Jason Brady (BBA '93) enjoy the reception following this year's Fall Alumni Board meeting. (6) Robert Copland (BBA '70) was one of the speakers.

7 Knox Scholars reception

This year's Knox Ph.D. Scholars were honored at a reception also attended by (front row, from left) Augusta attorney Wyck Knox and his wife Shell, UGA President Jere Morehead, Lynne Knapp and Interim Terry College Dean Chuck Knapp.

8-9 Tull School of Accounting Career Fair

(8/from left) Ruth Bartlett (BBA '76), a partner with Frazier & Deeter, speaks with an accounting student.

(9/from left) Terry Dean's Advisory Council member Liz Gottung, senior vice president and chief human resources officer at Kimberly-Clark, with Terry Ambassadors Saheedat Onifade, Patrick Klibanoff, and Matthew Kendall. 📍



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1



2



3



The Deal Maker

Chris Barton is like Hollywood and Vine — a meeting point, a nexus where things happen. A steward of the Hollywood Walk of Fame and an EVP at Hudson Pacific Properties, Barton (MBA '92) bestrides not one, but two glittering worlds: L.A. real estate and E!

Chris Barton's office at

Sunset Gower Studios in Hollywood once belonged to Harry Cohn, founder of Columbia Pictures, who developed quite a reputation here. It's said that auditions by early Hollywood starlets included real-life scenes on Cohn's casting couch. Male actors found the mogul tyrannical, a ruthless studio head with the power to make or break careers with the crook of a finger.

By Charles McNair

Photography by Charley Akers



Purchasing the old Columbia and Warner Brothers studio lots transformed Barton from real estate developer to studio executive. Now called Sunset Gower Studios and Sunset Bronson Studios (home to game shows like "Let's Make A Deal"), the combined studios comprise 23 stages and nearly 1 million square feet of E! world real estate.





In Barton, this old studio office houses a wholly different kind of executive — a family guy, a collaborator, and a Terry-educated real estate developer who’s as smart as a whip . . . but never in need of one.

Barton and his colleagues at Hudson Pacific Properties audition investments, not actors. They assess and acquire Hollywood, southern California, San Francisco, and Seattle properties that may need a facelift up front, but that then bring stable, long-term returns to shareholders.

The investments bring returns to the community too.

Thanks to the development jump-start that Hudson Pacific Properties gave the Sunset Gower Studios property — and thanks to ambitious plans for another nearby Sunset Boulevard property, Sunset Bronson Studios, former home to Warner Brothers Studios — Hollywood today bustles with new investment and vitality.

The boom began at Sunset Gower Studios when Barton gave executive oversight to the development of Hollywood’s first new office tower in 25 years, home to the U.S. headquarters of Technicolor, Inc., one of the leading post-production companies in the entertainment industry.

The Technicolor Building is a marvel of technology — a six-story, steel-framed, Class-A, 115,000-square-foot office and motion picture technical production facility with frontage on Sunset Boulevard. Hudson

Hudson Pacific Properties triggered the recent Hollywood building boom, beginning with the Sunset Gower Studios property where Barton gave executive oversight to the development of Hollywood’s first new office tower in 25 years, which houses the U.S. headquarters of Technicolor, Inc. (see cover). Barton calls Technicolor “the most technically advanced post-production building in the world.”

Pacific Properties completed the property in 2008.

“Technicolor is probably the most technically advanced post-production building in the world,” Barton says proudly. “There’s some serious intellectual property in that place.”

The Technicolor property includes traditional office space and space dedicated to post-production uses, such as video and sound content, screening, editing, and data storage. The property brought stability with it too — it is 100 percent leased to Technicolor through May 2020.

A serious building boom followed the Technicolor Building, and work goes on up and down Sunset Boulevard nowadays, extending into the rest of historic downtown Hollywood. Hundreds of millions of dollars pour like fresh concrete into new construction and repurposed buildings. Hollywood feels hot again, a star reborn.

Chris Barton, though he’s a modest man, admits the obvious. “It just feels right . . . this is where Hollywood was built,” he says. “I think it’s fair to say that our investments here have led to a renaissance in downtown Hollywood.”

Under Bette Davis eyes

Chris Barton is the last person on earth who would refer to himself as a star. But the heavy lifting he's done in the L.A. real estate market led to a recent tour of duty as chairman of the Hollywood Chamber of Commerce, where Barton came in contact with a number of stars as a steward of the Hollywood Walk of Fame.

In a way, it must have come naturally because Barton learned to work with Hollywood types at an early age. As a kid in the New York City bedroom community of Westport, Conn., he once ran errands for a famous — and famously testy — neighbor. He must have charmed her.

“Bette Davis used to give me little things from the nature center as rewards,” Barton recalls. “We had a lot of stars in our neighborhood in second homes near New York City — Paul Newman, Robert Redford, Jason Robards, people like that.”

Barton grew up in a house of deals and ideals. His dad rose to be a star in his own right, president and chairman of Wahlstrom & Company, an advertising agency that merged in 1988 with prestigious Foote, Cone & Belding. Chris lived a carefree life as a kid and played lacrosse. At 18, he enrolled at Purdue University, where he studied business and captained the lacrosse team.

In his sophomore year, Barton took a “cushy summer job” at his dad’s blazingly successful ad firm. “I was incredibly bored,” says Barton. “It was just not me.”

But that summer changed his life. Across the street from his dad’s agency, a construction company pieced together a high-rise. From ad agency windows, Barton watched the work progress.

“It completely fascinated me,” he says. “I told my father I wanted to change majors. I wanted to run construction projects.”

Dad’s misgivings aside, Barton made the move following graduation from Purdue. He fired off resumes to southern California — the state has always fascinated him — and felt fortunate to land work with Blake Construction under Jim Gillie, a man he calls his mentor.

“I spent three years with my nose pressed to Jim’s back,” says Barton. “He really taught me the ropes in construction.”

The economy slowed . . . and so did the San Diego projects. In one of those hinge points in a lifetime, Barton took the advice of Gillie — and of his father, now a believer — and shopped around for a graduate school where he could earn his MBA and bring himself “closer to the investments.”

He narrowed his choices to two schools: NYU and UGA.

“I chose the Terry College for a couple of reasons,” he says. “First, I could go there for a fraction of the cost of NYU. More important, Terry had Hugh Nourse.”

Nourse, now retired, directed the real estate program at Terry and Barton remembers him as a “professor and master planner who literally wrote the book — *Regional Economics: A Study in the Economic Structure, Stability, and Growth of Regions* — on real estate development.”

“I read Nourse’s book a couple of times,” says Barton. “It really made an impact on me.”

Terry also offered another advantage.

“The fantastic thing about Terry,” says Barton, “was that I could take multiple MBA specializations — finance, marketing, and real estate. That gave me three ways to move my career forward.”

He took classes with Dr. Nourse. The master’s teachings went deep.

“At Terry, I learned how decisions are made in the real world,” says Barton. “It expanded my background as a construction project manager and helped me learn how to estimate costs and returns to determine whether or not to build. It was fascinating to see how those decisions are made.”

Barton remembers one Terry assignment in particular — to plan and design a fictitious project on an actual site in Athens. Barton decided on a “big box retail center.” To earn his MBA, he had to find a site, create a full business plan for the development, even line up underwriting for the project.

“That was a great experience,” he recalls. “I can argue that it’s still done this way today in my job. It was incredibly applicable to the real world.”

In 1992, armed with his MBA, Barton walked out of Terry and into that very real world.

The Mouse years

Beers-Skansa, the international construction giant, snatched up the young exec. Barton’s first assignment took him to a Grady Hospital project in Atlanta.

He barely got his suitcase unpacked.

One week after arriving in Atlanta, something new — something big — became a Beers-Skansa priority: Celebration Place at DisneyWorld.

Acclaimed architect Aldo Rossi had designed an extravagant, high-profile project in Orlando to serve as corporate offices for Disney CEO Michael Eisner and his executive team. (Disney later adapted the building as the corporate HQ of fast-growing Disney Cruise Lines.)

“On my very first project as day-to-day manager, everything went through me for all purposes . . . and Disney spared no expense,” says Barton. “The exterior sandstone on the building was cut in Colorado, then hand-crafted onsite. Gemstones were placed into marble floors.”

Barton wasn’t exaggerating when he said everything went through him. He attended meetings where the main point of discussion was how to get Eisner from his helicopter to the construction site without getting his shoes muddy. (“I offered to personally carry him,” says Barton.)

Still, somewhere down deep, even this glam project left Barton feeling unsatisfied. He moved on to develop a school building in Orlando. “But I was a workaholic, with very few friends,” he confesses. “I wanted more. I really wanted to be closer to the investment side.”

The Hollywood stars aligned. He got a call from a childhood friend working at Lehman Brothers. He heard excitement in his buddy’s voice as he described a real estate firm in southern California ready for an initial public offering. “You gotta come meet these guys,” Barton’s friend told him. “They’re super sharp.”

Barton flew west and met with the founders of Arden Realty, Inc. One impressive executive named Victor Coleman was barely 30. Somehow, despite his tender years, he already knew how to turn real estate into platinum.

He also had an eye for talent. Coleman offered Barton a job on the spot.

California? Here he came.

“In three weeks, I sold everything I owned in Orlando including my car,” says Barton. “I put my remaining belongings in a suitcase and went to work.”

He still works alongside Coleman, who is chief executive officer of Hudson Pacific Properties. They now count nearly two decades and three different company names together.

General Electric bought Arden in 2005. Coleman and Barton and two other founders moved on to launch their own investment company, Hudson Capital. A few years later, that firm morphed into Hudson Pacific Properties, where Barton works for a man who is one of his biggest fans.

“Chris has a penchant for finding vacant land in markets where no one understands its underlying value — but him,” says Coleman. “He has not only created millions of dollars in value, he has built projects that will set a legacy for him well beyond his career. His unique expertise and easy-going business style entices the people

around him to not only work hard, but enables them to accomplish their goals. That in itself defines his true character.”

Barton says he has learned from each project, matured with each company.

“I crossed over from being a construction guy to working on the strategic level in development,” he says.

He developed properties . . . and also a taste for the entrepreneurial.

Barton put together capital plans for projects. He worked with an acquisition team. He drew up the basic x’s and o’s of development — learning to work through, for instance, the famously knotty California entitlement landscape (environmental permitting, historical use approval, neighborhood politics, etc.). He handled assessments, hired consultants. In short, he blended all the Terry specializations he’d learned into his day-to-day challenges.

Coleman’s unfolding strategy and vision kept him “energized,” Barton says.

“And,” he adds with a smile, “this is where the story gets interesting . . .”

A study in studios

In late 2006, the nice, shiny commercial realty/housing bubble gleamed, a lustrous vision to investors.

A select few companies looked before they leaped. Too many just leaped.

Hudson, with a savvy leadership team, a freshly minted logo, and judicious investment partners with deep pockets, turned out to be a looker. The company went after properties — but prudent decision-making kept it out of trouble.

One example illustrates how passing on a deal sometimes throws wide a window of opportunity.

After forming Hudson Capital, Barton and his colleague flew around the nation for six months — “from Jacksonville to Hawaii,” says Barton — looking for investment properties in a “crazy expensive” real estate landscape.

The team finally pinpointed a down-on-its-luck show business studio in Manhattan Beach.

“Most suitors looked at the studio as an operating business for sale,” Barton recalls. “We looked at it as a real estate platform with operating businesses that came with it.”

Barton went to school on the project.

“Doing due diligence on a studio is not like any other property,” he says. “Let me just say that we learned a ton about the studio business.”



Barton has a knack for repurposing rundown or under-utilized facilities that have untapped potential — like the old Columbia Studios lot, now renovated and renamed Sunset Gower Studios (left), where popular TV series like “Scandal” and “Newsroom” are shot. Tenants also include Canon and Ocean Way Recording, where musicians like Beck, Eric Clapton, and Tom Petty hole up.

A studio lot, Barton explains, holds numerous buildings and spaces, each with issues and advantages to weigh. Studios have multiple purposes — sound production, film and video work, recording, stage construction, computer graphics ops, office spaces for executives and writers, even restaurants and coffee shops. It helps to think of a studio as an operating business comprising numerous smaller operating businesses with each independently capable of making or losing money.

Barton says Hudson focused on the “untapped real estate potential” of the Manhattan Beach property and its assets. After months of study, they believed the property would ultimately pay back a price tag scraping \$150 million.

Then . . . the deal fell through. Complications arose with an equity partner. Barton and his Hudson Capital colleagues departed stage left.

In retrospect, all the hard work turned out to be dress rehearsal for an even better deal. Unexpectedly, a prize came on the market.

Sunset Gower Studios occupied 15.5 acres of downtown Hollywood. The property was primed for a comeback role. By this time, Hudson Capital knew how to expertly assess a studio’s untapped potential. Barton and his crew pulled the trigger on a \$200 million deal, including \$50 million baked in for the Technicolor HQ.

Then came Bronson.

Barely two blocks down Sunset Boulevard, the original Warner Brothers lot also came up for sale.

Hudson Pacific jumped on that deal too — 10.5 acres for a cool \$120 million, with more than 300,000 square feet of studio space. (Gower boasts more than 650,000 square feet.)

The purchase of these two historic lots and their 23 stages (Gower, August 2007; Bronson, January 2008) transformed Barton into a Hollywood executive.

“I went from a real estate guy to a studio executive in what seemed to be overnight,” he says. “It was the steepest learning curve of my life.

“I’ll tell you this . . . the reason I was able to handle it is that I had a very diverse education at the Terry College of Business — which gave me the ability to grasp knowledge from various areas that really portended into this studio area too.”

Let’s make some deals

A walk across a studio lot demonstrates how Barton stays busy — at least on days when he’s not out sizing up the next big role for a piece of undervalued property. (He recently flew to Seattle to check out a potential development that could possibly expand his company’s West Coast footprint.)

As chairman of the Hollywood Chamber of Commerce, Barton's duties included Walk of Fame presentations to various film stars and entertainers, such as actor Hugh Jackman (center, with Jay Leno also in attendance). This photo landed Barton on the cover of *Variety*.



Showbiz types know Sunset Gower Studios as a *single-camera lot*. Lots of episodic dramas shoot here on its vast stages. The studio buildings look a lot like airplane hangars — open echoing spaces with intricate redwood beams high overhead, these carpentered together in days before the world fretted over spotted owls or banana slugs. Crews construct and constantly modify sets all over Gower Studios, supporting hour-long dramas such as “Scandal” and “Newsroom” and “Dexter,” which recently shot its series finale here. The movie “Lincoln Lawyer” also went to film here.

Among the many sets and buildings run labyrinthine passageways — to the left stand the offices of Emmy winning TV producer Aaron Sorkin (“West Wing”); to the right hovers the upstairs apartment where Rita Hayworth lived during studio movie shoots. (In his office, Barton keeps a color vintage poster of the smoking Spanish-born redhead — literally smoking, cigarette in hand. Another wall displays a large black-and-white shot of a dozen construction workers nonchalantly eating lunch on a steel beam a hundred stories above New York City.)

Walking the twists and turns of the Gower Studios lot, Barton points out how “millions in investment” can lead to “adaptive re-use of obsolete space.” Obsolete dressing rooms and showers and sinks and makeup rooms can be newly put to use by the square foot for office and production space and high-profile showrooms for companies like Canon, the Japanese camera-maker. Sunset Gower Studios sees income from scores of point

sources — light and cable rentals for energy-guzzling TV productions, for example, and space for digital media wizards. Musicians rent Ocean Way Recording; Beck and Clapton hole up in the studios one day, Tom Petty the next.

Just down Sunset Boulevard, Sunset Bronson Studios, a *multi-camera lot*, buzzes with soaps and game shows and serials requiring 8-12 cameras on a stage to produce mostly content that gets edited and sweetened in control rooms.

Judge Judy shoots here . . . it’s said she has the most lucrative show on TV. The Judge flies in from the East Coast to shoot five episodes a day for three days, then goes home to wash her robes for two weeks. “Hannah Montana” once taped on the lot. (“Paparazzi everywhere! It was crazy!” Barton says.)

“Let’s Make a Deal” shoots here. The game show set normally (if that’s the word) swarms with costumed contestants dressed for Mardi Gras. On a day off, the set feels eerie, like a dark amusement park after hours.

Sunset Bronson Studios currently celebrates some good news. Arsenio Hall recently launched his late-night comeback here, and the talk show ranked a solid No. 1 in its first week. The Arsenio production crew smiles a lot. Visitors can toe a mark on the sound stage where Arsenio delivers his nightly monologue.

Barton’s eyes shine on the Sunset Bronson Studios tour. It’s a happy day — the city of Los Angeles just signed off on a Hudson Pacific plan that promises

to transform this studio property as dramatically as Technicolor transformed Sunset Gower Studios.

Barton and his colleagues plan to restore the original Warner Brothers building, a handsome, classical façade with white pillars carved from individual redwood trunks, to its historic original footprint. (An addition by Gene Autry, made when *The Singing Cowboy* owned the studio, will be demolished.) A classic steel radio antenna, an icon of the Warner Brothers lot, will relocate to its original position on the property and a new crown jewel will go up in its place.

“Bronson has huge undeveloped resources,” says Barton. “And a game-changer for the studio will be Sunset Bronson Entertainment Center.”

Within a year, Barton hopes to break ground on the center — a 14-story, 115,000-square-foot building and nine-story parking structure. The new entertainment tower will house non-traditional, highly skilled workers — film and TV production and sound and CGI talent — in a building designed from the ground up to meet unique production, post-production, and creative demands.

The center has special designs for floor loads, for instance, and equipment for air changes, and sound controls, and special power sources. It will be a LEED-certified building with floor-to-ceiling windows that flood interiors with California light. Outdoor spaces will comfortably accommodate tenants who prefer to work al fresco, alone, or communally.

A unique design feature of this “vertical campus,” as Barton terms it, will be lower floors that offer tenants office access without going through a common entrance space.

“This,” Barton says simply, “is not your father’s office building.”

The Walk of Fame

Hudson Pacific catalyzed Hollywood development with the Technicolor HQ project. But downtown Hollywood wasn’t the only place needing a makeover.

The Hollywood Chamber of Commerce tapped Barton, a mover and shaker, to be chairman. He served from April 2012 to March 2013, presiding over a remarkable set of accomplishments.

“Adoption of the Hollywood Community Plan would absolutely be the No. 1 achievement of his tenure,” says Chamber President/CEO Leron Gubler.

The old Hollywood master plan was 22 years old and extremely outdated, and the process to get the new plan updated took eight years. The final year, opponents came out of the woodwork, and the hearings became very

heated. After adoption, opponents filed three separate lawsuits against the plan. Barton urged the chamber to assist Hollywood as a friend of the city in court.

Clearly, Barton gets on-screen credit for the role he played in finally getting plan approval. Also on Barton’s résumé as Hollywood C of C chair:

- Organization of the first State of the Entertainment Industry conference.
- The chamber’s first-ever endorsements of city government candidates through a new Hollywood Chamber Political Action Committee. (Every candidate the Hollywood PAC sponsored won office.)
- Progress on the feasibility of creating a parking district for Hollywood. The issue involves acquiring several city parking garages in a very complicated transaction. “Chris’s expertise in real estate has been extremely helpful,” says Gubler. “He is able to quickly evaluate the issues and ask the right questions to ensure that Hollywood’s best interests are represented.”
- The Hollywood Walk of Fame has been Barton’s most visible tour of duty because it included making the cover of *Variety* with Hugh Jackman, chatting up Scarlett Johansson, joking with Jimmy Kimmel, shaking hands with Guns ’n Roses guitarist Slash, and meeting the person he considers “maybe the nicest Walk of Fame star of them all” — Helen Mirren.

These close encounters of the starry kind happened because of Barton’s chamber position, of course. But he also helped guide a badly needed restoration of the Walk of Fame.

Every serious Hollywood tourist visits the old Grauman’s Chinese Theatre area (now renamed TCL Chinese Theatre) to see the oversized stars in the sidewalk that honor screen icons from Mr. Ed, the talking horse, to Robert Redford, the Horse Whisperer. As a result, the The Walk of Fame endures unbelievable wear-and-tear from foot traffic, plus weather and vandalism.

Barton took the helm at the chamber with a star walk renovation long overdue — and his energy and advocacy restarted restoration and maintenance efforts. Just as he did down on Sunset, Barton helped bring glitter back to the streets of Hollywood (or at least to the sidewalks).

Beach Blanket Bingo

Along with downtown Hollywood, the hottest real estate in Los Angeles today lies under Silicon Beach.

As the Silicon moniker suggests, the three-mile stretch of west L.A., between Santa Monica and Venice, hothouses scores of new startup companies along with

continued on 86

MBA grads making an impact



Their careers have taken them all over the world, from Denmark to India and Russia to Brazil. Their U.S. addresses stretch from Portland to Tampa, but half of these 50 MBA Movers and Shakers live in metro Atlanta.

They populate virtually every rung of the corporate ladder, from brand management to banking and human resources to cyber security. They work for giant global entities like Heinz and Intel, and several are entrepreneurs who report to themselves.

The travel sector is well represented by Delta Air Lines, DIY by The Home Depot, tech/media by AT&T and Facebook, and real estate by CBRE.

If you get the feeling from reading these profiles that Terry MBA grads are virtually *everywhere* doing virtually *everything*, you would be right. They are!

These 50 MBA Movers and Shakers are the ones we chose to feature in this issue, but there are hundreds of other Terry MBAers out there making an impact in the business world.

If you're one of them, please email *TM* editor Kent Hannon (khannon@uga.edu) with your latest news.



NAME: Kurtulus Alic (*MBA '98*)
COMPANY: Huawei
TITLE: Director of Software Business Unit in Asia, Caucasasia, Turkey
RESIDENCE: Istanbul, Turkey
UPDATE: Kurtulus oversees the sale, marketing, and delivery of Huawei software business unit products for 14 countries, and he recently served as a consultant to two operator CEOs in Azerbaijan and Kazakhstan, conducting service-strategy consulting projects.
GOAL: To serve as CEO of a multinational company.



NAME: Alex Andrianopoulos (*MBA '94*)
COMPANY: Guidance Software
TITLE: Vice President of Marketing
RESIDENCE: Pasadena, Calif.
UPDATE: Alex has been an integral part of a host of companies — from tiny startups to giants like Oracle and Sun Microsystems — that have shaped the computer/internet/software world.
QUOTE: “We are waging the good fight, protecting the nation, our infrastructure, and our enterprises from cyber attacks by criminals and nation-states.”



NAME: Sarah Zullo Barnett (*MBA '10*)
COMPANY: Unum Group
TITLE: Director, Staffing
RESIDENCE: Chattanooga, Tenn.
UPDATE: Sarah and her team drive enterprise talent acquisition strategy and full-cycle recruiting for Unum, a Fortune 250 employee benefits company and the world’s leading provider of disability insurance. In March, Sarah married fellow Terry alum Jared Barnett (*JD '10, MBA '10*), whom she met in Terry’s MBA program.



NAME: Michael Barry (*BBA '93, JD '96, EMBA '05*)
COMPANY: Arnall Golden Gregory
TITLE: Partner
RESIDENCE: Atlanta, Ga.
UPDATE: Michael is a partner in AGG’s healthcare and corporate groups. He was a Terry Outstanding Young Alumni winner in 2008, and he also serves as secretary-treasurer of the Terry Alumni Board.
QUOTE: “As a board member, it’s an honor to participate in the business education that will shape the leaders of our communities, state, and nation for years to come.”



NAME: Michael Betts (*BBA '05, MBA '13*)
COMPANY: HJ Heinz Company
TITLE: Associate Brand Manager
RESIDENCE: Pittsburgh, Pa.
UPDATE: A brand management intern at Heinz in the summer of 2012, Michael is now a full-time employee, helping manage a number of Heinz’s frozen snack brands under the new private management. Prior to graduation, Michael was the featured graduate student speaker at the groundbreaking for Terry’s new Business Learning Community.



NAME: Jason Bidgood (*MBA '03*)
COMPANY: CEB
TITLE: Managing Director
RESIDENCE: Charlotte, N.C.
UPDATE: CEB, the world’s leading member-based advisory firm, includes more than 16,000 executives. Jason also serves as vice chair of the Global Soap Project, which recycles and redistributes soap — and hygiene education — to people around the world.
QUOTE: “If you have a positive thought, then it’s worth an equal action.”



NAME: David Black
(*BBA '97, MBA '00*)
COMPANY: State Bank and Trust Company
TITLE: Chief Credit Officer
RESIDENCE: Atlanta, Ga.
UPDATE: Prior to recently joining State Bank, David was director of corporate strategy at First Horizon National Corporation in Memphis. He also held multiple corporate development and finance leadership roles at Wachovia in North Carolina.
QUOTE: "Gratitude is not only the greatest of virtues, but the parent of all others." — Cicero



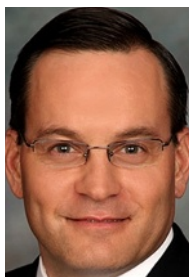
NAME: Watkins Cannon (*MBA '07*)
COMPANY: Unum
TITLE: Director of Business Alignment, Print & Distribution
RESIDENCE: Signal Mountain, Tenn.
UPDATE: Watkins joined Unum in a continuous improvement role and has since had the opportunity to move into a number of leadership roles across a number of business areas.
QUOTE: "Terry gave me the toolset, training, and confidence to thrive in today's business world. If I could do it all again, I wouldn't change a thing!"



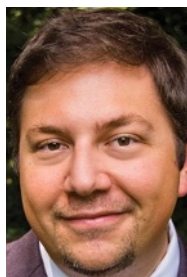
NAME: Roger Chandler (*MBA '98*)
COMPANY: Intel Corporation
TITLE: Director of Strategy and Innovation
RESIDENCE: Portland, Ore.
UPDATE: Roger works in Intel's Software and Services Division, which delivers innovative new experiences on Intel-based computers and devices.
QUOTE: "The technology industry moves at a relentless pace and change is a certainty. You either embrace the inevitable change — and shape it — or fall victim to it. It's stressful, but a lot of fun!"



NAME: Kasper Christensen (*MBA '07*)
COMPANY: Janssen Pharmaceutical Companies of Johnson & Johnson
TITLE: EMEA and Nordic Lifecycle Leader
RESIDENCE: Copenhagen, Denmark
UPDATE: Kasper leads a pair of neuroscience teams — one in the Europe, Middle East, and Africa regions, another in Denmark, Finland, Norway, and Sweden.
QUOTE: "We get thank-you letters from patients who suffered from a disease that one of our products helped cure or suppress. Those letters mean the world to my team and me."



NAME: Matt Clark (*BBA '92, MAcc '93, MBA '04*)
COMPANY: GE Energy Management
TITLE: Senior Manager Finance
RESIDENCE: Atlanta, Ga.
UPDATE: Matt worked as a CPA at Ernst & Young and over the course of his career has had global assignments in 20 countries. He's currently divisional finance leader for a \$500 million engineering business.
QUOTE: "As an Alumni Board member, I feel privileged to give back to the college with all that Terry has provided me — education, network, advisors, and friends."



NAME: Adam Cohen (*BBA '06, EMBA '12*)
COMPANY: Tenon Consulting
TITLE: Managing Consultant
RESIDENCE: Atlanta, Ga.
UPDATE: Selected to oversee Tenon's healthcare services practice, Adam and his team have led clients to historic successes while creating a firm-wide culture of excellence. Adam is a Young Alumni Board member and a supporter of Terry's EMBA program, Leonard Leadership Scholars, and Second Century Club, as well as recruitment, internship, and mentoring efforts.



NAME: Sergio Correa (*MBA '11*)
COMPANY: Delta Air Lines, Inc.
TITLE: Senior Associate, Fuel Management
RESIDENCE: Atlanta, Ga.
UPDATE: Sergio was hired into Delta's Financial MBA rotational program and is now part of the new Delta Physical Trading team that was established in 2012. He is currently in charge of oversight of fuel logistics, pricing, inventory management, and close function for nearly 40 percent of Delta's domestic consumption, representing more than \$4 billion in fuel spend annually.



NAME: Brian Cossaboom (*MBA '97*)
COMPANY: IBM
TITLE: Strategy & Operations Executive
RESIDENCE: Atlanta, Ga.
UPDATE: A member of the Terry Alumni Board, Brian recently served as the college's MBA committee chair. Brian is the operations executive for IBM's Application Management Services Business — North America. In addition to his Terry MBA with concentrations in finance and management information systems, Brian holds a B.S. in mathematics/economics from Union College.



NAME: Walt Deriso (*MBA '00*)
COMPANY: Atlantic Capital Bank
TITLE: Senior Vice President
RESIDENCE: Atlanta, Ga.
UPDATE: Walt was a founding shareholder at Atlantic Capital, which in 2006 became the largest startup bank in U.S. history with a \$125 million stake. He works primarily with high net-worth multi-generational families, family offices, physicians, and large medical practices. Walt was part of the Leadership Atlanta Class of 2014, and he and his wife Anna are tireless advocates for autism awareness.



NAME: Maranda Walker Dowell (*MBA '01*)
COMPANY: Vortele Commodities
TITLE: Founder/Principal
RESIDENCE: Atlanta, Ga.
UPDATE: Maranda left CBRE after 10 years as a senior associate in retail services and started her own contract sales and consulting firm, which specializes in business development for import and export companies.
QUOTE: "With the volatility in real estate, I was looking for a way to reinvent myself. Creativity can result in a career of infinite possibilities."



NAME: Matt Ferris (*MBA '03*)
COMPANY: United States Gold Bureau
TITLE: Founder and Chairman of the Board
RESIDENCE: Austin, Texas
UPDATE: Matt acquired a failing precious metals trading company in late 2008, which had less than \$1 million in annual revenue at the time of acquisition. Following a multi-year turnaround process — during which USGB was named one of the fastest-growing companies in central Texas — the company will generate more than \$100 million in annual revenue at FYE 2013.



NAME: Jay Ferro (*AB '96, EMBA '03*)
COMPANY: American Cancer Society
TITLE: Chief Information Officer
RESIDENCE: Atlanta, Ga.
UPDATE: In 2011, Jay was named Georgia CIO of the Year, and in 2013 was named chairman of the board for both TechBridge and the Georgia CIO Leadership Association. Jay is a Terry Alumni Board member and he sits on the Terry MIS Advisory Board.
QUOTE: "True happiness is not attained through self-gratification, but through fidelity to a worthy purpose."



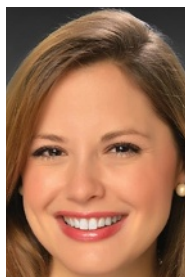
NAME: Thomas Forsberg (*BBA '00, EMBA '10*)

COMPANY: SunTrust Bank

TITLE: First Vice President, Commercial Banking

RESIDENCE: Columbus, Ga.

UPDATE: Recognized by the UGA Alumni Association as a “40 Under 40” honoree, Thomas has spent 13 years at SunTrust and has moved from Atlanta to Columbus as a top performer in commercial banking. He serves companies as a financial business partner, and also serves as president of the Columbus chapter of the UGA Alumni Association.



NAME: Kelly Frailey (*MBA '09*)

COMPANY: Facebook

TITLE: Account Manager, Travel, Global Marketing Solutions

RESIDENCE: San Francisco, Calif.

UPDATE: After eight years with the Walt Disney Company in California and Florida, Kelly recently joined Facebook at corporate headquarters in Menlo Park, Calif., to handle large grossing travel accounts. In her new role, Kelly advises travel clients on how to create impactful brand and direct response campaigns on Facebook that contribute to travel booking revenue.



NAME: Doug Ghertner (*MBA '03*)

COMPANY: Change Healthcare Corp.

TITLE: Chief Executive Officer

RESIDENCE: Nashville, Tenn.

UPDATE: Doug, along with his mentor and fellow Terry alum, Howard McLure (*BBA '79*), recently closed a \$15 million financing for Change Healthcare to fund the company's future growth. An Alumni Board member as well, Doug teamed up with Todd Bitzer (*BBA '88*) to steer the auction committee for the 2013 Terry Gala. Their efforts help the college raise a record \$107,000.



NAME: Maureen Graham (*MBA '99*)

COMPANY: Darden School of Business at the University of Virginia

TITLE: Business Analyst

RESIDENCE: Charlottesville, Va.

UPDATE: After taking some time off from her business career to devote time to her family, Maureen returned for her sixth year at the Darden School, working as a “data cruncher” in the Darden School Foundation, analyzing donor and alumni behavior to inform best practices and strategy for advancement activities.



NAME: Paul Hammes (*AB '92, MBA '98*)

COMPANY: Hugh Chatham Memorial Hospital

TITLE: Chief Executive Officer

RESIDENCE: Clemmons, N.C.

UPDATE: Paul was just named CEO of HCMH, which for more than eight decades has provided medical care for residents in northwest North Carolina and southwest Virginia. Paul was previously an engagement leader/interim executive for clients at CEO2 and senior vice president/COO for Forsyth Medical Center in Winston-Salem.



NAME: Barbara Hampton (*MBA '06*)

COMPANY: Georgia Transmission Corporation

TITLE: Senior Vice President and Chief Financial Officer

RESIDENCE: Roswell, Ga.

UPDATE: Under Barbara's financial leadership, GTC's assets have more than doubled from \$740 million in 1997 to more than \$2 billion in 2013, funding high-voltage power lines and substations for the state's electric membership cooperatives. Appointed by Gov. Deal to the Georgia Board of Education, she was elected chair in 2012.



NAME: Scott Hobby (*BBA '94, MBA '00*)
COMPANY: Case Pomeroy Properties
TITLE: Vice President of Real Estate
RESIDENCE: Jacksonville, Fla.
UPDATE: Case Pomeroy, which provides equity to commercial developers and has interests in a variety of properties, recently committed to an 85-unit apartment building complex on Atlanta's Memorial Drive. Scott is a member of the Terry Alumni Board and has been deeply involved with the Urban Land Institute.
QUOTE: "Trust your instincts. Don't be afraid to ignore the crowd."



NAME: Scott Holcomb (*EMBA '13*)
COMPANY: Georgia General Assembly
TITLE: State Representative, District 81
RESIDENCE: Atlanta, Ga.
UPDATE: Scott finished his EMBA while also serving in the Georgia Legislature and practicing law full time. He began his legal career as a lawyer with the U.S. Army JAG Corps, where he served with the 3rd Infantry Division (deployed to Bosnia for Operation Joint Forge) and 3rd Army (deployed for Operations Enduring Freedom and Iraqi Freedom). He is frequently described as a rising star in politics.



NAME: Jason E. Hudson (*BS '96, EMBA '04*)
COMPANY: Majure Data, Inc.
TITLE: Vice President and Chief Financial Officer
RESIDENCE: Roswell, Ga.
UPDATE: Jason wears a number of hats at Majure Data, which focuses on providing inventory management software to distribution and manufacturing companies in North America and the United Kingdom. He just concluded his third three-year term on the Terry Alumni Board, dedicating his efforts to helping with the annual Terry Gala.



NAME: Logan Ide (*JD '95, MBA '95*)
COMPANY: Foundry Capital, LLC
TITLE: Managing Partner
RESIDENCE: Atlanta, GA
UPDATE: Now managing his own private equity firm, Logan's career includes organizational work with the 1996 Atlanta Olympics, international consulting with former Atlanta Mayor Andrew Young and White House Chief of Staff Hamilton Jordan, and he was part of a team that acquired a power plant on Guam. Logan is a member of the Terry Alumni Board and he is serving as co-chair for this year's Terry Gala.



NAME: Manish Jar (*MBA '06*)
COMPANY: Sewells Group
TITLE: Group Managing Director
RESIDENCE: Mumbai, India
UPDATE: Manish has a co-leadership role with the Sewells Group, a leading provider of auto retail solutions in the Asia Pacific, Africa, and Middle East regions. He started a company in India that became the market leader before it was acquired by the Sewells Group. After the acquisition, Manish moved into a global role with the Sewells Group, looking after the company's overall business strategy and operations.



NAME: Jason Karnes (*MBA '05*)
COMPANY: SunTrust Robinson Humphrey
TITLE: Vice President, Industrials Group
RESIDENCE: Atlanta, Ga.
UPDATE: At SunTrust Robinson Humphrey, Jason is an investment banker in the Industrial Goods and Equipment practice, strategically advising companies on acquisitions, divestitures, and capital raising.
QUOTE: "When I went back to school, I left a good job. But I wanted to transition to a career that required more of me."



NAME: Andrew Kintz (*EMBA '06*)
COMPANY: SunTrust Sports & Entertainment Specialty Group
TITLE: Senior Vice President and Managing Director
RESIDENCE: Nashville, Tenn.
UPDATE: Andrew manages SunTrust SEG advisors in Florida, Georgia, and Tennessee, serving clients in music, film, motorsports, and pro sports. He served SunTrust as a commercial banking relationship manager, wealth strategist, and high net worth client advisor before assuming his leadership position at SEG in 2009.



NAME: Alex Massie (*MBA '01*)
COMPANY: ClickFox
TITLE: Senior Vice President, Business Solutions
RESIDENCE: Vinings, Ga.
UPDATE: After spending four years in management consulting, Alex has made significant contributions to ClickFox, a venture-funded Big Data software company that has grown from 10 employees and less than \$1 million in revenue to 120 employees and many tens of millions in revenue.
WHAT'S NEXT: Alex is focused on expansion in Europe and growing partnerships with anchor clients.



NAME: Susan McGrogan (*EMBA '09*)
COMPANY: Nuance Corporation
POSITION: Senior Vice President, Transcend Operations
RESIDENCE: Atlanta, Ga.
UPDATE: Sue was promoted to president of the Atlanta-based clinical documentation company Transcend Services. Then, in 2012, Transcend was sold to Nuance, the leader in voice recognition technology products, where she is now responsible for legacy client retention.
QUOTE: "Opportunity is missed because it is dressed in overalls and disguised as work." — T. Edison



NAME: Ted McMullan (*MBA '93*)
COMPANY: Covington Investments
TITLE: Founder and President
RESIDENCE: Atlanta, Ga.
UPDATE: In 1997, Ted founded Covington Investments, LLC, where he acquires and develops senior living communities. Ted chairs the Building Terry Annual Fund and is a member of the UGA Foundation Advisory Board. He earned his bachelor's degree from Georgetown University and serves on the Georgetown Board of Regents.
QUOTE: "The Terry College is like family to me."



NAME: Jay O'Meara (*BBA '97, MBA '00*)
COMPANY: CBRE
TITLE: Senior Vice President of Capital Markets
RESIDENCE: Sandy Springs, Ga.
UPDATE: For the last decade, Jay has worked in the Atlanta office of CBRE, the world's largest commercial real estate company. In his 13-year career in real estate, Jay has sold more than 40 million square feet of office property valued at nearly \$10 billion. He has served Terry in various capacities, including the Terry Alumni Board.



NAME: James O'Reilly (*BBA '00, MBA '05*)
COMPANY: Bank of America
TITLE: Senior Vice President, Program Management Executive
RESIDENCE: Charlotte, N.C.
UPDATE: James moved back to the Southeast from Boston, where he was the bank's New England Portfolio Director, managing a facilities portfolio of more than 9 million square feet of office and retail space.
WHAT'S NEXT: Leading a platform transformation of the bank's corporate workplace systems and processes across various disciplines.



NAME: Josef Pettus (*MBA '04*)
COMPANY: The Home Depot
TITLE: Senior Manager, Assortment Planning
RESIDENCE: Marietta, Ga.
UPDATE: Josef began his career at The Home Depot seven years ago in merchandising finance, and now leads a team of professionals and contractors in assortment planning, advising store merchants on business strategy, supplier cost negotiation, and changes in merchandise.
QUOTE: "I have three boys and it's important for me to be involved in their lives as they grow up."



NAME: Lauren Pittenger (*MBA '08*)
COMPANY: Booz Allen Hamilton
TITLE: Lead Associate
RESIDENCE: Atlanta, Ga.
UPDATE: Lauren, who has two other advanced degrees from UGA, primarily supports the Centers for Disease Control, leading numerous laboratory capacity building and quality improvement initiatives for Booz Allen.
QUOTE: "The most exciting part of my job is taking business solutions and applying them to public health problems to achieve innovative results."



NAME: Brad Rhoderick (*MBA '05*)
COMPANY: MorganFranklin
TITLE: Director
RESIDENCE: Beallsville, Md.
UPDATE: Brad is a director at MorganFranklin, a Washington, D.C.-based execution-oriented business consulting and technology solutions firm, which last year was named by *Consulting Magazine* as one of the "Best Firms to Work For." The company also made the *Inc.* list of fastest-growing private companies. Brad also serves on the Associate Leadership Council of Junior Achievement.



NAME: Shaun Roedel (*EMBA '09*)
COMPANY: Oceaneering International Inc.
TITLE: General Manager – Integrated Operations
RESIDENCE: Panama City, Fla.
UPDATE: Some 17 years after he received his bachelor's degree at Utah State, Shaun earned his MBA at Terry and went to work for Oceaneering, an equipment and service provider to the oil and gas industry, specializing in off-shore, deep water operations. Shaun serves as GM for Oceaneering facilities in Florida, Scotland, and Brazil.



NAME: Wesley Rogers (*BBA '99, MBA '04*)
COMPANY: Landmark Properties
TITLE: CEO and President
RESIDENCE: Athens, Ga.
UPDATE: Wes partnered with James Whitley to establish Landmark Properties, one of the most active student housing developers in the country with \$400 million in housing under construction, including a high-density project in downtown Athens — the Standard at Athens.
WHAT'S NEXT: Landmark Properties is expanding to the West Coast, New England, and the Southwest.



NAME: Shannon Kelly Schultz (*MBA '98*)
COMPANY: Schultz Consulting Group
TITLE: Founder and President
RESIDENCE: Atlanta, Ga.
UPDATE: After five years at Delta Air Lines, Shannon established Schultz Consulting Group in 2003. She works with leaders of large organizations on full-scale change initiatives and leadership development. Her clients include the Terry College, where she also served as a leadership coach for the Executive MBA program and taught the Full-Time program's team facilitation seminar.



NAME: John Sheppard (*BBA '79, MBA '81*)
COMPANY: EveryWare Global, Inc.
TITLE: Chief Executive Officer and President
RESIDENCE: Tampa, Fla.
UPDATE: EveryWare Global is a publicly traded global marketer of tabletop and food preparation products for the consumer and foodservice markets.
PROUDEST ACCOMPLISHMENT: “Integrating two consumer goods companies into one unit, and taking the combined company public in a successful initial public offering.”



NAME: Steven Smith (*EMBA '10*)
COMPANY: Atlanta Public Schools
TITLE: Associate Superintendent
RESIDENCE: Atlanta, Ga.
UPDATE: Steve, who also earned two educational degrees from UGA, has 25-plus years of business and leadership experience, ranging from education, marketing and communications to business development and fiscal management. At the Atlanta Public Schools, he has helped lead the system through a challenging transition, resulting in a new roadmap for student achievement and improved community engagement.



NAME: Felix Stellmaszek (*MBA '03*)
COMPANY: Boston Consulting Group
TITLE: Partner and Managing Director
RESIDENCE: Atlanta, Ga.
UPDATE: Over the past decade, Felix has worked for BCG around the globe, advising clients on strategic topics in India, South Africa, Brazil, Europe, and the U.S.
QUOTE: “Forget ‘work-life balance.’ Instead, define what success means to you and find out what you’re passionate about — and then go for it! But avoid becoming one-dimensional. After all, one-winged birds can’t fly.”



NAME: Debbie Storey (*AB '80, MBA '06*)
COMPANY: AT&T
TITLE: Senior Vice President for Talent Development and Chief Diversity Officer
RESIDENCE: Dallas, Texas
UPDATE: Debbie has held numerous leadership positions throughout her 30 years at AT&T.
QUOTE: “I am in my dream job! I have the privilege of identifying and developing AT&T leaders, overseeing employee engagement, and leading our best-in-class diversity and inclusion efforts.”



NAME: Kristen Manion Taylor (*ABJ '96, MBA '97*)
COMPANY: Delta Air Lines
TITLE: Managing Director of Worldwide Marketing Communications and Ancillary Revenue.
RESIDENCE: Atlanta, Ga.
UPDATE: Kristen started her MBA while still an undergrad telecomm major. She led the development of Delta’s “Keep Climbing” campaign, which provided the best brand-performance scores in company history. Kristen was a recent panelist at a “Climbing the Corporate Ladder” seminar for Terry MBA students.



NAME: Buck Wiley (*JD '92, MBA '92*)
COMPANY: Merrill Lynch
TITLE: Managing Director, Global Institutional Consulting
RESIDENCE: Atlanta, Ga.
UPDATE: After working in Europe and Russia, Buck joined Merrill Lynch in 2001 and later established the Wiley Group within the company to focus on the investment needs of families, endowments, trusts, and institutions. Buck was recognized by *Barron's* as a “Rising Star of Wealth Management” and as one of the top 25 financial advisors in Georgia. He is chair of the Terry Alumni Board.



NAME: Christen Wright (*BS '05, MBA '10*)
COMPANY: AT&T
TITLE: Lead Marketing Manager for ATT.com
RESIDENCE: Atlanta, Ga.
UPDATE: Christen started in AT&T's leadership development program, spending more than two years in a variety of roles. He now serves as the "gatekeeper" for new projects that come to ATT.com. Previously, he worked on the Isis Mobile Wallet Project, a mobile payment application, and he has an extensive retail background.



NAME: Joe Wytanis (*EMBA '10*)
COMPANY: SMC Networks, Inc.
TITLE: Executive Vice President and Chief Operating Officer
RESIDENCE: Suwanee, Ga.
UPDATE: Joe manages all functional areas of SMC Networks, a metro Atlanta-based high-tech cable and telephone customer premise equipment manufacturer.
PROUDEST ACCOMPLISHMENT: Founding Scientific Atlanta's/ Cisco's Cable Home networking business and growing it to be the world leader in product shipped.
WHAT'S NEXT: Take SMC public.

THE UGA MBA

Whether you're looking to prepare for a new leadership role, change careers, or master the one you're in, the Terry College of Business at the University of Georgia has the right MBA program for your goal.



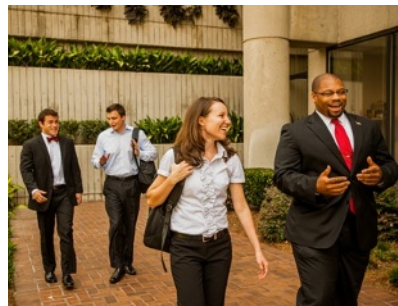
EXECUTIVE MBA

The 18-month Executive MBA program based in Buckhead offers mid- to senior-level managers leadership development, international experience, and an invaluable network of contacts. The program offers personalized service, individual leadership coaching, and a 12-day international residency. The format combines weekend classes with distance learning.



FULL-TIME MBA

Small class sizes and a focus on personal development make the Full-Time MBA program more of a tight-knit community than a class. Located on the main University of Georgia campus in Athens, this traditional two-year program provides a rigorous but rewarding graduate experience designed to mold students into business leaders. Each student works one-on-one with career management staff to chart a career path tailored to individual goals.



PROFESSIONAL MBA

The 23-month Professional MBA program is designed to allow working professionals to earn an MBA without putting life on hold. The program format includes a unique blend of classroom experience and distance learning which provides greater flexibility and convenience over conventional part-time study. The program is offered in Buckhead at the Terry Executive Education Center and in Lawrenceville at the University of Georgia's Gwinnett campus.

Go to mba.terry.uga.edu or email terrymba@uga.edu for more information.

The University of Georgia
TERRY COLLEGE OF BUSINESS 

by Kent Hannon

photography by Cassie Wright



with
**MBA Director
Rich Daniels**

Q: How long have you been working with Terry's MBA programs?

My contact with the Terry College began in 1999 when I was asked to start the Executive MBA program and also manage non-credit executive education programs for the college. George Benson was dean at the time. To get me started he just basically gave me his Rolodex and said, "Ask people in positions of authority — people who would conceivably be in the market for an Executive MBA for themselves or their employees — what kind of a program would most appeal to them."

The over-arching theme that emerged from months of conversations was personal leadership development, which went hand-in-hand with what Chris Riordan was doing at the time with Terry's Institute for Leadership Advancement. [Riordan is now provost at the University of Kentucky.] Personal leadership development was obviously something that struck a cord in the marketplace. I talked to a number of people in high-level executive positions and I kept hearing the same comments — laments, really — over and over again:

"We've spent many years — and lots of dollars — trying to identify and develop the next generation of leaders for our company. And, for the most part, we are very disappointed with the results. If your program can have an appreciable impact on the leadership capa-

The Terry College offers a full menu of MBA programs in three different locations — Full-Time (Athens), Executive (Buckhead), Professional (Buckhead/Gwinnett) — and any one of the three can have a transformative effect on a person's career



bilities of our people, that by itself would justify our investment.”

The other thing I got out of those discussions was that convenience really matters. Terry administers three different MBA programs in three different locations — the Full-Time MBA in Athens, the Executive MBA in Buckhead, and the Professional MBA in either Gwinnett or Buckhead — so we feel like we’re being very responsive and accommodating to our customers’ personal and professional needs.

Q: What are the major differences between the three MBA programs?

Full-Time MBA students are the youngest, they average four years of work experience, they have excellent academic credentials, and roughly half of them have a desire to change careers. Their undergraduate investment led to a job, but they now envision something different for themselves. Whether they’re interested in a new career or improving their standing in their current career, a Full-Time MBA is a way for people to redefine themselves, so they’re repositioned credibly with either current or future employers.

Professional MBA students average six to eight years of workplace experience. Unlike the full-timers, they don’t see themselves as redefining their career, and they’re not necessarily dissatisfied with their job or organization. Their vision is more, “If I’m going to get to where I want to be, then I need to get my Professional MBA.” Ironically, the data indicates that half, or more, will in fact end up changing jobs within 18 months of graduation because employers oftentimes say, “Ah, glad to have you back. Now go do your old job.” To which the PMBA grad says, “That’s not good enough. I’m capable of more . . . and I’ll go someplace where I can do more.” To me, that’s an appropriate expectation because it’s incumbent on the company or organization to recognize the changes that have taken place in the employee as a result of their PMBA — and therefore to do some advance planning to find ways to best utilize that new reservoir of talent.

Executive MBAs average 14-15 years of workplace experience. They tend to be more senior, more seasoned, and mature — and they’re also not looking at this as an organization-changing investment. In fact, more so than the PMBAs, their vision is, “I’m with this company and — especially because they’re paying for it — my commitment is to them. But I want to get to the top.” So perhaps it’s even more ironic that EMBA students also end up changing jobs at almost the same rate as PMBAs within

18 months of graduation. So, again, I say to employers, “If you don’t want that to happen, plan ahead.”

I teach the core operations course in the Full-Time and Executive MBA programs. With Full-Time MBA students, I teach operations primarily as a science. They want something concrete from me. Formulas work for them, even if you interject, “This isn’t the answer all of the time. You have to make the model fit the situation.” For EMBA students, who are the complete opposite, that’s not even the point. They would call that formulaic approach granular — and that’s not why they’re here. With them . . . yeah, I’ll give them the details, but the reason is to illustrate how they can leverage operational issues to create and maintain competitive advantage. So there’s always a strategic dimension. That’s the reason they’re even taking a course in operations.

A lot of our Executive MBA program is actually *confirmation* and *structure* and *language*. It’s not like teaching something the students absolutely don’t know at all. The best thing about my job — and this applies to all three Terry MBA programs — is that by the time they graduate *there is a complete transformation in our students*. And I get to see it all — the before and the after. The before is . . . a little naive perhaps. But the after is: “I see the world in an entirely different way!” And it’s not just within their organization and it’s not just confined to their work life. It’s like . . . they read the newspaper differently.

Q: What is the most distinctive characteristic of our MBA programs? What do our students want and need the most? What are companies looking for?

Our themes have remained the same. We differentiate ourselves in the content domain — not just because we do leadership, because everybody does leadership, but because we follow it up with things like coaching.

Coaching makes a huge difference because coaching is right in people’s faces. It gives them all this information about how they’re perceived by their peers and subordinates, and it’s a very compelling thing that allows students to learn things about themselves that can get in the way of them being able to interact effectively and more productively. Students who are open to that kind of development see very positive results from coaching.

No one else — no one in our competitive landscape — does this. I’ve been to leadership conferences and seminars where they talk about leadership and they talk about coaching. But they do it in a way that’s not as big a commitment compared to what we do. We hire professional and executive coaches. When other programs talk



about doing it at all, they say, “How can we get alums to come back and volunteer to lead a couple sessions?” For the most part, those are people who are not trained, who have gotten whatever leadership aptitudes they possess from a leadership program they took . . . and they don’t do it for a living, they’re not familiar with the assessment instruments. So they don’t know the underlying basis whereby our assessments actually give you information that might be useful. They don’t know the limitations of the assessments. Whereas, Terry hires people — people who are experts — to do things the right way.

This level of coaching and assessment takes place in the EMBA and PMBA, and we do career coaching in the Full-Time program. Last February, for the PMBA and EMBA sides, we hired another Career Management Center member who is based in Atlanta and who has made a big difference because of the demand that’s there on the career side.

We also have a Leadership Fellows program for Full-Time MBAs who are looking for something above and beyond the regular career coaching. Another distinctive feature of Terry’s Full-Time program is a 45-hour community service requirement. It’s part of our values, and we have people who come to the program just because of it.

Q: A new Full-Time MBA curriculum was instituted this fall. Why was that necessary and what new opportunities does it make possible?

Completing their core courses in the first year gives students a lot more choices in the second year. To make that possible, we’re asking them to take six classes per semester instead of five. Under the old curriculum, if

“The best thing about my job,” says Daniels, “is that by the time they graduate *there is a complete transformation in our students*. And it’s not just within their organization and it’s not just confined to their work life. It’s like . . . they read the newspaper differently.”

students came into the program with no waivers, they would take their core courses, fulfill their 21-hour concentration requirement — but then would have room for only two other classes. Two classes . . . that’s all the room you’d have in your schedule to take something just because it interests you. With the new curriculum, we’ve upped that freedom-of-choice factor to six or seven classes.

This change presents all sorts of opportunities. For example, we have people who are interested in environmental economics or a certificate program in sustainability. Under the old curriculum, a student could not fit that into their schedule. That’s no longer true. Now the issue is . . . if you’re taking classes outside Terry, how does that jibe with our schedule? But it *can* be done. With the new changes in curriculum, students could conceivably fulfill dual concentrations!

Q: In the new curriculum you have chosen some new areas for emphasis.

The newest one is Business Analytics, and that’s a pretty big play for us. We also have concentrations in Marketing, Operations, and Finance; in Real Estate and Risk Management, which are centers of excellence for us; and in Entrepreneurship, which is an emerging area of interest.

We have the potential for the university to be a partner in the commercialization of some of the tech-

nologies that are developed on this campus. Some great things are being done here.

The Complex Carbohydrate Research Center is making some tremendous advances towards curing cancer. CCRC has its own infrastructure for commercialization, but we've done several student projects with them. I think it would be great if public health, the medical campus, and engineering would think of the business college as a potential partner, where they see the great things they're doing and they want us to help them achieve their commercial potential. Or, if they want someone to do market research to see what that potential really is in terms of taking something to the market.

Q: International travel has also been impacted by the revised curriculum.

In the EMBA, we've moved the international travel component up in the schedule, so there's more opportunity to leverage that experience and enrich the ensuing courses that students take. We also provide international travel opportunities in the Full-Time and Professional MBA programs. Yes, there's an extra-cost feature, and that can be a sticking point for students. So I try to add an older person's perspective when I say, "\$4,000 over a lifetime of earning is nothing. This is an investment that you will thank yourself for the rest of your life because of what you get in return, because the rules of business have changed around the world."

When we go to China on a Terry MBA trip, it's not like going to China as a tourist. Yes, we visit The Great Wall. But we also talk to Chinese executives and we ask them, "How do you do business? How is it different from the way we do business in the U.S.? How do you reconcile communism and capitalism, recognizing that in many ways China is more capitalistic than the U.S.? Issues related to the rule of law — things that we would



MBA students say they use things learned in class to make changes at work that result in significant savings for their employer

call *favoritism* — are things that are standard Chinese business practices. You look at their growth model and it's just really impressive.

I have taken several MBA groups to Costa Rica, where UGA has a campus. Costa Rica is one of the most beautiful — and unspoiled — places on earth. As a result, the people there feel they have literally been endowed by God with their homeland's diverse ecosystem. And, as a consequence, they feel the responsibility to be good stewards. So, they don't measure things just by output. They put at least as much of their managerial concentration on preventing waste. Contrast that with China, where the biggest impediment to the country's growth is the pollution that China is generating now. They have huge issues — they're losing land, their water supply is in danger, air quality in the big cities is horrible . . . and it's getting worse. These are things that Terry MBA students get to see and experience first-hand.

Q: Does the new curriculum make room for international travel for Full-Time MBA students?

International travel is not a requirement in the Full-Time program, but we offer the students the option of an international trip and we solicit their input on destinations. To me, Europe is a fascinating place if you look at it from a

macroeconomic point of view because there are so many different cultures at play within the EU. Many students consider Europe an easy place to go on vacation, so why spend \$4,000 and have to spend your trip doing school work?

Here's the reason.

Traveling to Europe on an MBA trip will expose you to things you won't see as a tourist. In Munich, we can get you into the BMW Research and Development Center. In Prague, we'll have a meeting with the

Minister of Commerce. In each case, you'll learn about the mindset of the people you visit.

I've been going on these trips for 20 years now, and what inevitably happens at the airport baggage carousel at the end of the trip is that students come up to me and say, "Thank you, I had no idea what this was going to be like — that it was going to be so cool!" And the thing is . . . they couldn't have. And that scene is reenacted time and time again when MBA alumni come back to campus. They say to me, "It's one of the best things I've ever done!"

Q: Will Terry's new Business Learning Community change what can be accomplished with the Full-Time MBA program?

It will be a tremendous help with recruiting. Brooks Hall is a grand building, but it's old and you see undergraduates sitting in the hallways, trying to study on the floor. That's not very impressive. This notion that the MBA program espouses — that we're creating an experience — is tough to sell in that kind of environment. When you're getting an MBA here, Terry is your life. When you're not in class, you're here. You're interacting with classmates, with faculty. With the new building we will have the facilities to support that — breakout rooms, eating areas, places that facilitate interaction. That has to be a boon to recruiting new students and to the quality of the interaction that those students will experience when they're on campus


People who visit Terry already have a high probability of enrolling in a Terry MBA program. But the new building will up the enrollment rate even higher and get more people to visit. The new building will create a host of new possibilities for us to interact with students — the Innovation Laboratory, for example. I have visited other business schools that have a similar facility and they're doing some incredible things! This kind of interaction is very important for management education.

An MBA is not a one-way transfer of information. We tell our students that they will learn as much from each other as they will from their instructors. And that's how it should be. All of our students have significant work experience, and some of our EMBA and PMBA students are practicing managers. They may not know all the principles. They may not know all the language. In fact, we're going to teach them a lot of stuff that they don't already know. But we rely on them to take the conceptual

frameworks from the classroom and see how they apply in their work environments.

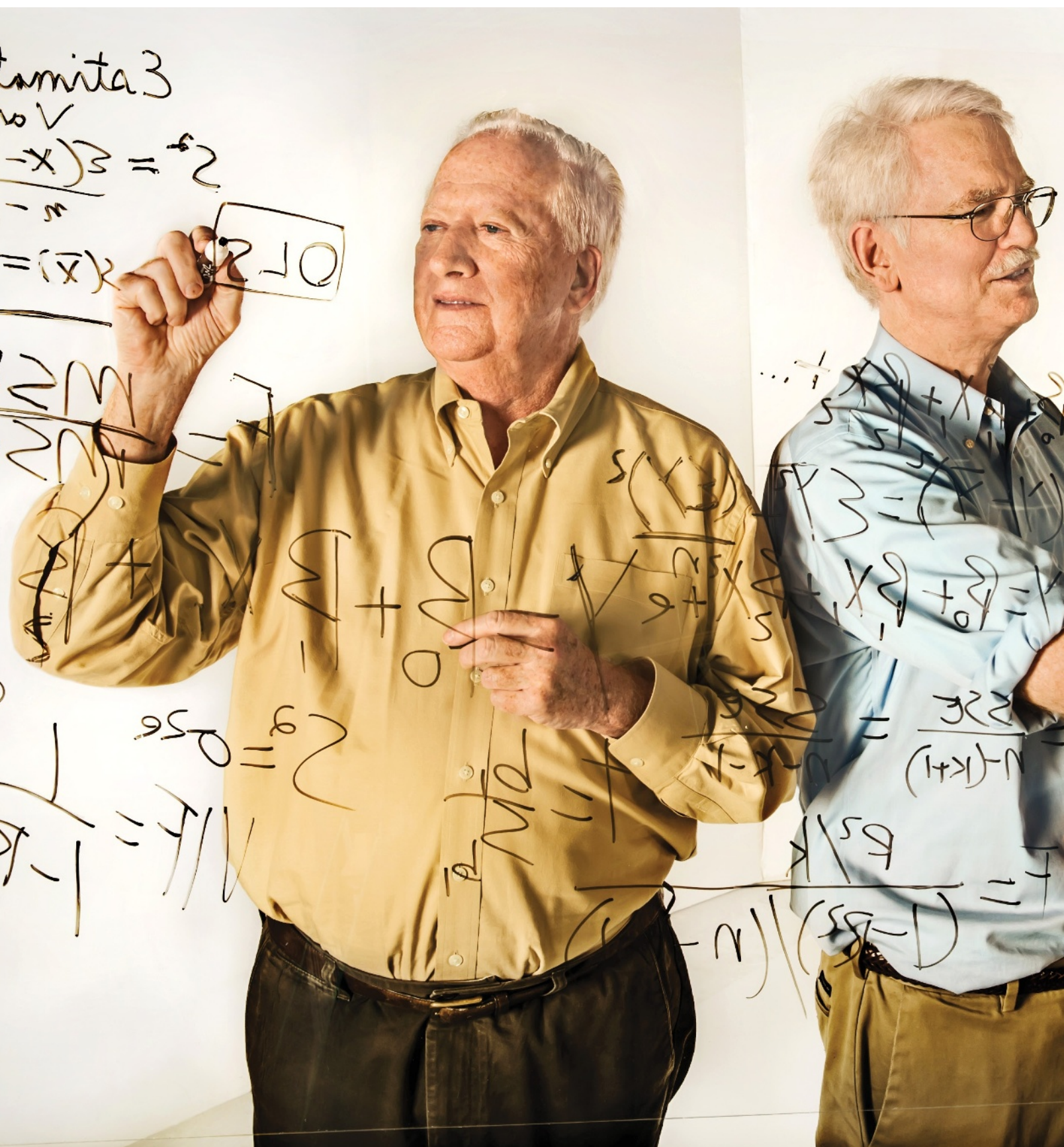
Amazing things happen when you allow students to become active participants in their own education. We've had many students tell us how they have used what they've learned in class to make significant changes at work, often resulting in significant savings for their employer. It's a great feeling to learn that the program can have such a strong impact. But our students also appreciate that best practices is often unique to each individual firm. The right thing to do at one organization may be inappropriate or even unfeasible at another.

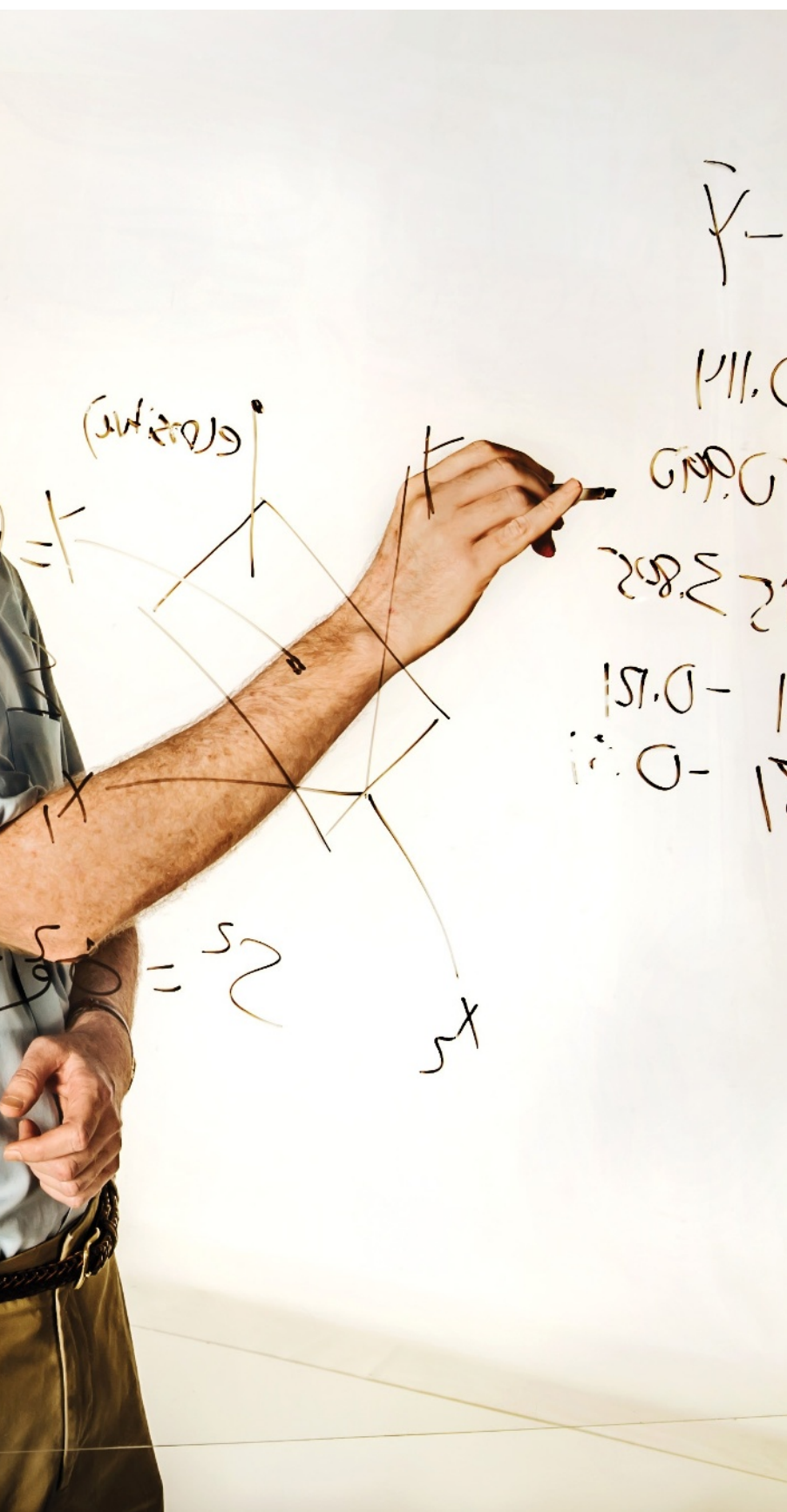
Bottom line: We want our students to understand that there is not a single answer to every interesting management question. In fact, Terry MBA programs are not about giving students answers — they are all about building skills and creating and adding perspective so that students can go into any organization and create solutions that are appropriate for that environment.

This is basically the difference between giving you fish . . . and teaching you how to fish. 



In a classroom setting at Terry's Executive Education Center in Buckhead, Daniels works with students on an operations exercise on supply chain dynamics.





Big Data, Deep Insights

The Terry Master of Marketing Research program is regarded as the best in the country. Digital technology is exploding — and top firms are waiting in line to hire Terry's MMR grads.

By Matt Waldman (AB '96)

Photograph by Cassie Wright

You've been here before. The workday is near its end and your spouse asks you to hit the supermarket on the way home. A half-hour later, you pull into the grocery store parking lot, which on this rainy evening is doubling as the main event for a demolition derby.

(L-R) Terry professors Rich Fox and John Wurst have the academic training and corporate savvy to teach the analytic and strategic thinking required of market research.

As the sky opens and transforms the lot into a flood plain, you navigate a succession of potential hazards to your monthly car insurance payment. You find a spot, exit your vehicle in the downpour, and your shoes are now sopped after fording the small creek at the store's entrance. Every step on the grocery's linoleum is accompanied by a procession of squeaks heralding your presence.

You grab the nearest basket and the hunt is on: apples, butter, eggs, milk, bread, beans, flour, and two-dozen other reasons why you won't be home for at least another hour. But your mission is cut short at the bread aisle just four items in.

They're out of your family's brand. Your eight-year-old son has a better shot of negotiating a peace treaty in the Middle East before he takes a bite of grilled cheese without the old stand-by. You hit the Express Lane, call the pizza joint to deliver ahead, and call it a night.

Hardly a surprise, least of all to the customer science firm dunnhumby. They've studied 400 million transactions from customer reward cards like yours and they've learned that people will leave the store before buying a different brand — oftentimes not finishing the rest of their shopping list. This is Big Data in action and it's an example of how market research has come a long way in a short time.

It's not just the data gathering that has evolved, either.

"In the old days of market research the perception of researchers was of the guy in green eyeshades pulling numbers together, presenting them, and leaving the room," says Rich Fox, a professor in the Terry Master of Marketing Research program. Thanks to the ascent of digital technology, says Fox, market research is optimizing its time-tested methods to drive company decisions about its customers and products. "It used to be a lot of

"Big Data is exciting, but you still have to find ways to manage and make sense of it all. You need smart, analytical people who are able to make these interpretations and translate them to good decisions."

— Lindsay Zaltman (MMR '00)



Lindsay Zaltman (MMR '00), managing director and partner of Olson Zaltman Associates, shares his expertise with Terry marketing professor Marcus Cunha's class. Olson Zaltman's qualitative research is a niche service in a quant-heavy world, but has a loyal Fortune 100 clientele.

data gathering emphasis, organization, and tabulation, but not much involved with how to use it or how management should make sense of it. That's changed over time for the better."

From consumer home journals to customer loyalty cards to the use of the Internet and social media, the Terry Master of Marketing Research program has been at the educational forefront of market research for the past 30 years. The oldest program of its kind in the country, the Terry MMR Program is also recognized among those in the industry as the very best — thanks to an applied curriculum administered by faculty who have an effective mix of academic prowess and real-world savvy. Terry's one-year MMR program prepares its students with the research fundamentals and practical application that gives graduates a real leg up in the marketplace.

Top firms are literally waiting in line to hire Terry graduates, and the network of MMR grads is so strong and well-regarded throughout the industry that when one MMR grad takes advantage of a new opportunity, it often produces a domino effect of Terry alumni subsequently filling each new open position.

"It's incredible how tightly knit Terry's MMR alumni



UGA PHOTOGRAPHY

community is,” says department head Charlotte Mason, who illustrates the domino effect by citing a recent string of jobs that changed hands when a Terry MMR grad employed with Coca-Cola took a position with Eli Lilly. Within a few months, a succession of jobs changed hands at Coca-Cola, BBDO, General Mills, and Johnson & Johnson — with Terry MMRs filling each open spot. “There’s a LinkedIn group that you have to be approved to join,” Mason adds, “and there are always job postings.”

The MMR program began in 1980 with its first class graduating in 1981. It was the brainchild of former Terry professor Fred Reynolds and Coca-Cola’s Roy Stout, the company’s head of corporate market research in the 1970s, who was soon made the senior vice president of Coca-Cola USA. The one-year MMR program was unique at its inception and continues to stand apart from most due to its curriculum.

“The biggest difference between what we have to offer and many other programs is that the coursework has been designed from scratch — and particularly for this cohort of students,” says Fox, who notes that many competing programs are generic courses from disparate schools within a university that lack a unifying vision.

“Their offerings are like going to a Chinese restaurant — two dishes from this column, two from that column, and three from another column — and they call it a degree in marketing research. We start from scratch. Every course is custom tailored for students’ needs . . . that’s what sets our program apart.”

Fox’s on-the-job experience includes a decade-long stint at Procter & Gamble as a market researcher managing various groups in the company’s product development divisions. A few years after moving to Atlanta, he accepted a position at Terry as an associate professor.

A market researcher with a Ph.D. in statistics, Fox says his training made him a bit of a fish out of water at a business school, but his management science background made him a valuable teacher and mentor. Students value Fox’s experience, and their appreciation grows as they transition to alumni.

“What Dr. Fox had us do in class prepared me 100 percent for the interview for my job right now,” says Leah Root (MMR ’13), now an analyst at dunnhumby, who gained real-world experience when Fox led her class through an analysis of the market penetration of specific brands of bars of soap. “All of the things I did to complete this project I was asked about in the dunnhumby

job interview, and I was able to speak to that kind of work. Without the background knowledge from the MMR program I wouldn't be as ahead of the game as I feel right now."

Learning the research methods is only part of the equation.

"Understanding the politics associated with research is important," says Fox, who explains that the role requires greater interpersonal skills than standing before management teams and saying, "It doesn't look good."

"You have to lay the groundwork for the discussion," says Fox, "and understand how to touch the right bases before you present information."

One of Fox's former students is also a colleague. John Wurst (PhD '87) joined the Terry faculty in 2003 after a stint with the Goizueta Business School at Emory. The winner of Emory's MBA Distinguished Educator Award, Wurst, like Fox, has a strong mix of academic training and practical experience. It's a balance of two worlds he still maintains today with his own market research consulting business.

"I enjoy teaching, but I also get much satisfaction helping companies with their issues, solving problems, and seeing benefits of the work," says Wurst, who like Fox, loves the opportunity to utilize his expertise as a consultant, academic researcher, and instructor. "I bring my real-world experience into the classroom and I benefit from the academic side, too. I strive to bring the best of both worlds to the students."

Root says the faculty's devotion to market research translates well to the marketplace, and she believes their practitioner experience adds value to this unique program.

"The teachers were the absolute best part because they had all this experience that they had to share with us — and they really, truly cared about us. All they

"Back in the old days, market researchers were order takers. Today, researchers are utilizing the learning they obtain from the rich variety of available learning resources to help provide strategic direction."

— John Wurst (PhD '87)



The 2013 class of MMR graduates is the newest of 33 classes trained to marry the quantitative work of multivariate, conjoint, and segmentation analysis with the qualitative skills needed to present those insights to the lay person. Companies were waiting in line to hire them.

wanted for us was to find the perfect job that fit our personalities. When you're deciding between two companies, Terry's MMR professors can tell you all the pros and cons — based on their professional experiences — and help you understand fully what these organizations do. It's so helpful that they all worked in the industry and know the information we need to know before we get out there."

It's not just the faculty who share their expertise.

"In addition to mentors who are assigned to every student in the program, there's a lot of informal mentoring where both faculty and alumni spot someone trying to accomplish something and they put that person in touch with a person they know is doing the same thing," says Mason, who believes that one of the greatest strengths of the MMR Program is its alumni network, which is an important source of internships, job placements, and contributions to the classroom.

Lindsay Zaltman (MMR '00) is one of them. Zaltman is managing director and partner of Olson Zaltman Associates, a 17-year-old firm based in Pittsburgh. The firm's patented tool ZMET helps Fortune 100 clients like Microsoft, Pepsi, Bank of America, and Campbell's Soup unlock deep, unconscious insights about consumers that otherwise couldn't be articulated through traditional means of research.



SPECIAL

Zaltman was a guest in marketing professor Marcus Cunha's class in September — a visit he makes annually to discuss qualitative research tools in this quant-heavy field. Zaltman believes it's important to show students that the qualitative side of the industry is a growing market and there are tools of the trade that they need to see in action.

"Big Data is exciting, but you still have to find ways to manage and make sense of it all," says Zaltman. "You need smart, analytical people who are able to make these interpretations and translate them into good decisions."

The more that Big Data is embraced, says Zaltman, the more important it is to understand the qualitative factors at play. "A lot of folks can do quantitative analysis, but can't really articulate what it is about."

Wurst agrees.

"Back in the old days, market researchers were order takers. Today, researchers are utilizing the learning they obtain from the rich variety of available information sources to help provide strategy direction. It's not just coming up with facts and figures and arriving at a conclusion, it's actually providing a recommendation."

Fox recalls the days when data was much harder to acquire, including consumer diaries that most participants would have thought about burning rather than maintaining in the face of a maddening post-



SPECIAL

Leah Root (MMR '13), now an analyst for dunhumby, valued the small class environment. "We had 22 people and our class [see photo above] got along so well," says Root. "We had a shared interest and we keep in touch. We're even planning a get-together soon. It's a great community."

workday grocery store adventure.

"I have examples of some of those diaries and you can see how tedious it was to come back from the supermarket with five bags of groceries to try and record what you purchased, what was on sale, and the price," says Fox, who explains that with scanner and digital technology, the game has changed. "Now we can easily tell who is buying Sprite Zero, what they've switched from, what they're replacing, and what kind of brand switching patterns exist among consumers that can help a company make decisions."

What today's market researchers have at their disposal to analyze what transpires at grocery stores, restaurants, retail outlets, and the Internet represents a dramatic change. But Zaltman believes the MMR Program continues to excel in the face of these seismic changes with the tools, technology, and the educational landscape.

"Dr. Mason has done an amazing job with the program, and her ability to maintain the quality and diversity of the students with 29 other MMR programs to choose from is a big testament to her work . . . that's what has impressed me," says Zaltman. "The program hasn't faltered, it hasn't lowered its standard, and it's still thought of as the premier MMR program in the country. I don't think that happens because you're resting on your laurels and living off your good name." ■

Ph.D. Points of Pride



Seven departments, seven graduates, seven careers.

The disciplines in which the Terry College grants its highest academic degrees — accounting, economics, finance, management, management information systems, marketing, and risk management and insurance — are extremely taxing disciplines that require not only a keen mind but the kind of dedication that stems from an inner belief that this is the most important work to which the degree candidate can aspire. While many of Terry's Ph.D. grads maintain a foothold in the business world, through prior experience or as consultants or advisors, all seven profiled in these pages have anchored their careers in academia, as teachers or administrators — or sometimes, both.

Perhaps that's because in academia, they found a way to indulge an indelible trait they all

share: insatiable curiosity, and the drive to either do — or enable — research that informs private enterprise and public policy.

Terry Ph.D. grads also laud the nurturing atmosphere that exists in Athens, which made all the academic rigor both inspiring and worthwhile. And nowhere is that nurturing atmosphere more palpable than in

The Terry College awards doctorates in seven different disciplines, each of which was asked to nominate stellar graduates who have distinguished themselves in academia. These seven represent the cream of a very impressive crop.

Terry's MIS department, where professor Elena Karahanna creates a family-like experience.

"We call her 'Mom' and we call ourselves 'siblings,'" says Kent State professor Greta Polites (PhD '09), referring to Karahanna and her doctoral program classmates. Karahanna was not only Polites' dissertation advisor, she sometimes babysat for Polites' children. Karahanna also invited students to her home for Thanksgiving dinner.

Years later, drawing upon their experiences at Terry, these Ph.D. grads become teachers — and mentors — to their own flock.

This helps explain why these Ph.D. grads remember the life-long friends they made there — with both classmates and their professors. Years later, these former students have become mentors — and counselors — to their own flock of students.

by
Krista
Reese

Morehouse mainstay

Cheryl Allen has a comfortable office

at Atlanta's Morehouse College. A maroon Morehouse blazer hangs on the back of the door and large windows reveal a commanding corner view overlooking Morehouse's football stadium, the new Ray Charles Performing Arts Center, and, in the distance, the other colleges in

Cheryl Allen (PhD '98)

Accounting

*Interim Dean, Business
Administration and Economics*
Morehouse College

Atlanta, Ga.

this nexus of historically black educational institutions: Clark-Atlanta, Morris Brown, and Spelman, the latter the female "sister" college to Morehouse's male student body, the two long considered among the HBCU elite, an African-American Ivy League.

Allen (PhD '98) is the first female dean of her division, the current "interim" part of the title a nod to her willingness to come back to work with the proviso that her health — she recently suffered a collapsed lung — comes first. So far, she says, the only problem has been the fact that she is tethered to her desk by an oxygen tank. Soon, however, she's talking excitedly about more portable options available as she's weaned off the device, including one that "looks just like a backpack."

Allen becomes so animated that you can easily imagine that breathing device as a jetpack, simultaneously oxygenating and propelling her over the neighboring campuses, as she points out the places where she has spent most of her adult life: 16 years at Morehouse, with a BA from Clark and an MBA from Atlanta University, before the two colleges merged.

Allen never expected to find herself working in academia, much less in a key leadership role at Morehouse.

"Education wasn't on my radar," she says.

She and her sisters all found themselves inspired by a female accountant's visit to Cheryl's Chattanooga high school bookkeeping class, and eventually they all entered the field. At first, she thought only of becoming a CPA.

"I like processes," she says. "I like the way you can connect this part and that part and get the outcome. You can backtrack, figuring out what you did wrong along the way. I like the mystery there. It's like telling a story."



Allen spent five years as an accountant at Ernst & Whinney before getting her Ph.D. at Terry. She credits a pair of married professors — the Gavers and the Bambers — with helping her succeed in grad school.

Still, she found herself vaguely dissatisfied after being recruited for what some might consider a dream job, with Ernst & Whinney (now Ernst & Young). After five years, dispassionate about the prospect of becoming a partner with the firm, she talked over her options with a former professor. At the time, Dr. Willis Sheftall occupied the same post she currently holds at Morehouse.

After hearing her career quandary, Sheftall leaned back into his chair.

"I know where you should be . . . here!" he said, thinking she would be perfect for a Morehouse teaching post that had just opened.

Nonplussed, yet flattered, she reluctantly filled out the application form — and has never looked back.

Friends and family were impressed when she became a professor at Morehouse — particularly her elementary school principal father, who was "beside himself" with pride — and Allen says she's grateful for the education she received at Clark and Atlanta, which left her feeling well prepared and unintimidated by the career change.

When she first started at Morehouse, she would pile on duties and ask for more. "I had five classes and more than 200 students," she says. "I was just crazy."

But soon she found herself facing another challenge: Sheftall had warned that — despite her CPA being considered a terminal degree for teaching at the time — "You will need a Ph.D. for where you're going to be."

That proved prescient. Recruited again, this time she chose UGA. At 32, however, she felt a little out of place



Allen (shown here with alumnus Lenny Hawkins) is the first female dean in Morehouse's Business Administration and Economics Division.

among her Terry Ph.D. colleagues. Especially after her first econometrics class.

"I walked straight over to one of those little pubs in downtown Athens and sat in a booth," she recalls. "I felt like my eyes were still glazed over. I thought, *What have I gotten myself into? I have quit my job, and I have no idea what this man is talking about.* So I had a beer," she says, laughing, "and made myself a plan."

She had to put aside the thought that she was older than her classmates, albeit with a work history many of the students would have envied. What she needed to do was take some courses that would get her back on track.

"If you let your ego get in the way," she says, "it will stop you."

Allen became known as the "five to 5" person, breezing in to pose questions to her professors just as they were about to dismiss one of their other classes. "They were the kind of professors who wouldn't disown you," she says. She recalls the first people she met on campus, including a pair of Terry professor couples — Ken and Jennifer Gaver, and Michael and Linda Bamber — who made a big difference in her academic life.

Michael Bamber, her dissertation chair, "helped me through my whole process," she says. Linda Bamber often read her work and sometimes administered tough love. Allen recalls, chuckling, what Linda Bamber once wrote on one of her more labored papers: "Have you ever seen anything like this in a journal article?"

Allen shakes her head. "I had to say, 'Um, no.' But I learned. This is growth."

Michael Bamber, she says, kept countering her off-beat paper topics with "Tell me where the accounting tie is." Eventually, she found that tie: "Telling the story about the perception of accounting as a major and a profession."

Today, she is in a position to impart not only knowl-

edge, but wisdom. For Allen, it's still all about the ghost in the machine.

"It's the intangibles that make the difference in accounting," she says. "I have students who can do accounting in their sleep. But it won't help them if they can't be on time, if they cut corners, if they don't have integrity. Intangibles tell the story more than anything."

She also strongly endorses a liberal arts environment.

"We need to continue being well-rounded, and support creativity."

In a meeting that morning, she encouraged her staff not to embrace a new technology for its own sake, but to first consider, "How does this affect your learning?"

Morehouse just celebrated its 145th anniversary. With that kind of history, "You think you have the solutions to make it all work," says Allen. "That's not all there is to it. You can have all the credentials in the world, and not move one student."

Appetite for policy-oriented economics

A few of Scott Frame's work experiences:

Having Ben Bernanke watch one of his presentations. Chatting with "Hank" Paulson in the halls. Having

bomb-sniffing dogs at the entry gate. And, oh yes, having the subject of your labors drive headlines for the past five years.

It's not necessarily what you expect when you decide

Scott Frame (MA '93, PhD '96), Economics

Belk Professor of Business
University of North Carolina-Charlotte

Charlotte, N.C.

to get a degree in economics, but Frame found that his research in residential mortgage markets and their effects on the larger economy was a valuable subject after the international financial crises that unfolded in 2008.

"I kind of fell into it," says Frame, who claims he was a "marginally above-average" undergrad at Arizona State. He punctuates his often self-deprecating remarks with a booming laugh that bounces off the marble, vault-like environment of the Federal Reserve Bank's Atlanta regional office. He first started working there while on a break from his Ph.D. studies at Terry, teaching him "ways that economists can help solve policy



In addition to his teaching duties, Frame is a research economist at the Federal Reserve Bank's regional office in Atlanta.

and business problems. It opened my eyes to something other than what you're traditionally exposed to, which is training to be a professor."

After returning to Athens and finishing his degree, his background with the Fed earned him a junior economist spot at the U.S. Treasury Department. That work "whetted my appetite for the policy-oriented stuff," he says. Returning to the Fed as a research economist in 2001, Frame realized "there wasn't a lot of academic inquiry into the expansive scope of government involvement in the mortgage market, and the distortions it was creating. Or how that might be a concern for policymakers because of the systemic risk, ultimately to taxpayers, if there had to be a bailout. In retrospect, that sounds prescient, but at the time," he says, his laugh building again, "people just thought I was some egghead writing these things."

When the economic crisis hit, says Frame, "I had a lot of opportunities with crisis response." Among them: joining the U.S. Treasury department team that would engineer the government takeover of Fannie Mae and Freddie Mac. "It wasn't all just ivory tower exercises," he says of the learning curve that taught him an approach had to be "actionable," including input from stakeholders on all sides of the table.

Terry professors David Kamerschen and Charles DeLorme played important roles in Frame's doctoral studies, giving him the kind of valuable feedback "a lot of students don't get until their dissertations." Dissertation adviser William Lastrapes was also very helpful.

It was a UGA connection that brought him to his current teaching post at UNC-Charlotte, where Terry

classmate Richard Buttimer (BBA '87, PhD '93) is now associate dean for faculty and research and another Terry alum, Craig Depken (AB '91, PhD '96), is an economics professor. Frame is building a cohort of students and former students for his network of projects. On leave from the Fed, he checks in monthly to keep up with a number of his ongoing research projects there.

"I tell my wife," says Frame, "that I've been able to see and do so much more than I ever expected."

Achieving the right work-life balance

Like Cheryl Allen, Kathy Farrell also

started her career in the business world. Working in Peat Marwick's Baltimore office, she quickly determined "I didn't want to be an auditor the rest of my life." Becoming a professor was "a dream," she says, "but not something I thought of as realistic." She feared long years as an impoverished student.

Kathy Farrell (PhD '94)
Finance

*Associate Dean CBA and
Professor of Finance*
University of Nebraska
Lincoln, Neb.

Tied to the Atlanta area, she sought advice from a former professor at Kent State and decided that a Terry Ph.D. was right for her.

"I sat through many college classes and looked at what those professors were doing," she says. "I liked the research. I liked the lifestyle. I knew I wanted to have a



Farrell (right) was an auditor in Peat Marwick's Baltimore office before becoming an award-winning finance professor at Nebraska-Lincoln.

family and a career, and I thought I could do both.”

She eventually changed her focus from accounting to finance. “I’m quantitative. In the most simplistic terms, accounting tries to document what has happened, whereas finance utilizes accounting information to analyze the future.”

She recalls one of her favorite first courses:

“My finance professors will probably kill me, but the class that sticks out most in my mind was in first semester, third year — an accounting course with the late Ken Gaver. It brought a lot of things together for me. He did a little bit of philosophy of science, which helped me understand research better.”

Jeff Netter, along with former Terry professor David Blackwell, still serve as mentors. She called them for career advice before taking the associate dean position at Nebraska. And she still runs into other former Terry professors, like Steve Jones, now at Indiana.

Fresh out of graduate school, Farrell went on the job market, willing to locate anywhere for the best job and right fit.

“I didn’t even know where Lincoln, Nebraska, was when I had my interview here,” she admits. She felt she’d met the best people she could work with, in a town she thought seemed “an easy place to live.”

Nearly 20 years later, she is able to point to her solid research track record, service on corporate boards (she is a director at the Lincoln-based lending conglomerate Nelnet), and consulting work on such topics as governance and compensation.

In addition to the “extremely positive” experience she had at Terry, Farrell also notes a number of publications where her published work had some Terry connection — “a lot of my research was connected to faculty or students at Terry.”

From the outset, Farrell took special pride in teaching. Of the many university awards she has won, she most values one in which parents nominate professors their children have praised. “In the first 15-16 years, I think I got it at least six or seven times,” she says. “If I’m impacting students’ lives so much they’re going home and telling their parents about me, that’s the biggest accomplishment I can make.”

Her dream job, in her dream town, turned out to be a very pleasant reality, including the work-life balance she hoped for. She is married to fellow UNL professor Sam Allgood (AB ’89, PhD ’93), who has two degrees from Terry, and together they have three children — all born, Farrell notes with pride, “pre-tenure.”



A study of corporate power as it relates to women helped Richardson determine her teaching-research focus.

Managing employee power and voice

Hettie Richardson’s path to her current job came in fits and starts . . . and restarts.

“I was from an artistic family,” she says. “I thought I would be an artist.”

As an undergraduate at the University of Houston,

she undertook an architecture major. She quickly decided it wasn’t for her.

“Having to be creative on demand takes all the pleasure out of it,” she says. A “wise advisor” told her to take

a semester in which she just took courses that seemed to interest her, to see what she liked.

In a sociology class, she read Rosabeth Moss Kanter’s *Men and Women of the Corporation*, a study of corporate power as it relates to women. “I thought, *Oh, my God, this is the most amazing book I’ve ever read. I want to write books like this.* I really meant: *I want to do research like this.*” She gravitated to sociology, then business and sociology. “When I got there, I was in the right place.”

At Terry, she worked on consulting projects with her major professor in management, Bob Vandenberg, who helped her see how such projects helped feed research:

“You offer your expertise to an organization,” says Richardson, “and in return you get to study what’s going on in that organization.”

That led to one of her enduring themes:

“Almost everything links back to employee

Hettie Richardson (PhD ’01)
Management

*Department Chair,
Management, Entrepreneurship
and Leadership*
Texas Christian University
Fort Worth, Texas

involvement” — which is the major focus of her management research, along with employee empowerment and voice. She adds: “So much of where I am comes from that mentorship with Bob Vandenberg.”

She ended up at LSU for 12 years, and, “through no fault of my own,” co-department chair there. “It was a way to put into practice what we teach in our classes,” she says. “It would have been crazy not to try.”

At press time, this expert on employee involvement had just assumed her new post, as department head at Texas Christian. “The department is growing and changing, with lots of great people,” she says. “I’m excited to be a part of that.”

She recalls her Terry years as pivotal:

“It was kind of a unique time,” she says. “It was a reboot — they had just decided to change the Ph.D. program. It was a small program. I got lots of personal, individualized attention. I needed a required human resources course one year — and I was the only person taking it. Every week, Terry professor Jim Ledvinka and I would spend three hours in a classroom talking about human resources. It’s not something Terry does any more, but that course — and the one-on-one attention I received from Jim — was crucial to me being able to complete my Ph.D. studies.”

Ex-dropout studies ‘reluctant adapters’

“To my parents, who probably never imagined this day would come, back when I was a high school dropout who only wanted to ride racehorses.”

— Dissertation dedication, Greta Polites.

“I actually dropped out of high school

two or three times,” says Greta Polites. “I wanted to

be a jockey, but I was too tall. I was a pretty rebellious kid.”

Her parents pushed her hard “because they knew I was capable,” she says. But the last thing in the world

that interested her was following their career paths — her father was a math professor, her mother a junior high

Greta Polites (PhD ’09)
Management Information
Systems

Assistant Professor, MIS
Kent State University
Kent, Ohio



Polites’ research interests go beyond MIS. She also publishes papers on paleontology — and two fossil mollusk species are named for her.

art teacher. “It was, ‘I’ll show you! I won’t graduate!’”

Polites still follows a different drummer — in fact, several. In addition to her MIS work, she studies paleontology, publishing two papers on the subject. Two fossil mollusk species are named for her.

From very early on, even in her first clerical jobs, “I ended up in roles where I got to dig through data. I’ve always had that research interest.” In the end, the field that offered her the most independence to follow her own interests was academia.

As a single parent with two sons, being a university professor offered a family-friendly schedule. The intellectual attraction was “to be able to study what you’re interested in — instead of being told what to do from 9 to 5.”

Polites chose Terry from a number of top schools where she applied.

“Hugh Watson was really known for his work in data warehousing,” she says. “My first semester, my advisor, Elena Karahanna, did some Jedi mind work on me. She was starting to do psychological work on habits. That’s what got me interested.”

“My first semester, she about killed us all,” Polites says of Karahanna, whom she and her colleagues called Mom. “She’s like that with everyone who has her as an advisor. She pushes you academically like no one else, but she’s also a great person. I still talk to her.”

Polites laughs at the suggestion that she actually studies two kinds of fossils — the literal kind, and the ones she focuses on in her MIS research: “reluctant adapters” who hinder organizations by resisting the adoption of new technologies. This theme, which Polites has returned to often, was the subject of her dissertation — and it won Paper of the Year at *MIS Quarterly*.

"I used to sit there and document their accomplishments," Polites says of her dissertation committee. "They were all leaders in our discipline, and I couldn't have wanted a stronger commitment from them."

That award-winning paper launched Polites on an arc of award-winning studies, one that has carried her from her first teaching post at Bucknell to research-oriented Kent State, where she began working in 2012.

"Everyone at Terry was collegial, always supportive of us," says Polites. "It's something I haven't seen often. It was an exciting place to be. I was proud to get up in the morning and know I was working in one of the best MIS departments in the country. Without Terry," she says, "I would not be here."

The business of art

Henrik Hagtvedt has a counter-intuitive career path for a marketing professor: Classically educated in the arts, including the Academy of Fine Arts in Florence, he became a painter. Success came fast, as he earned numerous large solo exhibitions while still in his early twenties.

Henrik Hagtvedt (MBA '94
PhD '09), Marketing
Assistant Professor, Marketing
Boston College
Chestnut Hill, Mass.

fulfilling, but I was lucky. It seemed exhibitions just happened for me. I met people who seemed at least as talented, who couldn't get a show."

Eventually, his curiosity about people's perceptions of art overcame his drive to carve out a career as an artist.

"There is so much marketing in it," he says of the art world. "I kept reading, and went back to school. I came into it with a lot of questions."

As a result, Hagtvedt is the only researcher he knows of with a "pure art background" conducting the kind of studies he is today — to understand people's reactions to art, beauty, and luxury — and their connection to commerce and products. While some in the art world may believe Hagtvedt has "sold out" to business, he points out:

"Some of that perception comes from a modern situation — to be on the cutting edge you have to specialize, so you don't have time to reach out to other

"I didn't have any really clear plans," he recalls. "It quickly turned into a full-time thing. I found it interesting and



Classically educated at the Academy of Fine Arts in Florence, Hagtvedt was a highly regarded young painter who enjoyed successful exhibitions before his interest in the business and marketing aspects of art prompted a career switch.

areas. But going back to the Renaissance, you'd see a lot of that happening — people working in all kinds of areas. We've lost some of the opportunity to indulge our curiosity. It's less of a straight path; it's a broader path."

"There are very few who know art who also know business," he says. "There is snobbery and disdain on both sides. Both are powerful forces in this world. It's important to understand which is which — this is business, this is art."

Hagtvedt also believes that luxury per se "might get a bad rap from some philosophical viewpoints," especially in hard economic times.

"It can be bad if it leads to too much disparity," he admits, "but there's a science to it that goes beyond the coarser aspects. There's a striving associated with it. It's about going beyond what's strictly necessary, making it special. I think it's good for humans to do more than worry about just surviving. This constant striving also leads to progress. There's a difference between getting caught on a luxury treadmill and having a healthy enjoyment for products that are well-crafted, fascinating, and uplifting. We have things today that kings couldn't have."

He cites both Boston College, where he teaches today, and his Terry training as supportive to his research. He singles out former Terry marketing professor Vanessa Patrick, who had graduated only a year before he was

assigned to her as an assistant, as particularly helpful in hearing his ideas about art and aesthetics. “She seemed very open and interested,” he says, “a good person to collaborate with.”

The two have done exactly that, publishing a number of papers on the subjects.

“I still collaborate with her, and probably always will,” he says. “That’s pretty rare.”

Risks from storms and social media

“I had too much curiosity,”

says Kathleen McCullough. It had all seemed to be going according to plan: Following in her independent insurance agent father’s footsteps, McCullough “grew up around risk management,” she says. “I had great

opportunities with scholarships, internships, and jobs.”

One problem: “It wasn’t my temperament — it was the career path I was set on. I was going to work in the industry, get married, and have 2.5 kids. But I was

restless. I kept asking ‘Why?’ too much. Not ‘why’ as in ‘why are we doing this job?’ but ‘why are we doing it this way?’”

She met with Terry’s RMI program chair Rob Hoyt to discuss her options.

Several deciding factors were responsible for pulling her into academia:

“I enjoy the research and I get to work with really good friends,” she says. “It’s a great network, very supportive.”

Also, she notes, “The real world does not have a nine-month contract. It seemed very constraining; the academic world seemed more interesting. I called Rob Hoyt and said, ‘Let’s see where this goes.’”

It has gone into fascinating work for McCullough.

Her risk management research topics have ranged far and wide — from hurricanes and storm systems to social media (“a big risk for students right now”), plus

Kathleen McCullough
(PhD ’00), Risk Management-Insurance

*Assistant Department Chair,
Risk Management/Insurance,
Real Estate & Legal Studies*
Florida State University

Tallahassee, Fla.



McCullough (left) has coordinated an online master’s program in risk management for working practitioners.

emerging biological risks, such as mold and silica.


McCullough has also coordinated an online master’s program in risk management for working practitioners.

Publishing papers on regulatory projects has been “exciting,” she says, and she has been able to work with a UGA colleague, Cassandra Cole, as co-editor of the *Journal of Insurance Regulation*. Last year, she won the Florida State Developing Scholar’s Award.

She has also recently taken on the job of assistant department chair.

“Learning administrative skills has been a big part of my academic career,” she says. “Florida State has been a really great place to work with fantastic colleagues — several with Terry College connections. Professionally, it’s nice to take those lessons that Rob Hoyt taught me — on how to build a strong program — and apply them to my work at Florida State.”

“One of the things about Terry’s risk management program was the amount of individual attention given to research skills, but also on being a mentor — dealing with referees on papers, how to deal with a class. I thought that all doctoral programs give you lifelong mentors and friends. But I found that a lot of peers did not have those academic life skills. My quality of life is much better because of those Terry people. They were strong role models. They taught us a lot in the ways of academia. That has given me such an advantage in terms of working, and working smart, in my career in all its different stages.

“I’d like to think that every doctoral program does that for their students, but it’s just not true. My Terry professors really went above and beyond.” 

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H. Day
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(from left) Alexandria Finkhausen (LLSP '13), Schuyler Vaughan (LLSP '13), and India Pender (LLSP '13).

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Mr. Alan P. Harbuck	Hau Yien Hsu and Stephanie Ann Miles Hsu	W. Edwin and Jan Loftis	S. Michael Little and Renee S. Little	Julie D. and Johnathan E. McGinty (SC)
Steven B. Hardegree	Mark W. Huber and Lisa L. Knighton	William R. Logan Jr. and Lynda M. Logan	Ms. Lisa B. Livingston	Kyle C. McInnis and Molly W. McInnis
Carl H. Hargrove Jr. and Libby S. Hargrove	Kelly L. Hudgins	William A. Lott	W. Edwin and Jan Loftis	Joshua N. and Carolyn S. McIntosh
Mr. and Mrs. Thomas L. Harkleroad	Adrienne E. Hudson (SC)	Mr. and Mrs. A. David Love	William R. Logan Jr. and Lynda M. Logan	Clayton R. and Catherine D. McKemie
Jill C. and Robert T. Harman	Thomas A. and Anne H. Huff	Mr. and Mrs. John H. Loving	William A. Lott	Mr. John D. McKey, Jr.
Harry T. Harper III and Merry K. Harper	Clayton J. and Andrea K. Huffman (SC)	Mr. and Mrs. J. Edwin Lowe	Mr. and Mrs. A. David Love	Ryan E. McLaughlin
Mr. and Mrs. Olin J. Harrell, Jr.	Mr. Chadwick P. Hume (SC)	Michelle N. Lowe	Mr. and Mrs. John H. Loving	Mr. and Mrs. David L. McLeod
Mrs. Judy Keith Harrell	Dr. Michael T. Hunsucker	Mr. and Mrs. Bernard J. Lowenthal, Jr.	Mr. and Mrs. J. Edwin Lowe	Mr. William S. McLeod
Mr. Charles T. Harris	Jeffrey D. and Kathryn E. Hunt	Daniel G. Lowenthal (SC)	Michelle N. Lowe	Adam H. McTish (SC)
Mrs. Mynelle G. Harris	Susan K. and Eric A. Huranna	Nicholas E. Lukacs	Mr. and Mrs. Bernard J. Lowenthal, Jr.	Linwood C. Meehan III
Will B. Harris III and Vicki F. Harris	Mr. and Mrs. Carroll D. Hurst	Damian J. Luna and Claudia Mineo	Daniel G. Lowenthal (SC)	David F. Melbourne Jr. and Laura K. Melbourne
Mr. and Mrs. Don J. Harrison	Mr. and Mrs. Alvin W. Hyatt	Philippe Lunardelli and Elizabeth McRee	Nicholas E. Lukacs	Mr. Ralph V. Melbourne, Jr.
Mr. Joe B. Harrison, Jr.	Alice P. Hymson	Leverett and Meredith Lunceford	Damian J. Luna and Claudia Mineo	Connie and Drew Melear
Jack E. and Susan W. Hartman	Suzanne E. Ibbeken	Julie and John Lyon	Philippe Lunardelli and Elizabeth McRee	Mr. John R. Melton (SC)
Dean P. and Caroline I. Haugabook	Mr. and Mrs. Hugh A. Inglis, Jr.	Hong Ma and Hua Chen	Leverett and Meredith Lunceford	Mr. David C. Merry
Ms. Ashley E. Hausman (SC)	Peter R. Iodice, Jr.	Matthew M. Mabe	Julie and John Lyon	Rosa W. Messer
Mr. and Mrs. John R. Hawkins, Jr.	Julie B. Irvin (SC)	Mr. James A. Macomber	Hong Ma and Hua Chen	Carley U. Metsker
Mr. and Mrs. Holden T. Hayes	Michael P. and Pamela W. Ishie	Daniel Maggioni (SC)	Matthew M. Mabe	Patrick B. Metz Jr.
Jessica T. Hayes (SC)	Mr. and Mrs. Robert K. Izlar	Linda A. Mahan	Mr. James A. Macomber	
Eric M. Heath (SC)	Mr. Michael R. Jackisch and Mrs. Mary Ann Tarbuck	Michael K. and Heather A. Malcom	Daniel Maggioni (SC)	
Robert D. and Jeannie Heath	Mrs. Louise E. Jackson	Malcom	Linda A. Mahan	
W. Gaylon Hefner	Ms. Tiffany R. Jackson (SC)	Mr. James C. Malone and Mrs. Charna Hollingsworth-Malone	Michael K. and Heather A. Malcom	
Mr. and Mrs. Brett G. Hellenga	Wythe M. Jackson	Pamela T. Maloof	Malcom	
Mrs. Suzanne P. and Mr. Brad R. Henke	Scott R. and Katherine A. Jacobs	Randall M. and Beth C. Maner	Mr. James C. Malone and Mrs. Charna Hollingsworth-Malone	
Michael B. and Catherine H. Henry	Abhinandan Jain	Adam C. Manley	Pamela T. Maloof	
Heidi C. Hensley	Drishti Jain (SC)	Mr. O. Benson Mann, III	Randall M. and Beth C. Maner	
	Ms. Sarah C. Jakelski (SC)	Mr. Michael A. Mannina (SC)	Adam C. Manley	
		Nathan L. Manting	Mr. O. Benson Mann, III	
			Mr. Michael A. Mannina (SC)	
			Nathan L. Manting	

Wendy H. and James S. Meyer
 Barbara B. and Anthony L. Meyers
 Horst R. and Christa M. Michael
 LTC and Mrs. L. John Michel, III
 Stephen H. and Susan B. Middlebrooks
 Joyce M. Middleton
 William T. and Barbara B. Middleton
 Arthur H. Miller and Jacqueline Miller
 Patricia W. and Mr. Donald K. Miller
 Mr. and Mrs. Paul D. Miller
 Maria R. Minnick
 Arun T. Misra (SC)
 Mr. and Mrs. Glenn E. Mitchell
 Jill M. and Sean R. Mitchell
 Maxwell S. Mitchell
 Mr. R. James Mitchell
 Mr. and Mrs. W. Mark Mitchell
 John B. and Mary I. Mobley
 Donald G. and Tia Mode
 Mr. Matthew G. and Mrs. Diane S. Moffett
 Brittany K. Mohler (SC)
 Mr. and Mrs. Charles B. Monroe
 Celeste A. Monturo
 Joseph W. and Julie H. Moon
 Mr. Charles E. Moore, Jr.
 Edgar R. Moore Jr.
 Mr. and Mrs. James H. Moore
 James L. and Emily R. Moore
 Kirby R. Moore
 Maurice M. and Pansie G. Moore
 Michael D. Moore
 Dr. Myra L. Moore and Mr. David R. Lynn
 Dr. and Mrs. Perry G. Moore
 Christine G. Moran and Daniel P. Moran
 Dr. Angela G. Morgan
 Robert Morgan and Kay Morgan
 Mr. R. Bruce Morgan
 Byron M. Morris Sr. and Anne S. Morris
 Thad J. and Ruth W. Morris
 William and Rita Morriss
 Philip B. and Mary Ann Morsberger
 Mr. and Mrs. Robert S. Morton
 Doreen L. Mueller and Theodore R. Kramer III
 Mr. and Mrs. Louis Mulherin, III
 Corey and Rebecca Mullins (SC)
 Mr. and Mrs. F. David Muschamp
 Julia Musselman
 Jennifer L. Nadler
 Dr. Lance A. Nail
 Aditya Narendranath (SC)
 Mr. and Mrs. G. Thomas Neal
 Dr. and Mrs. Walter P. Neely
 Laura Negri
 Ellis H. and Winifred L. Nelson
 Stuart M. and Hilary P. Nelson
 Emily Nerland

Edward J. and Julia T. Nesbitt
 Mr. and Mrs. Lawrence J. Ness
 Richard D. Newsom Jr.
 Mr. and Mrs. Howell W. Newton
 Rebecca P. and Joey Nichols
 Cobbs G. Nixon and Minta M. Nixon
 Patrick T. Nolan (SC)
 Ms. Teresa H. Nolan
 Tracy A. and Michelle W. Norman
 Mr. and Mrs. W. Tillman Norris
 Mr. Steven P. Norton
 Terri W. Norton
 Mr. Robert W. Norwood
 Mr. Scott E. Novellas
 Mr. and Mrs. James B. Nunn, Jr.
 Thomas J. O'Connor
 Derek and Meredith Odegard
 Jerry C. and Lillie Y. O'Dell
 William C. O'Dell
 Mr. David J. O'Hare (SC)
 Kent P. Oliver
 Marcy and Marc Oppenheimer
 Mary E. O'Rourke (SC)
 Mr. John J. Ossick, Jr.
 Christy C. and Ryan Overall
 Mr. W. Daniel Owen
 Oliver Owens
 Mr. David M. Padron
 Alexander J. Page Jr.
 Mr. James E. Pallas, IV
 Jonathan B. Pannell
 Mr. Roderick T. Parham
 Mel L. Paris
 Mr. and Mrs. Charles E. Parker, Sr.
 James E. and Becky B. Parker
 Michael John Parker
 Mr. Terry I. Parker and Mrs. Felicia N. Parker
 Walter A. and Mary M. Parker
 Mrs. Elizabeth B. and Mr. Robert J. Pascal
 Bhumi Patel
 Harsh S. Patel
 Katel N. Patel
 Zubin N. Patel
 Daniel J. and Shelby D. Patrick
 Mr. and Mrs. James B. Patton
 Andrew G. and Katy R. Paulson
 Mr. and Mrs. James T. Payne, Jr.
 Steven W. Peake
 Jacob Pearlstein
 Eric Pearson
 Mr. and Mrs. Patrick J. Peldner
 Jimmy and Debra Pellicano
 Markie E. Perry II and Hillary J. Perry
 Patrick H. Perry
 Abner T. Persons Jr. and Ann M. Persons
 Mildred R. Peskin
 William C. Peterson
 Julia T. Petrides
 Mr. and Mrs. John R. Phelps

Class Gifts

MAcc Class of 2013 pledged \$126,796



(from left) Director of Annual Giving Johnie Tucker, J.M. Tull School of Accounting Director Ben Ayers, and 2013 MAcc class gift captains Emily Collins (MAcc '13), Courtney Ideker (MAcc '13), and Rischa Releford (MAcc '13).

Marty W. and Kimberly Phillips
 Susan Pick
 Robert A. and Caryl G. Pierce
 Mr. Robert H. Pinckney, IV
 Mr. Joseph S. Pinson (SC)
 Anne M. Pippin (SC)
 Alexander R. Pirie
 Mr. A. McCoy Pitt (SC)
 Roger M. Pitt, M.D. and Susan D. Pitt
 Mr. and Mrs. William A. Pittenger
 Rebecca Plankey
 Mr. and Mrs. Michael S. Pohler
 Tom B. and Mary Beth Pool
 Mrs. Barbara M. Poole
 Jacob W. and Mrs. Laura P. Poole
 James A. and Suzanne M. Poole
 Kimberly C. Pope and James B. Pope III
 E. Jackson and Annette L. Porter
 Joseph B. Pouns (SC)
 Mr. and Mrs. C. Andrew Price
 John B. Prince III and Mrs. Betty M. Prince
 Paul E. Pritchett
 Jeremy D. Puckett (SC)
 Mr. G. Randall Pugh
 William H. Ragan Jr.
 Jessica H. Ragsdale (SC)
 Mark A. and Gina S. Randall
 Stephanie and Jeremy Ransom
 Jeffrey and Angela Rash
 Andrew M. and Katherine C. Rasmussen
 Bill F. and Anna M. Raulerson
 Stewart and Rita Ray
 George R. Reinhardt III and Ashley C. Reinhardt (SC)
 Todd S. and Eva M. Restel

Brian J. Resutek
 Mr. James W. Rewis, Sr. and Mrs. Nancy Rewis
 John D. Reyna Sr.
 John D. Reynolds III and Harriet L. Reynolds
 Mr. Carl A. Rhodes, Jr.
 Mr. and Mrs. Don M. Rhodes
 Daniel A. Rice
 Mr. Caleb R. Rich (SC)
 Derek Tyler Rich (SC)
 J. Robert Richards
 Jacob and Susan Richardson
 Mary S. Richardson (SC)
 Mr. Joseph A. Richwine
 Ronald M. Riggs and Manina J. Riggs
 Jay T. and Gina F. Ripley
 Mr. Eric S. and Mrs. Susana V. Rivard
 Mr. and Mrs. J. Haley Roberts, Jr.
 Mr. and Mrs. L. Dean Roberts, Jr.
 Shawn M. Roberts
 Josh Q. and Jessica M. Robertson
 Caroline F. Robinson (SC)
 Chris and Barbara Robinson
 Ms. Meredith B. Robinson
 Susan M. Robinson
 Mark A. and Jennifer W. Rockett (SC)
 David P. Rodenroth
 John J. Rogers
 Jonathan J. Rogers and Carla B. Rogers
 Mr. and Mrs. Stephen C. Rogers
 Wilson W. and Sarah B. Rogers (SC)
 Mr. Steven B. Rogin
 Ronich and Diane Rooks
 Laura C. Rose
 Mr. Andrew S. Ross, Jr.
 Ms. Beth S. Ross (SC)

William M. Ross (SC)
 Loren R. and Tony L. Rowe
 Howard G. Royal Jr. and Jane A. Royal
 Mr. Louis H. Rozier
 Mr. and Mrs. James E. Rubenstein
 Mr. Ernest J. Ruddock
 Christopher and Wendie Ruffner
 Timothy Russell and Barbara Smart
 Ms. Camille J. Russo
 Ms. Caitlin E. Saltonstall
 Judith L. Salzer
 Christopher J. Sanders
 Shelton P. Sanford IV and Holly K. Sanford (SC)
 Shelton P. and Marnell G. Sanford
 Sridhar Sashti
 Mr. Steven P. Sasz
 Louis and Elaine Saul
 Suzanne S. Saul
 Mr. and Mrs. Mark C. Saussy
 Joseph F. Savoca (SC)
 Jay M. and Mary P. Sawilowsky
 Maggie C. Schanen (SC)
 Louis Scharff III and Dorothy Scharff
 David M. Scharfstein (SC)
 Christina L. Schenzel (SC)
 Mr. Mark D. Scherer
 Mr. Matthew C. Schlemmer (SC)
 Bernice J. Schlifka
 Derek M. and Katherine S. Schuber
 Frank L. and Lori Schwartz
 Mr. and Mrs. Michael Schwarz
 Mr. Eric T. Sconyers
 Brandon D. Scott and Sarah H. Shanewise
 Linda G. Scott

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Wallace Sivas Paul and Bobbi Skaff John Kyle Skelton Mr. and Mrs. David M. Slatinsky Avery P. and Cecelia K. Sledge Mark W. and Kathleen B. Slonaker Amos A. Smith Mr. and Mrs. Jason W. Smith Joseph B. and Jude P. Smith Lawrence B. Smith Ms. Lindsey E. Smith Nicholas A. Smith (SC) Quenon J. and Jamelia O. Smith Susan B. and Brian E. Smith Timothy B. Smith Mr. and Mrs. Tracy J. Smith Brian Smooke Benton S. Smothers Jr. (SC) Mr. Richard K. Snelling, Jr. David and Page Sobek Terence M. Sokoloff Mr. and Mrs. James A. Sommerville	Marvin W. Sorrells and Joan D. Sorrells Mr. and Mrs. Ronald T. Sorrow Mrs. Virginia P. and Mr. L.E. Sorrow Richard and Joann Sosnoski Mr. and Mrs. James R. Sowers, Jr. Gregory M. and Wendy O. Spangler Charles F. and Vickie V. Spence Thomas E. and Amy M. Sprague Ms. Kristen M. Stamps Mr. Anthony N. and Mrs. Helen H. Stancil Mr. and Mrs. Theron H. Stancil Mrs. Maria Gran Stanzione Ms. Kari A. Stark (SC) Mr. and Mrs. Reece M. Stead, III (SC) Brett A. and Margaret B. Steele Mr. Neal E. Steffin Andrew M. Stelling Christopher B. and Lindsey T. Stelling (SC) Mr. and Mrs. Thomas P. Sterne William M. Sterrett Jr. and Cynthia A. Sterrett Mr. Max E. Stevens Frank W. Stewart III Steve W. and Mary A. Stewart Ms. Deborah G. Storey Mr. David B. Stormo Horace D. and Kathryn G. Story Julianne L. Stouffer (SC) Mr. and Mrs. Thomas E. Stovall Jennifer A. Strange Mr. and Mrs. Thomas M. Strate Joseph and Rosalie Strauss Ned and Julie Strauss F. Lawrence and Katrina N. Street Leslie R. and Jeremy S. Strickland Stephen E. Strickland Steven and Elizabeth Strickland Mr. Stacy V. Stringer Mr. Tony R. Stringer Thomas L. Stripling Mary L. Strum Mr. Brian C. Studey Rees M. and Brooke B. Sumerford William C. and Pamela G. Sumner Mr. Stephen G. and Ms. Jun P. Sutherland Bradford and Ashley Swann Mr. Raymond M. Swann Carl E. Swearingen Mr. and Mrs. Richard P. Swerdlin Andrew E. Swift Henry W. Swift Jr. and Jeanne R. Swift Bryan R. Tackett	Connor G. Tamlyn Aaron and Emily Tanenbaum Mr. and Mrs. Martin L. Tanenbaum Mr. Edward J. Tarver, Jr. Andrew J. Taylor (SC) Jack and Lynn Taylor Richard T. Tebeau Jr. Francis J. and Luann L. Tedesco Mr. and Mrs. Andrew Teegarden Adam J. Terrell and Kathryn I. Calhoun Amy M. and William E. Thomas Mr. and Mrs. Gerald M. Thomas, Jr. Mr. and Mrs. Jeffrey D. Thomas Mr. and Mrs. Jimmy E. Thomas Melonie D. Thomas and William H. Thomas Jr. Billy B. and Sylvia T. Thompson Chad A. and Elizabeth P. Thompson (SC) Charles M. Thompson Sr. and Camille Thompson Mr. Lloyd P. Thompson, Jr. William W. and Mildred P. Thompson Mr. Douglas D. and Mrs. Elizabeth P. Thornton Mr. Ellis H. Thorp, III Shirley W. and Eric Edward Thorstenberg John P. and Paula C. Thrasher Mr. & Mrs. H. Mack Thurmond Susan and Thomas Tillery Emily M. and Adam M. Tindel (SC) Joseph A. and Maureen U. Tinetti Nathan C. Tippie Pamela D. Tipton and David M. Bradt Jr. Ashley H. Toler Luis Tomas Scott W. Trantham Dr. and Mrs. Jerry E. Trapnell Benjamin W. Trice T. Barrett and Anne D. Trotter Mr. W. Scott Troutman Britt and Ross Trulock (SC) John W. Trulock Jr. and Barbara R. Trulock Betsy S. Tuck (SC) Mr. John P. Tucker Cantey C. Tull Elton B. and Rose M. Turner Mr. and Mrs. Huie L. Turner, Jr. John R. Turner Jr. and Gina G. Turner Paula A. Turner Ms. Sara L. Tweedell Mr. and Mrs. Benjamin H. Underwood Mr. J. Andrew Vance John B. and Elizabeth B. Vann Meyur B. Vashi Ms. Sabina A. Vayner (SC) Vicki T. Velie	Mrs. Elizabeth S. and Mr. Sanford Venitt Col Bradley C. Vickers Mr. and Mrs. Michael E. Viers Peter M. Vilieis Mr. H. Hampton Vining, Jr. Mr. Richard S. Waddell, Jr. Mr. and Mrs. Larry A. Wages Mr. and Mrs. Charles K. Wagner, Jr. Keith C. and Tana L. Wagner Phylliss Wagner Mr. Thomas K. Wagoner, Jr. (SC) Bill C. Wainwright III Mr. and Mrs. Lawrence C. Walker, III Linda L. Walker Mr. and Mrs. Tony L. Walker Robert J. Waller and Linda Bow Jill and Geoffrey Walton Wei-Ting Wang (SC) Robert E. Wangerien Mr. Christopher L. Ward Timothy E. and Catherine B. Ward (SC) Connie Ware Bryan S. and Amy L. Warnock (SC) Mr. and Mrs. Larry E. Warnock Terry W. and Charlene A. Wasden Charles A. and Jennifer B. Watson Donald B. Watson Dr. Hugh J. Watson Mr. and Mrs. Stephen C. Watson Mr. and Mrs. William E. Watson, Jr. Ben P. and Carol Watters Mr. Thomas J. Way Goode P. Weaver Jr. Mary O. Weaver Christopher F. and Laura Z. Weekley Ms. Susan R. Weimar J. Elliott and Gay M. Wells Lloyd B. and Judy B. Wepman Thomas G. Whatley Jr. and Maliece S. Whatley Mr. George W. Wheeler Mindy Wheelock Joy L. Whitacre Elizabeth R. and Jordan B. White Elizabeth and Dustin White (SC) J. Robert White Jr. and Lirong S. White Mr. Jonathan D. White (SC) John D. and Margaret F. Whitlock Carl D. Whitlock Jr. John S. Whittaker Joseph A. Whittle Jr. and Mary F. Whittle Brian C. and Kimberly L. Wholley Mr. and Mrs. Stephen T. Wielansky Christopher E. and Krista S. Wieters	Mr. and Mrs. Casper E. Wiggins, Jr. Mrs. Resa C. and Mr. Rodney B. Wilcox Mr. and Mrs. Roy E. Wilcox Zachary R. Wilcox Christopher S. and Maria E. Wilkins Thomas H. and Ann C. Wilkins Charles J. and DeeDee S. Willcox Mrs. Genevieve L. and Mr. John M. Williams Mr. and Mrs. Gerald L. Williams Mr. Kenneth B. Williams Mr. and Mrs. Ralph L. Williams Tyler W. Williamson (SC) Lawrence B. Williford Mr. and Mrs. Thomas A. Willson IV Jack W. and E. Dianne Wilson Jerry S. Wilson Jr. and Virginia K. Wilson Modupe B. Wintoki and Oyinlola E. Enoch E. Forrest and Patricia F. Wise Michael J. Wise Morton and Bernice Wittenberg Bradley D. Wong (SC) Mr. and Mrs. James M. Wood, III Jeffrey J. and Megan D. Wood Elizabeth M. and Billy J. Woodall Sharona D. Woodley Mr. Jeffrey R. Woods Ret. Col. Henry H. Woolard, Jr. and Mrs. Barbara H. Woolard Mr. and Mrs. Joel O. Wooten James A. and Julie D. Worsham Melissa M. Worth Louise M. Wright Mr. and Mrs. William B. Wright, Jr. Alexander K. Wyatt III (SC) Mr. Lloyd L. and Mrs. Madeleine Wyatt Joseph and Lisa Wytanis Jennifer S. and Alexander P. Yankowsky IV Mr. and Mrs. J. Bayne Yarbrough Mr. and Mrs. John F. Yarbrough, V Mr. and Mrs. Danny Yates Mr. Coy W. Yonce, III Austin and Kelly York Tracy I. and Deborah M. Yoshimura Mr. John N. Youmans Joseph A. and Vickie Lynn S. Young Micah A. and Jessica C. Young Peter S. and Avis B. Yount Mr. Jian Yuan and Ms. Ren Sheng Michael and Cecily Zelickson
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Daniel E. Zeplain
Zhufang Zhao
Mr. and Mrs. Jan Paul
Zonnenberg
Mr. and Mrs. John E. Zoucks

\$99 and Under

Osama B. Abdullatif
Alyssa S. Abe
Jessica M. Abe
Ansley K. Adams
Christopher J. Adams
Jennifer L. and
Taylor G. Adams
Wade T. Adams Jr. and
Jessica F. Adams
Mrs. Cheryl I. and Mr.
William P. Adams
Afiong Kitefre Oboho Afuape
and Olufunmilade T. Afuape
Fidelis O. Agbor
Huma Ahmad
Iffat and Maqbool Ahmad
Jennifer D. Albritton
Debra and Jody Alderman
Elizabeth N. and James W.
Alexander
Mr. and Mrs. J. Brett Allen
Robert F. and Virginia L.
Allison
Lyanne Altamirano
Mary Jo Alton
Daniel B. Amaker Jr. and
Mary Beth Amaker
William C. Anderson
Mr. and Mrs. Wylie L.
Anderson, Jr.
Jodi L. and Matthew D. Arden
Mr. and Mrs. Edward D. Atrial
Ethan W. Armentrout and
Sharyn A. Shoemaker
F. Brooks Arnold
Mr. and Mrs. Lorain J.
Arnold, Jr.
Patrick M. and Joyce J.
Ashley
Michael K. Asmelash
Mr. Emmanuel S. Aspras
Ryan J. and Leah C. Atkinson
Dr. Kenneth E. Aupperle
Jennifer M. Aurand
Mr. and Mrs. J. Randall Avery
Marygrace E. Azar
Nicholas G. Azar II
Joshua L. Bagby
Nicholas P. Bagnasco
Matt B. Bailey
Folashade Y. Bakare
Benjamin J. Baker
George W. Baker Jr. and
Brenda C. Baker
Mrs. Wendy C. Baker
Earle D. Balis
Terrel D. and Ellen H.
Ballenger
Cleveland A. Barefield
David J. Barefield
Adelyn M. Bargerion
William C. and Julia M. Barker
Brady Barnett III
Mr. Jared F. Barnett
Mr. and Mrs. James T.
Barnette, Jr.
Danielle M. Barron
Ms. Katherine R. Barron
Sallyanne Barrow and
James Barrow Jr.

John R. Barton Jr.
Steven H. Barton
Craig J. Bass
Glenn S. and Dale G. Bass
C. R. Bates
Dale B. and Suzanne T. Baylet
John W. Baylet
Mr. and Mrs. James F.
Becker and Family
William F. Beckum III and
Jennifer M. Beckum
Mr. C. David Bell
Mr. and Mrs. J. Porter
Bellew, Jr.
Robert M. and Katharine M.
Belloir
Duncan L. Belo
Mr. Rhett M. Bennett
Todd M. Benson
Ms. Carol Ann T. Benton
Amy B. and Douglas L.
Bergmann
Dr. and Mrs. Harold W.
Berkman
Julia M. Bernier
Dennis M. and Pamela W.
Betz
Kyle W. Betz
Wendy N. and Stephen A.
Bevan
David A. Bexley
Ms. Linda Beyea
Amninder S. Bhatti
Richard W. Bigler, Retired
and Diana R. Bigler
William R. Billings
Dale L. and Karen H.
Birdsong
Judge Joe C. Bishop and
Mrs. Carol C. Bishop
Kendra C. and Justin T.
Bishop
Frederick V. Black Jr. and
Jennifer J. Black
CAPT Max A. Black, Retired
and Mrs. Kimberly L. Black
Mary B. Blair
Adam and Gina Blakely
Barry S. Blank
Benjamin D. Blanton
Mr. John Blau
Clayton L. Blount
Michelle C. Blue
Purvardh A. Bodiwala
Carl and Marcia R. Bogo
Annette P. Bolgla
Clinton T. and Janie A. Bond
Willis F. Bond II
Phillip M. and Lindsay Z.
Bonelli
Frank E. Booker III
Trevor M. Booth
Dr. and Mrs. Lynn H. Boyd
Olin B. Boyd III and Jeanne
L. Boyd
Andrew J. and Susan G.
Bradbury
Mark T. Bradshaw
Raymond B. Brady Jr.
Mr. Patrick T. Brahana
Guy J. and Donna P.
Bramlett
Ricardo Bravo Jr. and
Maureen Bravo
Kay Bray
Mr. and Mrs. S. Norman
Bray

Class Gifts

Full-time MBA Class of 2013 pledged **\$34,640**



(from left) Michael Betts (MBA '13), Chris Adams (MBA '13), Former Terry College Dean Robert Sumichrast, and Terry College MBA Director Rich Daniels.

Merrill C. Breland
Bobby and Ellen Bristow
Chess E. and Patricia D.
Britt
Whitney A. Britt
Hannah M. Brooks
Mr. David N. Brooksher
Grace C. Brown
Marvin T. Brown II
Tamra and Phillip Brown
Mr. and Mrs. William E.
Brown
Mr. and Mrs. Larry N.
Brownlee
Leonard and Margaret
Brubaker
Joseph Alaric Bryant III
Mr. John M. Buice, III
Dr. and Mrs. Stephen J.
Bukovsky
Gary J. and Melissa B.
Burtle
Thomas B. Burtle
Mr. and Mrs. Alan Burton
Kevin M. Burton
Jonathan L. Bush
Mr. and Mrs. W. Thomas
Bush, III
Catherine L. Butler
Mr. and Mrs. Michael E.
Butler
Peggy C. Bynum
Hubert J. Byrd Jr. and
Cates Byrd
Nancy B. Byron
Deborah Cahill
Grant A. Cahill
Susan E. Caldwell and
Robert M. Caldwell Jr.
Michael K. and Amy M.
Callahan
Mr. James A. Calvert
Rev. Harry C. Camden and
Joyce A. Camden
Mrs. Dorothy S. Camerio
and Mr. Louis T. Camerio, Jr.

Herbert P. Camp Sr. and
Josephine D. Camp
Cherie M. and Gary L.
Campbell
Fred H. and Catherine W.
Campbell
Gary F. Campbell III
Thomas W. Cannon III and
Kelly A. Cannon
Grant S. Carlton
Donald and Tina Carpenter
Christopher W. Carrier
Vickie Carrier
Mr. Thomas G. Carter
James J. and Karen G.
Casalone
Jason M. and Ashley M.
Caspary
Travis Ned and Joan H.
Castleberry
Mr. W. Jack Causey
Angela H. Chancellor
Harvey H. and Jane B.
Chandler
Jamie L. Chandler
Mr. and Mrs. John T.
Chandler, Jr.
Daryl A. Chapman
Mr. and Mrs. John W.
Chapman
Kameron D. Chatman
Jackson and Connie
Cheatham
Chenyu Chen
Mr. Will R. Childs
Ivey T. Clanton
Lauren B. Claridge
Dr. and Mrs. Albert H. Clark
Daniel and Susan Clarke
Keith and Rochelle Clarke
Jay Andrew Clawson
Joan Clein
Catherine J. Clements
Robert H. and Maryam Q.
Clyburn
George W. Cobb Jr. and
Tally B. Cobb

James W. Cobb
Carey D. Cobb
Jason S. Cohen
Lois P. Cohen
Morris J. and Lisa H. Cohen
Ralph and Benita Cohen
Seth A. Cohen
Mckenzie J. Coleman
Brian J. and Leah C. Collins
Caroline P. Collins
Mr. and Mrs. J. Ken Collins
Paula T. and Michael L.
Collins
Mr. and Mrs. Perry E. Conley
Diana F. Conway and R.
Stan Conway Jr.
Mr. and Mrs. J. Thomas
Cook
Justin F. Cook
Charles W. and Martha L.
Cooper
Neal Barry Cooper
Dr. Elizabeth S. and Mr.
Robert Cooperman
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Mr. Gregory A. Canady
Mr. G. Frank Cannon
Mr. and Mrs. John T.
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Mr. Nelson A. Chastain, Jr.
Cherry Bekaert LLP
Stacy A. and William L. Chick
Mr. Will R. Childs

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Mr. and Mrs. Lee Roy
Claxton, Jr.
Adam and Julie Cohen
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Solutions, Inc.
Mr. Brian E. Cooksey
Covenant Foundation, Inc.
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Crowe Horwath LLP
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Mr. Gene DeLeo
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Marianne Lassiter
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Payne, Jr.
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Mr. Terence L. Reece
Mitchell B. Reiner and
Jenny Anne Menkes
Mr. Caleb R. Rich
Mr. Christopher R. Richardson
Mr. J. Travis Riley
Mr. and Mrs. Gene W.
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Richard L. and Lara N.
Rodgers
Mr. and Mrs. Jeffrey L.
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Mr. Allen L. Ryan
S. Palmer and Marnell G.
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Mr. and Mrs. Jason W. Smith

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and Lindsey Kyle Stelling
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3 Years

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Dr. Kathleen A. Farrell
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(d) - Deceased

Classnotes

Who's doing what, where

1960-1964

Marc Coody (*BBA '60*) of Coto de Caza, Calif., is chairman of the USAF Helicopter Pilots Association.

Charles Hendry (*BBA '61*) of Dalton was presented with the 2013 Meritorious Service Award by The Georgia Society of CPAs. The award represents GSCPA's highest honor and is presented to an individual based on service to the profession, the society, and their community.

1965-1969

Ken Dious (*BBA '68*) of Athens is running for a U.S. House of Representatives seat from Georgia's Tenth Congressional District. Ken has maintained a law practice in Athens since 1974.

1970-1974

William Wood (*BBA '70, MBA '75*) and daughter Morgan Wood Bemby established the law office of Wood & Bemby,

LLC in Lawrenceville.

Charles Harman (*BBA '71*) of Atlanta was named vice president for government and community affairs at Emory University.

Cliff McCurry (*BBA '71*) of Savannah, vice chairman of Seacrest Partners, was recognized by the Southeast Georgia Chapter of the American Red Cross as its 2013 Adult Mentor and Community Volunteer Hero of the Year.

Andy Nations (*BBA '71*) of Macon was presented with the Lifetime Achievement Award by The Bearing Specialists Association. Andy is president and chief executive officer of B&D Industrial.

Pete Iodice (*BBA '73*) of Bluffton, S.C., president and chairman of Artemis Acquisition Corp., celebrated 40 years in the convenience store business. **Jimmy Hayes** (*BBA '74, MAcc '75*) of Atlanta will retire as CEO of Cox Enterprises in April 2014.

1975-1979

Elmore Alexander (*MBA '75, PhD '78*) of Poughkeepsie, N.Y., was named dean of the Ricciardi College of Business at Bridgewater State University. **Jack Head** (*BBA '75*) of Atlanta has been selected to serve on the UGA Foundation Board.

Ruth Bartlett (*BBA '76*) of Hilton Head, S.C., a partner at Frazier & Deeter, recently celebrated 20 years on the Leukemia & Lymphoma Society Board. Her leadership has helped significantly increase the organization's revenue.

When she joined the board in 1993, the LLS Georgia Chapter was raising less than \$1 million annually. Nineteen years later, the Georgia Chapter raised more than \$7.3 million.

James Carson (*BBA '76*) of Tifton has decided to run for District 1 seat of the Tifton City Council.

Amrey Harden (*BBA '76*) of Watkinsville

celebrated 40 years of service with Oconee State Bank. **Earl Rogers** (*BBA '76*) of Marietta is the new president and CEO of the Georgia Hospital Association. **Donald Hoeler** (*BBA '77*) of Bedford, N.H., accepted a position at Haigh-Farr, Inc., a Vitec Group Company, as vice president of sales & marketing. **Terry Parker** (*BBA '77, MAcc '78*) of Macon has begun his term as the 2013-14 chair of The Georgia Society of Certified Public Accountants. **Jimmy Barge** (*BBA '78*) of Old Greenwich, Conn., a Terry Distinguished Alumni Award winner in 2012, has been named chief financial officer of Lionsgate, a global entertainment company that currently has 30 TV shows airing on 20 different networks, plus a feature film business. **Grant Reeves** (*BBA '78*) of Awendaw, S.C., was appointed to the board of

directors of Circa Enterprises. Grant is the president of PBI Performance Products, a South Carolina based material science company. The UGA chapter of Blue Key National Honor Society will pay tribute to Synovus Chairman and CEO **Kessel Stelling Jr.** (*BBA '78*) of Marietta, who is being honored for his commitment to community service and his dedication to higher education in Georgia. Kessel was a Terry Distinguished Alumni Award winner in 2009. Blue Key will also pay tribute to **William Young Jr.** (*BBA '78*) of Atlanta, former chair of the UGA Foundation and a partner in General Wholesale Company. **Ken Jackson** (*BBA '79, MAcc '80*) of Chattanooga, Tenn., was selected to serve on the UGA Foundation Board.

1980-1984

John Nix (*MAcc '81*) of Gainesville will



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terry.uga.edu/alumni/online

retire this year. He has over 30 years of experience and has served as managing partner with Bates-Carter since 1995.

Albert Brannen (MBA '82) of Atlanta has been named the new managing partner of Fisher & Phillips. He will manage the firm's largest office, which includes 45 attorneys. **Marcus Jackson** (MBA '82) of Raleigh, N.C., has joined TradeMark Properties as the managing director of urban investments. **Bill Douglas** (BBA '83) of Bishop, who is chief financial officer and executive vice president of Coca-Cola Enterprises, was selected to serve on the UGA Foundation Board. Bill was a Terry Distinguished Alumni Award winner in 2011. **Michelle McDonald** (BBA '83) of Manhattan Beach, Calif., was named director of finance for The Annenberg Foundation. **Timothy Skidmore** (BBA '83) of Wilmington, Del., was named executive vice president and chief financial officer of CHS, Inc., the nation's leading farmer-owned cooperative and a global energy, grains and foods company. **Jan Moore** (AB '84) of Statesboro has decided to run for mayor. **Kyle Poplin** (MBA '84) of Ann Arbor, Mich., has joined NextBillion as the new editor of *NB Health Care*.

1985–1989

Chip Caldwell (BBA '83) of Atlanta was named vice president and southeast region manager by First-Close. **Beth Chandler** (BBA '85) of Atlanta was named vice president and general counsel of Rollins, Inc. **Robert Cogan** (BBA '85) of Cape Elizabeth, Maine, has joined Trustmark Voluntary Benefit Solutions as regional sales director for the company's New England Region. **Gina Drosos** (BBA '85) of Cincinnati, Ohio, was named president of Assurex Health, a personalized medicine company specializing in pharmacogenomics for neuropsychiatric and other disorders. **Marty Rowe** (BBA '85) of Fayetteville, Ark., was promoted to vice president of sales in the consumer products division of Sargento Foods. Prior to Sargento, Marty worked for Johnson & Johnson and Sara Lee Bakery. **Steve Pleger** (BBA '86) of Snellville has moved up from his position as senior deputy commissioner to serve as interim commissioner of the Georgia Department of Banking and Finance, the state's chief bank regulator. **Carl Sweat** (BBA '86) of Roswell was named chief marketing and commercial officer of In Zone Brands. **Sankaran Venkateswar** (MBA '86, PhD '89) of Walnut Creek, Calif.,

Profile

A flair for fundamentals

By Ray Glier

There is a picture of NBA legend Magic Johnson above Eric Jackson's desk at Turner Broadcasting Systems in Atlanta. It's not a picture of Johnson throwing his trademark no-look pass. It's a picture of Johnson boxing out Boston Celtics star Larry Bird to prevent Bird from getting a rebound.

Jackson (MBA '00) is vice president of content operations for TBS, where he oversees NBA digital content, and the Magic Johnson

photo fits with Jackson's business doctrine, which is all about taking care of the fundamentals.

"I don't believe in luck in business," says Jackson. "You work hard at creating your own space. Then you surround yourself with good people and give them the resources to make them successful. It's as simple as that."

Fundamentals have served Jackson well at TBS, which is actually his second career. After 20 years as an engineer in the food industry, he went back to school to get his MBA at Terry — which paved the way for his transition from food to sports.

"Terry allowed me to transfer my skills," says Jackson. "The

MBA gave me an opportunity to connect with a younger work force, to get my arms around how they think, what new things they're exposed to, and to understand what new technologies are available."

Jackson started at Turner in November 2007, in operations and strategy. Three months later, Turner and the NBA entered into an eight-year partnership for TBS to manage the NBA's digital content. Suddenly, he was brand manager for NBA League Pass, the portal to premium content. Jackson had 10 months to create a business plan and execute it, which involved content, sponsorships, price point, and transitioning the digital platform from its home in New Jersey.

"Terry played a huge role in that because part of my MBA area of study was entrepreneurship," says Jackson. "I represented Terry in several business plan competitions around the country against other schools. For the better part of my last year, we wrote business plans. I was well versed in how to do that, and I applied it here to NBA League Pass." ■



Thanks to his Terry MBA, Jackson, a former food industry engineer, now oversees NBA digital content at TBS.

has joined St. Mary's College as associate professor of accounting in the School of Economics and Business Administration. **Brent Ambrose** (MBA '87, PhD '89) of State College, Pa., is one of three newly selected editors of *Real Estate Economics*, a publication of the American Real Estate and Urban Economics Association, the leading academic journal devoted to real estate related topics. **Steve Denton** (BBA '87) of Duluth has been elected regional vice president of Brown & Brown, Inc. He will assume responsibility for the oversight of certain operations added to the company's retail division as the result of the acquisition of Beecher Carlson Holdings, Inc. **Todd Bitzer** (BBA '88) of Johns Creek has joined LGIMA as a senior client portfolio manager. Prior to LGIMA, he served as executive director at Morgan Stanley Alternative Investment Partners. **Greg Gretsch** (BBA '88) of San Francisco, who is managing director of technology firm Sigma West, wrote a story about the New York tech scene for forbes.com. Greg hosts Terry MBA students on their annual visits to the Bay Area. **Guy Millner** (BBA '88) of Atlanta was named managing director of military sales at Interface. **Stephanie**

Sharp (BBA '88) of Atlanta has been named a finalist in the CFO of the Year Awards by *Atlanta Business Chronicle*. **Noel Barnes** (AB '89) of Atlanta was named chief financial officer of The Woodruff Arts Center. Noel recently served as chief administrative officer for Edge Capital Partners. **Whitney Winburn Goodstone** (BBA '89) of Athens opened a mediation business, Advance ADR, with business partner Carol Cofer. The firm will handle civil, domestic, and family matters, including dependency, anywhere in Georgia. In addition to her Terry degree, Whitney has a law degree from the University of South Wales. Cushman & Wakefield hired **Scott Thompson** (BBA '89) of Seattle, Wash., as an associate broker. Scott will specialize in the sale and leasing of industrial facilities in the Seattle and Tacoma area. **Traci Jenks** (BBA '90) of Jacksonville, Fla., was appointed senior director at Cushman & Wakefield.

1990-1994

Lauri Irvin (BBA '90) of Thomaston has joined United Bank as vice president and card product manager. **Patrick Kenefick** (BBA '90) of Lakewood Ranch, Fla., accepted a position at Neuberger Berman as a wealth advisor. Patrick re-

cently was employed at Merrill Lynch Trust Company as a wealth structuring specialist. **Ryan Nesbit** (MBA '91) of Athens was named interim vice president for finance and administration at UGA. **Joane Toburen** (BBA '91) of Dacula has been named to the UGA Alumni Association Board of Directors. **Dennis Baltz** (BBA '92) of Powder Springs received the 2013 Insurance and Risk Management Professional of the Year Walter H. Buce Jr. Memorial Award. **James Copeland** (BBA '92) of Pike Road, Ala., was named principal of Saint James Middle School. **Brian Bohannon** (BBA '93) of Woodstock became Kennesaw State University's first football coach. **Tori Jones** (MBA '93) of Wilmington, N.C., was named senior strategist and account director at Bon's Eye Marketing. Previously, she served as president and owner of Clove Marketing. **Victor Segrest** (MBA '93) of Atlanta was named chief financial officer for Lee & Associates Valuation and Consulting Services, a nationwide provider of real estate appraisal services. **James Brightman** (BBA '94) of Honolulu, Hawaii, joined Thomas University as an assistant professor of rehabilitation counseling. For the

past eight years, James had worked with the Center on Disability Studies at the University of Hawaii at Manoa. **Kay Keller** (BBA '94) of Watkinsville was named president of the Oconee County Chamber of Commerce. **Brian Weaver** (BBA '94) of Newnan was named managing partner and chief financial officer at CoLinear Systems, Inc.

1995-1999

Jennifer Barton (BBA '95) of Roswell was named chief operating officer of Willis Human Capital Practice. Jennifer will provide guidance and hands-on assistance to clients across the U.S. in all areas of human resources. **Chris Carr** (BBA '95) of Dunwoody was named commissioner of the Georgia Department of Economic Development. **Christopher Skibinski** (BBA '95) of Charlotte, N.C., joined Avison Young as a principal. Christopher was most recently president of The Skibinski Company and, prior to that, was a managing director at Jones Lang LaSalle. **Chris Cummiskey** (BBA '96) of Atlanta was named chief commercial officer of Southern Power. **Ken Dishman** (MBA '96) of Atlanta is running for Sandy Springs City Council. He has served as an executive board member and president of Sandy

Springs Youth Sports for several years. **Scott Weaver** (BBA '96) of Roswell was named to the 2013 class of the UGA Alumni Association's Bulldog 100. He is the owner of CoLinear Systems, Inc. **Jason Adams** (BBA '97) of West Barnstable, Mass., was appointed chief operating officer at CHRISTUS St. Vincent Regional Medical Center. Jason came from Cape Code Healthcare, where he served as executive vice president and chief operating officer. **David Black** (BBA '97, MBA '00) of Sandy Springs was promoted to chief credit officer with State Bank and Trust. **Dan Neely** (BBA '97) of Madison, Wis., is the founder and CEO of Networked Insights, which was named one of world's 50 "Most Innovative Companies" in 2012 by *Fast Company*. Forrester Research described the company as "unrivaled in socially informed media planning and buying." **William Smith** (BBA '97) of Locust Grove was hired as the finance director by Covington. **Paul Hammes** (MBA '98) of Clemmons, N.C., was appointed chief executive officer by the board of trustees of Hugh Chatham Memorial Hospital. **Katharine Mobley** (BBA '98) of Woodstock accepted a position at Allison+Partners as vice president.

Katharine was previously employed at Millward Brown where she served as a brand consultant for various Fortune 500 companies. **Jason Waters** (BBA '98) of Marietta has plans to run for the Ward 2 seat on the Marietta School Board in this fall's election. Jason is former chair of the Marietta division of the Cobb County Chamber of Commerce and a past president of the Leadership Cobb Alumni Association. Jason is a commercial banker with SunTrust. **Jonathan Drost** (BBA '99) of Atlanta was named director of sales at mTAB. He will be responsible for developing mTAB's survey analysis services business within the utility vertical. **Zane Hollingsworth** (BBA '99) of Calhoun was recently highlighted as "Cook of the Week" by the *Calhoun Times*. "You don't need a passport to take a culinary trip," says Zane. "Many exciting food adventures can be found close to home. Get curious, get out there, and eat." **Michael Owens** (BBA '99) of New Orleans, La., was listed in this year's *Business Insurance* 40 under 40 Broker Leaders. **John Frank Smith** (BBA '99) of Atlanta married Mary Renfro. **Scott Tomichuk** (BBA '99, MAcc '00) of Nashville, Tenn., joined Carter Lankford as

senior tax manager. Prior to joining Carter Lankford, Scott was employed by Crosslin & Associates, most recently as principal in charge of tax.

2000-2004

Bonnie Buchanan (PhD '00) of Seattle, Wash., was tenured and promoted to associate professor at the Albers School of Business at Seattle University. **Wesley Griffin** (MBA '01) of Charlotte, N.C., received the Governor's Citation from Gov. Martin O'Malley and an official citation from the Maryland General Assembly in recognition of his distinguished military career with the U.S. Navy. **William Bowen** (BBA '02) of Decatur joined White Horse Advisors as a financial analyst. **Chris Dooney** (BBA '02) and Jennifer Atkinson of Nashville, Tenn., were married. **Steve Howard** (BBA '02) and his wife Anne Rayborn Howard of Smyrna announce the birth of daughter, Virginia Bethany. **Valarie Davis Lee** (BBA '02) of Columbia, S.C., was named vice president of operations at Harwood Wealth Management. **Tate O'Gwin** (BBA '02) of Dalton plans to run for the Ward 2 seat on the Dalton City Council. **Tripp Owings** (BBA '02) was appointed vice president of business and development at Wesley Medical Center.

Profile

The original social network

By Chris Starrs (ABJ '86)

Jonathan Wiese makes no bones about it — after a hard day at the office, he loves to unwind with a frosty mug of beer. And since he works for Anheuser-Busch InBev, the world's largest brewer, he doesn't have far to go to quench his thirst.

"Beer is a fun product to work with," says Wiese (BBA '07, MBA '11), who got started in the beverage industry in Atlanta and is now a senior manager in revenue management at Anheuser-Busch InBev

in St. Louis. "I like the human component of it. It's about people getting together and sharing a beer. We like to think of it as 'the original social network.'"

Wiese landed an internship at Anheuser-Busch while getting his MBA at Terry, then went to work for the company full-time in its Global MBA program, starting with the company's high-end tactical brand team and then moving into sales strategy development, with a focus on promotions. He is currently leading a companywide initiative to enhance consumer experience and promotional effectiveness in the organization.

Wiese has high praise for Anheuser-Busch's meritocratic



Wiese (shown here with a Budweiser Clydesdale) is a senior manager at Anheuser-Busch InBev in St. Louis.

culture where "everyone has equal opportunity and you are promoted and moved at the pace of your ability. So, as a young employee coming into the program, that's very appealing. It's important to have the right abilities, but it is equally important to deliver results. In a company of our size, that's very, very important.

"The company measures you every day on what you are delivering to the business. It's pressure-packed, but what environment isn't? For people who really enjoy what they're doing, selling a product they're passionate about, and working for a company they really like, it becomes positive reinforcement more so than a pressure cooker."

Wiese says he chose Terry's MBA program because of its experienced faculty and focus on leadership. "MBA Leadership Fellows was a great experience because it teaches the importance of leadership, how to work with a team, and how to manage difficult situations in a dynamic business environment." ■

Fred Rawcliffe (BBA '02) of Powder Springs joined Kuck Immigration Partners as an associate attorney. **Katie Dubnik** (BBA '03) of Gainesville opened a new marketing and public relations firm called Forum Communications. **Jay Ferro** (MBA '03) of Cumming has been elected chairman of both the TechBridge Board of Directors and the Georgia LIO Leadership Association. **Joel Fordham** (BBA '03) of Atlanta accepted a position at the Federal Reserve Bank of Atlanta as the director of government relations and executive speech-writer. **Corey Cottle** (BBA '04) of Valdosta was promoted to director of marketing for AgGeorgia Farm Credit. **Hamilton Powell** (BBA '04) of Atlanta founded Crown & Caliber, a web-based watch consignment service. The company also has a strong pro bono and outreach component, partnering with MAP International to provide medical treatment to children in third world countries. As of May 2013, Crown & Caliber (crownandcaliber.com) had donated enough money to provide 100,000 Z-Paks to children living in poverty. **Matt Mautz** (BBA '04) of Atlanta was listed in this year's *Business Insurance* 40 under 40 Broker

Leaders. **Ryan Neville** (BBA '04) of Charleston, S.C., received the 2012-13 Young Lawyer of the Year Award from the South Carolina Bar.

2005-2009


Mason Antrim (BBA '05) of Winston-Salem, N.C., is chief operating officer and co-founder of Collared Greens, an apparel shop selling only goods made in America. **Michael Betts** (BBA '05, MBA '13) of Pittsburgh, Pa., is an associate brand manager for HJ Heinz Company, managing frozen snack brands. **Andrew Cook** (BBA '05) of Atlanta married Betsy Godwin on August 31. **George Green** (BBA '05) of Franklin, Tenn., joined the general liability, employment litigation and insurance coverage and bad faith practice groups of Carlock, Copeland & Stair. **Matthew Madden** (MAcc '05) of Greenville, S.C., is a new shareholder of Elliott Davis, a large Southeast accounting, tax, and consulting services firm. **Chad McGee** (BBA '05) of Atlanta was promoted to divisional vice president with Arthur J. Gallagher. **Bryan Warnock** (BBA '05, MAcc '06) of Atlanta and his wife Amy celebrated their one-year anniversary. **Matt Bailey** (BBA '06) of Atlanta earned the prestigious Chartered Financial Analyst

designation. **Todd Isaacs** (BBA '06) of Atlanta celebrated the one-year anniversary of his business, District Solutions. **Kevin Kisner** (BBA '06) of Aiken, S.C., won the Chile Classic, his second career title on professional golf's Web.com tour. **Bartley Miller** (BBA '06) and Allyson Nichols Miller welcomed their son, Harrison Gray. **Kevin White** (MBA '06) of Americus took a position with Albany Technical College, heading the new civil engineering technology department. **Aaron Young** (BBA '06) of Elkhart, Ind., was named product manager by Dutchmen Manufacturing for its Kodiak travel trailer division. **Ben Colley** (BBA '08) of Atlanta was named assistant vice president of underwriting for AloStar Business Credit. **Peyton Ethridge** (BBA '09) of Gray received his LL.M. in taxation with distinction from Georgetown University. He also received a certificate in estate planning as well as a dean's certificate for special and outstanding service. **Anna Guzman** (BBA '09) of Athens was promoted to district director of office services at Jackson EMC (Gainesville office). **Aseem Madan** (MBA '09) of Bangalore, India, was promoted to engagement manager

of advisory services at Ernst & Young LLP.

2010-2014

Graham Groseclose (BBA '10) of Athens married Hannah Strickland. **Meredith Mitchell** (BBA '11) of Athens joined the Lady Bulldogs' staff as director of basketball operations. Meredith was a four-year letter winner and three-year starter for the Georgia women's team. **Meredith Hightower** (BBA '12) graduated from the University of Texas MAcc program and moved to New York City to begin a prestigious one-year assignment at the Government Accounting Standards Board. Future plans include returning to Atlanta or remaining in New York to take an accounting position at PricewaterhouseCoopers. **Michelle Blue** (BBA '13) of Lithonia launched an entrepreneurial fashion venture, Bené (infinitelybene.com), that is committed to the development and empowerment of young women around the world. UGA football player **Chris Burnette** (BBA '13) was quoted extensively in a *Time* magazine cover story on the topic of whether college athletes should be paid. **Stephanie Greene** (MMR '13) of Marietta was hired by The Marketing Workshop as a marketing research manager. **Grant Grussing** (BBA

'13) of Buford was selected to be a Public Service and Outreach Scholar for 2013-14. The program gives students the opportunity to learn about UGA's public service and outreach mission. **Austin Hall** (BBA '13) of Athens went on a mission trip to Uganda with Watkinsville First Baptist Church. **Rachel Nasuti** (BBA '13) of Norcross is one of the 2013 recipients of the Andrew S. Frazier/The Institutes Honorary Scholarship. **Jett Puckett** (AB '13) of Rome was one of 13 University of Georgia graduates to finish their college careers with a perfect 4.0 grade-point average. After graduation, Jett will further his education in the Wharton School of Business and University of Pennsylvania Law School joint JD/MBA program, the top ranked program of its kind in the country, according to the *National Law Journal*. **Zach Yurchuck** (BBA '13) of Woodstock opened the Barrel and Barley craft beer market. **Matt Hacker** (BBA '14) of Johns Creek is special events director for UGA Miracle, one of the largest nonprofit organizations on the UGA campus and a staunch supporter of Children's Healthcare of Atlanta. 

Passings

1930s

Walter Rhoads (BSC '39), Savannah, July 11.

1940s

Selene Hendrix (BSC '40), Athens, May 29. **James Stewart** (BSC '40), Miami, Fla., July 31. **Janet Barnett** (BSC '41), Fort Valley, May 30. **John Simpson** (BSC '41), Savannah, July 20. **Robert Cunningham Jr.** (BBA '42), Greensboro, Sept. 13. **Robert Mobley Sr.** (BBA '42), Waynesboro, May 19. **James Morrison** (BBA '42), Gainesville, Sept. 17. **John McCoy** (BBA '43), Atlanta, July 27. **Virginia Shockley** (BBA '43), Atlanta, June 1. **Marvin Estroff** (BBA '45), Augusta, July 3. **Joseph Tereshinski** (BBA '46), Austin, Texas, June 9. **Upshaw Bentley Jr.** (BBA '47), Athens, Aug. 15. **Ann Costa** (BBA '47), Atlanta, June 8. **Moncher Ivey Jr.** (BBA '47), Lawrenceville, July 8. **Julian McKinnon** (BBA '47), Birmingham, Ala., Sept. 9. **Arthur Waite III** (BBA '47), Clarksville, June 4. **Hoyt Chick Jr.** (BBA '48), Fairfax, Va., Nov. 10. **Russell Cross** (BBA '48), Americus, Sept. 12. **Marquard DeBardelaben** (BBA '48), Franklin, N.C., May 18. **John Whipple** (BBA '48), West Point, May 15. **Loyd Campbell**

Sr. (BBA '49), Clermont, Aug. 12. **John Culbreath** (BBA '49), Monticello, Fla., June 25. **Alfred Fabian** (BBA '49), Hobart, Ind., Aug. 6. **James Lawrence** (BBA '49), Panama City, Fla., Aug. 21. **Alton Reddick** (BBA '49), Tucker, May 25.

1950s

James Davis (BBA '50), Acworth, June 12. **Forrest Alford** (BBA '51), Jacksonville, Fla., June 9. **Levon Register Sr.** (BBA '51, MBA '52), Franklin Spring, Aug. 13. **William Veal Sr.** (BBA '51), Augusta, May 1. **Horace Mullis Sr.** (BBA '52), Eastman, Sept. 28. **William Woolard** (BBA '52), St. Simons Island, July 9. **James Atkins** (BBA '54), Rome, June 25. **Billy Googe** (BBA '54), Marietta, June 22. **James Morrison** (BBA '55), Bradenton, Fla., Aug. 17. **William Davis** (BBA '56), Baltimore, Md., Aug. 28. **Scott Searcy** (BBA '56), Griffin, Sept. 4. **William Hood Jr.** (BBA '58), Gainesville, Sept. 13.

1960s

Austin Whitlock (BBA '60), Chickamauga, May 15. **Earl Lewis** (BBA '61), Augusta, June 29. **Lamar Seay** (BBA '61), Moultrie, June 15. **Donald Suits** (BBA '61), Buford, Aug. 19. **James**

Vowell (BBA '61), Wasaga Beach, Ontario, July 5. **Jack Copelan** (BBA '62), Columbus, Aug. 11. **John Brown** (BBA '63), Gainesville, June 5. **Barry Parks** (BBA '63), Atlanta, Aug. 28. **Morton Shaffer** (BBA '63), Atlanta, Aug. 28. **Lawrence Gould** (BBA '64), Raleigh, N.C., Aug. 6. **Richard Gray** (BBA '65), Bluffton, S.C., July 13. **Gerald Parks** (BBA '65), Woodstock, Sept. 22. **Benjamin Crawford** (BBA '66), Birmingham, Ala., July 11. **Horace Mathews** (BBA '66, MAcc '68), Norcross, Sept. 8. **James Farmer** (BBA '67), Pensacola, Fla., May 22. **Marion Brinson Jr.** (BBA '68), Midville, Sept. 22. **Gerald Mills** (MBA '68), Cumming, Aug. 10. **James Peevy** (BBA '68), Lawrenceville, Sept. 23. **Hugh McKane** (BBA '69), Atlanta, May 25. **Roger Murray** (BBA '69), Atlanta, June 28. **Chester Perry III** (BBA '69), Atlanta, June 10.

1970s

Kevin Cowan (BBA '70), Collierville, Tenn., Sept. 3. **Joseph Hoyle** (BBA '71), Eatonton, Aug. 16. **Dickey Swofford** (BBA '71), Marietta, Aug. 7. **Roy Tritt** (BBA '71), Augusta, July 17. **Robert Alston** (BBA '72), Hamilton, May 27. **Richard Glover** (BBA

'72), Newnan, July 27. **Judith Jones** (BBA '72), Lexington, Sept. 12. **Stanley Darnell** (BBA '74), Rabun Gap, June 21. **L.A. Bowen Jr.** (BBA '75, MAcc '77), Tifton, Sept. 8. **Charles Major** (BBA '75), Augusta, June 7. **Donald Robison** (BBA '75), Griffin, Aug. 21. **John Margeson** (MBA '76), Opelika, Ala., July 15. **James Geer** (MBA '77), Landrum, S.C., June 23. **Judith Meade** (BBA '77), New York, N.Y., Aug. 24. **James Mosteller** (BBA '77), Fresno, Calif., June 29. **Jerry Abernathy** (BBA '79), Dacula, June 13.

1980s

Sebastian Hofland (MBA '81), Suwanee, May 14. **Kathy Russell** (BBA '81), Ooltewah, Tenn., June 18. **Anthony Crumpton** (BBA '84), Troutdale, Ore., Aug. 26. **Jeffrey Renz** (BBA '86), Snellville, June 3. **Scott Adams** (BBA '89), Watkinsville, Sept. 16.

1990s

David Foster (BBA '94), Mays Landing, N.J., Aug. 18.

2000s

Amanda Northrop (BBA '07), Atlanta, July 27. □

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Barton

continued from 29

complexes like Tribeca West. It's a warren of hipsters and geeks who never, ever, plan to work in Their Fathers' Office Building. (Work How You Want. Where You Want, reads the Tribeca website.)

Silicon Beach will grow.

Los Angeles plans a stop here for the new mass-transit system being built to relieve L.A.'s infamous traffic congestion.

Jobs will congregate around the connection.

Hudson Pacific Properties knows a hot spot . . . or one warming up fast.

Element LA is being built on 12 acres of a dilapidated Teledyne industrial site — another instance of a Hudson Pacific Properties re-use project making an impact in a volatile industry. The company paid \$89 million at the end of 2012 for what appeared from the interstate to be a zombie property — dead but still standing.

Now four beautifully expansive, adaptive reuse, bow-truss buildings anchor this “creative campus,” as Barton terms it. Geeks and hipsters will be welcome.

“In all my career, I can't recall a bigger shift than we're seeing today in the ways people use the office place,” Barton explains. “We've envisioned this entire complex as an idea factory . . . it's for businesses and people creating the next big thing.”

Few places in modern-day Los Angeles demonstrate more clearly the transition to new economy jobs better than this 240,000 square feet of single-story tenant space. A company, large or small, can unbox operations and develop a workspace here that really works for its particular, even peculiar, mission.

The days of buildings with hallways on the left, hallways on the right, and closed doors? Dead as Vaudeville.

“The customer you build for today is in tech, in entertainment, in media,” says Barton. “They want collaboration. They like to work in pods. You've got to make sure a facility promotes that kind of work.”

Barton and his colleagues cater at Element LA to young, educated talent — people with disposable income who are free to pick where they want to live and work. These residents have homes in Brentwood, Pacific Palisades, Malibu, Santa Monica. They want to work comfortably, no commute. They want good coffee. They want fresh air and natural light.

They'll have all this, and more, when the paint dries on Element LA's \$65 million facelift in the second or third quarter of 2014.

Barton, the man

Bette Davis' errand boy has come a long way from Westport, Conn. He met his Guadalajara-born wife, Sayde, in a restaurant in Marina del Ray more than a decade ago. He dotes on two daughters, Mirielle (age 9) and Jovianne (5). Weekends, he plays a little golf with some wisecracking buddies.

The kid who watched a building take shape out the window of his dad's ad agency one summer long ago . . . well, other dreamy kids now watch Barton's build-ings rise from the earth.

He brought New York lessons with him to California. He brought Terry College teachings from Athens. He brought Disney experiences from Orlando. Things came together along the way. He's good at what he does, and his word is his bond.

“Chris does what he says,” says a colleague, Nader Shah, a VP of construction and development at HPP.

Savoring his success is something Barton is able to do. But he has a hard time taking too much credit for it. Just ask the man who signs his checks.

“Chris is very humble,” says Coleman. “In his role at the Hollywood Chamber, he interfaces with famous movie stars by awarding them their star on the Walk of Fame. To him, they are just everyday people. To them, he is a friend.”


To business associates who marvel at the mountains he has moved in L.A. real estate, Chris Barton is a Deal Maker of the highest order. But Barton begs to differ, saying instead that Victor Coleman is HPP's Deal Maker.

“I'm just the executioner of all these projects,” says Mr. Humble.

Well . . . maybe. In an effort to settle this argument of semantics, consider Barton's stewardship of another Hollywood deal made during his tenure at the chamber.

Another Chris — Chris Baumgart — is chairman of the Hollywood Sign Trust, which works under chamber auspices to maintain the HOLLYWOOD sign that dominates the hills above the city. Supported by Barton's chamber, Baumgart worked out an ingenious way to get a fresh coat of white paint on the iconic sign. The sign trust convinced Sherwin-Williams to donate paint and labor — valued “well into the six figures” — for free. The company said yes to a Tom Sawyer deal simply for the rights to shoot a commercial about the project.

So, to summarize: From Hollywood sidewalks to Hollywood Hills to Hollywood studios, Chris Barton is making a difference in his adopted city.

He's playing a leading role in *Hollywood: The Sequel*. 

Rethinking student engagement

By Daniel C. Feldman, Associate Dean for Academic Affairs

A common question asked by business school faculty and administrators is: How can we engage students more fully in the MBA program experience? A less common but perhaps more important question is: Are MBA



students as engaged as they want and need to be? These questions seem similar, but the differences between them are important in addressing how to raise the quality of MBA programs and improve how they serve their students.

The scope of student engagement extends beyond classroom learning to include non-classroom and non-school-based activities as well. Indeed, there are numerous dimensions along which MBA students assess the value of their programs: faculty, admissions, fellow students, curriculum, program management, student services, and career services.

When we talk about student engagement, then, we are concerned with the amount of time, energy, and enthusiasm which students devote to acquiring new skills and knowledge, participating in professional self-development and extracurricular activities, and self-directing their job searches.

This definition highlights the tradeoffs that arise from attempting to enhance student engagement simultaneously on multiple fronts. Students have limited amounts of energy and attention, so increasing their engagement in one area comes at the expense of their engagement in another. This means that faculty, career services staff, and employers can find themselves battling for MBA students' time and enthusiasm.

Faculty want students to engage in learning important concepts and tools; student affairs staff want to see students devoting more time to professional development and extracurricular activities; and many business school deans and administrators want to see students devoting greater effort into finding employment so that a high percentage of graduates will have obtained high-paying jobs by graduation. This tug-of-war for MBA students' time can lead to hectic schedules and cause "brown outs" of attention and engagement. When students are frenetically engaged in too many activities, they may lose the opportunity to integrate the material they are exposed to in class or the time

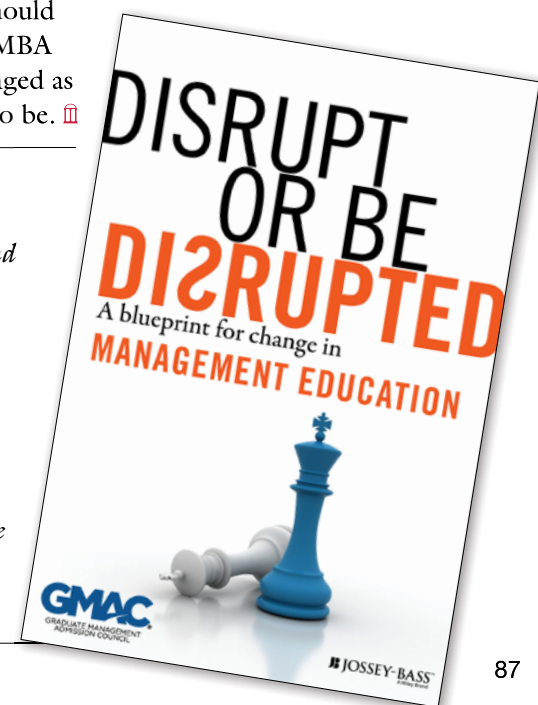
required to reflect upon the career decisions they are in the process of making.

MBA programs can also fall into the trap of carpet-bombing students with opportunities to become engaged in extracurricular activities. The legitimate aim, of course, is to offer students a wide range of options so that every student will find at least one activity of interest. The downside of this strategy is that students are often overwhelmed by the number of choices they face. In smaller MBA programs, students may also be bombarded with requests to attend every outside speaker so the school can produce a "good showing."

A call for increased student engagement can also overlook differences among students in their willingness and their desire to engage. Research from social psychology and management suggests that student engagement is a function of both the school context and students' personalities and backgrounds. Introverted students may want to engage fully with classwork but be less aggressive in networking, while married students with children may have less capacity to engage in activities outside the normal school day.

As we think about the future of MBA education more broadly, it is important to recognize that MBA students cannot be fully engaged in every activity valued by every set of stakeholders. Thus, rather than asking how we can increase MBA student engagement as a goal in and of itself, perhaps we should be asking whether MBA students are as engaged as they want or need to be. ■

*Daniel C. Feldman is Associate Dean for Academic Affairs and Synovus Chair at the Terry College. This article was adapted from "MBA Student Engagement," a chapter in *Disrupt or Be Disrupted: A Blueprint for Change in Management Education*.*





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- 17 **Swainsboro**
East Georgia College

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- 9 **Middle Georgia**
Museum of Aviation,
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- 15 **Savannah**
Savannah Marriott
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- 17 **Coastal**
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- 22 **Athens**
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- 27 **Augusta**
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- 4 **Dalton**
Dalton Golf and
Country Club
- 13 **Albany**
Hilton Garden Inn
- 18 **Columbus**
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- 19 **Charlotte, NC**
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