Winter 2014

Tennessee Archways Winter 2014-15

University of Tennessee - Knoxville, College of Business Administration

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Jim Haslam
The Man Behind the Name
A transformational gift, a man of integrity
Thank you.
YES, IT’S GREAT TO BE A TENNESSEE VOL!

We have much to celebrate. Our college having been founded in 1914, we celebrated our centennial year throughout 2014, culminating with our annual gala in November. A record number of alumni and friends of the college–more than 450–attended the celebration.

In this our centennial year, we have joined the ranks of named business schools, bearing the name of one of our most accomplished alumni, James A. Haslam II. Also in our centennial year, our college endowment has surpassed the $100 million dollar mark–helping to ensure our future.

As we celebrate our past and current accomplishments, it is appropriate to remind ourselves of some basics. There are two things that we “put first” as a college: the thought leadership of our faculty and the educating and launching into the professional world of high quality graduates of our various academic programs. We seek excellence in both.

How can two things jointly occupy our attention as being “put first?” They are complementary rather than conflicting objectives. As a college, we organize ourselves to successfully pursue these twin, reinforcing objectives. How? We employ a mix of faculty appropriate to our defined mission. We seek and reward faculty having passion and appreciation for, and significant accomplishment in, both. As you read through this issue of Archways, we trust that you will see evidence of excellence and commitment to all that which we “put first.”

We enter 2015 with a new name, a renewed sense of mission, and a set of four core priorities that will focus our attention and effort over the next few years.
Those four core priorities are:

THOUGHT LEADERSHIP: To increase the visibility and impact of our knowledge creation activities.

STUDENT ENGAGEMENT AND SUCCESS: To enable students to achieve higher value-added educational outcomes, employment, and career progression opportunities and to develop their leadership potential and capabilities.

CONNECTIONS: To build our value enhancing partnerships and connections.

INFRASTRUCTURE FOR SUCCESS: To enhance the work environment supporting faculty, staff, and student success.

Within these core priorities, the college has articulated specific goals that make these priorities operational and is now creating implementation plans.

We are proud to be the James A. Haslam II College of Business. We appreciate the generosity of the Haslam family—a generosity aptly recognized in the Board of Trustees’ decision to recognize the philanthropic investment through the naming of the college. The faculty, staff, and students of the college will continue to work diligently to give honor to this extraordinary act by being persistent, creative, innovative, and successful in that which we “put first.”

With great respect and gratitude,

Stephen L. Mangum, Dean and Stokely Foundation Leadership Chair, Haslam College of Business
James A. “Jim” Haslam II calls the University of Tennessee’s recent decision to name its college of business for him the greatest honor of his life. To those who know him best, it’s a well-deserved recognition of a life well lived.
“Nobody deserve this as much as Daddy,” says Ann Bailey, one of Haslam’s three children and his only daughter. “He truly cares about the people at Pilot. He cares about his family, about his community, and his university.”

Bailey says that “Big Jim” Haslam (HCB, ’52) has managed something in his eighty-three years on earth that not many people accomplish—building a multi-billion dollar company from the ground up while staying true to the values he holds dear, which include a commitment to God, to family, to giving back, and to doing right by the people he has come into contact with throughout the years.
Having the college he attended as an undergraduate named for him following a $50 million gift from three generations of the Haslam family is a just reward for a servant leader who has always put those around him first, she says. “He always told us it was most important to give back to the community and to our church,” Bailey says. “And that was way before he had much money. He truly believes he owes all his success to Knoxville and to the University of Tennessee.”

**SETTING HIGH GOALS**

It was his father’s ailing health and his talent with the pigskin that ultimately landed Haslam in East Tennessee. A lover of sports and football in particular, he found himself playing his senior year of high school in St. Petersburg, Florida, after his dad—a veteran of both world wars—retired from the Studebaker Corporation and moved the family far south of their home outside Philadelphia. A coach on his high school team had played for the Tennessee Volunteers and told General Robert Neyland about young Haslam. Tennessee’s famed coach convinced the youth to come up to Tennessee to watch the Vols take on Vanderbilt University and the rest, according to Haslam, is given to history and pure luck.

“I was seventeen years old,” he says, laughing heartily from the end of his expansive conference table at the Pilot Flying J headquarters in Knoxville. “It’s not like I had a game plan. But General Neyland, he was a retired army general. Everything about him impressed me. I’d never been away from home. I came to UT as a boy and I left as a man.”

—JIM HASLAM

To hear him tell it, his time at the University of Tennessee set into motion a defined path for which he is grateful. He sits back in his chair as he speaks and surveys the room. He wears wire-rimmed glasses and a plain gold wedding band. On his wrist is an inexpensive black and orange Ironman watch. When he moves, he’s jaunty. There’s the hint of age of course—at eighty-three there’s a hitch when he walks but his head is up and that smile that has been putting people at ease for decades is easily in place. He greets visitors with claps on the back and firm handshakes.

Haslam explains how, between practices and bowl games and the rigors of coursework in the business college pursuing a major in finance that he says he chose on a whim, he learned much more at Tennessee than just how to block and tackle. He learned time management, the principles of business, and a great deal about leadership.

“You go to college to get prepared for life,” says Haslam. “That’s why you go to school instead of only taking courses on the Internet. You learn how to interact with people. That’s integral to business and to your life. You have to interact with your professors, the administration, and your fellow

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**JAMES A. HASLAM II**

James A. Haslam II built Pilot Flying J from humble beginnings into the nation’s largest truck stop chain, and philanthropy permeates this journey from its earliest days. Pilot Flying J continues that spirit today, providing employees a full day off per year for volunteer service.

1958 Jim Haslam opens first Pilot in Gate City, VA, paying $6,000 for an existing location.
1965 Marathon Oil Co. buys half of the $2-million-a-year Pilot and loans it $4 million to build new locations.
1973 Pilot has more than 50 stations and annual sales of about $30 million.
1976 Pilot opens first convenience store on Alcoa Highway in Knoxville.
1976 Haslam becomes Chairman of the Chancellor’s Associates.
1977 Pilot buys Lonas Oil Co. in Knoxville.
1980 Haslam becomes a member of the UT Board of Trustees.
1981 With 100 convenience stores and total annual sales of $175 million, Pilot opens its first travel center in Corbin, KY.
1988 Pilot buys out Marathon Oil’s one-half interest for cash and stores.
1991-1993 Haslam becomes vice chair of the UT Board of Trustees.
1997 Pilot ranks 99th on Forbes list of the 500 largest privately held companies.
1998 Already the nation’s largest supplier of diesel fuel to over-the-road trucks, Pilot ranks as the 25th largest restaurant franchisee in the US.
2003 Pilot acquires Williams Travel Centers.
2004 Haslam receives the Distinguished Alumnus Award, from the UT College of Business Administration.
2005-2011 Haslam chairs the statewide Campaign for Tennessee.
2006 Pilot goes international, opening its first travel center in Canada.
2008 Haslam Scholars program begins.

At right: Haslam while a football player at The University of Tennessee: A 1959 Pilot gas station.
students. And you have to do that well if you’re going to be a leader. You have to set high standards for yourself and high goals, and be accountable for those.”

Calculated Risk

He stresses that being a leader, a successful one, does not mean shying away from failure or risk. It’s another lesson he learned from General Neyland in 1952, when he was captain of the Volunteers, and one he says was driven home for him after college. Haslam left the university and went straight to the Korean conflict, where he led a battalion of men as a first lieutenant. He came off of active duty and turned down both a job in the new media of television (“I didn’t know if TV was going to make it. So I called that one, didn’t I?”) and a high school football coaching opportunity (“They wanted me for spring practice but I wouldn’t get paid until school started in August. I had a boy at home and a wife so that wasn’t going to add up!”).

He took a chance on an offer to sell wholesale petroleum products, a business he knew nothing about, because the pay started immediately and the owner wanted someone with a business degree. He recalls that his football pedigree also helped land the position for him since the owner hoped a former Vol might be able to find common ground with local businessmen who followed the team’s many winning seasons.

In 1958, Haslam put his newfound experience and his finance degree to good use when he took another gamble by purchasing his first gas station in Gate City, Virginia, for the bargain price of $6,000.

“I stopped in and the guy wasn’t selling any gas. He was just selling cigarettes and snacks, and I said, ‘Why don’t you just sell this place to me?’ He asked me for $10,000 and I offered him six. And he said, ‘Can you close on Monday?’”

The decades spent building Pilot Flying J into a highly successful business have involved some trial and a fair amount of error, which is as it should be according to the veteran businessman. General Neyland taught him that the team with the fewest mistakes wins. It’s a lesson he feels today’s millennials would do well to learn. “General Neyland taught us that you’re going to make mistakes. If you don’t make mistakes, you haven’t played the game.

You can’t be afraid. You make mistakes and you learn from them.”

He recalls a day many years ago when a banker friend helping him scout a new Pilot location questioned why Haslam always placed his gas pumps parallel to the road. He sits back and laughs at himself and the memory. “I said, ‘Well, that’s the way we’ve always done it,’ and he said, ‘Haslam, you’re confusing experience with bad habits.’”

Today, pumps at Pilot Flying J locations are perpendicular to the highway, allowing patrons to pull their vehicles right up alongside a pump upon turning in off the highway, allowing for easier entry and exit by multiple cars.
Friends in business and in his personal life assert that his ability to both laugh at himself and learn from others have helped Haslam be successful. Hank Bertelkamp (HCB, ’53), chairman of Bertelkamp Automation, Inc., has spent many years in the company of his friend. From pick up games when they were football and basketball team captains together at the university, to their children and grandchildren’s little league games, Bertelkamp says his friend has remained the model of a servant leader.

“He never speaks ill of people, he just doesn’t,” says Bertelkamp. “He loves to tease and get teased. He’s a bit of a cut up. But he is honest, and he really wants things to be done well and to be done right. In my opinion, there is no one that has made a greater impact on this community than Jim Haslam.”

Bertelkamp points to Haslam’s work with United Way, and his many leadership roles with fundraising campaigns and various charitable boards. A natural salesman, Haslam’s ability to put other donors at ease and help them see why giving is important is unmatched according to his friend of more than six decades.

“Look at what he has done for the university,” says Bertelkamp. “He’s doing a lot to show other people that might have similar financial situations or talents that they need to get on board for the good of UT and the whole state. He’s not doing it for personal accolades. He does a great deal more that you and I don’t even know about.”

FOR THE LOVE OF FAMILY

Haslam exemplifies the principle “Family first.” Ann Bailey recalls that the sudden death of their mother, Cynthia, to a stroke when she and her siblings were teens and young adults, reinforced his character and brought them yet closer. “What we went through with the death of Mom—he was our nurturer. He kept us together,” she says. “He’s been the rock of our family, always. He is very involved with his children and his grandchildren. He is always there when we need him.”

On the day of the dedication ceremony for the Haslam College of Business in November 2014, Haslam waves several times to his great-grandson Wyatt, a preschooler who sits in the crowd of hundreds as the representative of four generations of the family his great-grandfather cherishes. His daughter, his sons, his wife, Natalie, her three daughters, and his many grandchildren surround Haslam. Theirs is a family built on decades of work, shaped by sacrifice and by, as he might say, fewer failures than successes.

When the balloons have dropped and the photographers have gone, Haslam steps off the stage still smiling and asks, “Where is my wife?” Pointed in the right direction, he sets off toward Natalie and the family he holds so dear. 

NO GREATER IMPACT

This wonderful investment in the college by the Haslam family provides us with needed resources to advance a number of key strategic priorities within the college. The naming of the college also provides an opportunity for the college to leverage the gift through additional investments from other donors and through reallocation of existing college and university funds.

We are a human capital organization. While a number of factors contribute significantly to our success, nothing is more fundamental than our ability to attract, support, and retain top-notch faculty and to attract, educate, and provide career management support to high quality students.

The recently announced gift from the Haslam Family directly supports these most critical success factors. Specifically, this gift will make it possible for us to:

- Invest in additional faculty capability and capacity, through the hiring of a handful of additional prominent faculty.
- Increase our competitiveness in retaining high performing, nationally visible faculty who operate in a national or international labor market and whose services would attract interest from a number of high quality academic institutions.
- Seek out and attract additional high quality, high potential students who might not otherwise consider the University of Tennessee in their educational plans.

In sum, by strengthening our ability to better attract the two primary contributing factors to success—the best of faculty and students—this gift will be transformational in moving the college forward in the accomplishment of its primary goal of being a widely-acknowledged Top 25 public business school. It will empower and assist the college in producing the mix of intellectual and programmatic impacts associated with such status.
Revving up

RESEARCH

SUMMER RESEARCH AWARDS & ENTREPRENEURIAL RESEARCH COMPETITION RECOGNIZE RESEARCH ENDEAVORS OF FACULTY AND STUDENTS
The motor hums.

With a firm grip on the handlebars and swift pressure against the gas pedal, the Haslam College of Business revs its engine and journeys deeper into the world of research.
Haslam’s faculty and students are experienced explorers in the world of innovative thought leadership, but with the 2014 expansion of the Summer Research Awards and the Anderson Center’s Competition for Entrepreneurial Research, they are receiving increased recognition for their research accomplishments.

An emphasis on research links directly to the college’s mission statement, says Dean Stephen Mangum. “We have a two-pronged mission—creation of knowledge, which is what research is all about, and the dissemination of that knowledge. By supporting research endeavors, we’re encouraging our community to push the frontier of knowledge and communicate it to a variety of audiences. This year, we’ve expanded our reward programs to rival those at Top 25 institutions.”

A research-friendly environment also fosters a healthy academic community, says Annette Ranft, senior associate dean of academic affairs. “We’re active participants in scholarship through our research, and it’s important to note that all of us, both faculty and students, are still on the path of learning.”

This year’s Summer Research Awards and Entrepreneurial Research Competition winners represent a wide variety of disciplines and academic interests. Together, they propel the college forward toward new boundaries of knowledge.

An assistant professor in the Department of Economics, Marianne Wanamaker explores the past through her intensive research. “I’m particularly interested in family decision making and education, and the ways in which government policies surrounding education impacted individuals later in their lives,” she says. Her award-winning research investigates African-American economic progress in the 20th-century American South, with a focus on how migration and education influenced long-run outcomes.

Nastaran Simarasl, a fourth-year doctoral student in strategic management, studies minority issues in entrepreneurship. “My general area of research looks at women in business,” Simarasl says. “For the Anderson Center, I’m looking at how women entrepreneurs fare in rural Appalachia versus in urban Atlanta.” A native of Iran, Simarasl also is motivated to study the entrepreneurial success of immigrants to the US. “The most important aspect of my research is its application in the real world. I want to help minority entrepreneurs face challenges and find success.”

A second-year doctoral student in management, Laura D’Oria recently took her research on the road, presenting at a conference in Madrid, Spain, in September. “I’m looking at entrepreneurial intentions at the top management team level inside corporations—and how those intentions can be translated into behaviors,” D’Oria says.

Assistant Professor of Accounting James Chyz delves into the impact of income tax on business decisions with his research. “We’re trying to find scenarios where corporations can...
“I get very excited when I see new talent coming through our doors. They’re revving up for the future of our research success.”
—ANNETTE RANFT

pass on costs to their customers and avoid the effort and resources it takes to push their effective tax rates down,” Chyz says. “It’s one of the first studies in our discipline that looks at the impact of fundamental demand forces on tax policy choices.” He’s also enjoyed collaborating with a few doctoral students on another tax-related research project. “We want to see if we can determine how income taxes impact professional sports,” he says. “Reliable data is hard to come by in this area, so we’ve had to look carefully and put in a lot of effort.”

Ramon DeGennaro, professor of banking and finance, also focuses on an area where quality data is sparse. “I’m interested in small-firm finance because so many economic theories break down with small firms, and almost all of the data we have are poor,” DeGennaro says. “For this study, I’m specifically looking at repeat investors: those who have cashed out on their first angel investment, for better or for worse, and want to try again.”

Associate professor Tracie Woidtke’s research embraces the challenges faced by larger corporations. “I primarily focus on institutional investors such as public pension funds or labor union funds, finding out whether institutions that are lobbying the SEC for greater rights for shareholders are having any impact on corporate governance and decision-making.”

Other faculty members and students among this year’s award winners include Nawar Chaker, Jason A. Strickling, Bobby Mee, and Christian Vossler. They represent all six Haslam College of Business departments and cover an impress array of research areas. “These individuals are assisting greatly in our journey to the Top 25,” Mangum says. “We are grateful for the support of alumni donors to make these awards possible. The most critical investments made in this kind of organization are those that reward and attract quality faculty members and students.”

The college’s leadership hopes that the Summer Research Awards and Entrepreneurship Grants programs continue to expand in the coming years. “We’d love to have so many faculty doing impactful research that it strains our resources to award them all,” says Mangum.

Ranft agrees, noting that many of the newer faculty members are carrying the torch of research into the college’s future. “A significant portion of our faculty are new hires,” she says. “I get very excited when I see new talent coming through our doors. They’re revving up for the future of our research success.”

A fourth-year doctoral student in the Department of Marketing and Supply Chain, Matthew Shaner’s research targets a unique area of entrepreneurship. “I’m looking at this phenomenon called the co-creation of innovation—essentially where companies are soliciting and polling customers to come up with ideas for new products.” Overseen by faculty member Charles Noble, Shaner’s dissertation research focuses on a New York-based company that only produces products suggested by potential customers. He performs a series of experiments where individuals evaluate the new concepts. “I have sales data on some of the products, so I want to see if, presented with a host of ideas, the test subjects can distinguish the products with sales potential from the ones destined to fail.”

By exploring ways co-creation could work, Shaner is helping to solve practical business problems. “Right now, many co-creation companies are failing outright. What are they doing wrong, and how could they make it work? That’s what I want to uncover.”
Governor Bill Haslam spoke to students regarding the similarities and differences between government and business management as part of the Warren Neel Corporate Governance Center’s Distinguished Speaker series.

Thirty-five high school students learned about office etiquette, personal finance, the business world, and potential careers at the seventh annual Business Education for Talented Students (BETS) summer camp program. This year’s participants were rising seniors with at least a 3.75 grade point average who were nominated by counselors or community members. The students represented twenty-eight high schools and seventeen cities.

Haslam undergraduates Sarah Hallm, Jessica Burchfield, Max Walbel, Olga Lavninovich, Bailey Webb, Patrick Clarke, Magan Berman, and Ricka Mitchell hosted the fifth annual Barefoot 5K and Festival as part of a service-learning course. The event raised $5,500 for Samaritan Place, an emergency shelter for the elderly.

A group of rising seniors spent forty-five days of their summer vacation bicycling from Los Angeles, California, to Savannah, Georgia, to raise awareness about human trafficking and money to fight modern-day slavery. The Freedom Cyclers team included accounting majors Jason Elliott, Taylor Carlisle, and Jeff Maier, and Matthew Roelofs, a public relations major.

The Alpha Lambda chapter of Beta Alpha Psi has been recognized by its parent organization as an internationally Superior Chapter for its excellence in academics, professionalism, and leadership.

GLS student Sammie Herold has been named one of five finalists for the Womenetics 2014 Advancing Aspirations Global Scholarship. The scholarship promotes the global advancement of women and encourages future leaders to think critically about the business issues affecting women today.

T. Boone Pickens, American business magnate and financier, participated in a roundtable with Global Leadership Scholars, MBA and supply chain doctoral students, Torch Fund student managers, Bredesen Center students, and Chancellor Honors and Haslam Scholars. Pickens founded Mesa Petroleum in 1956 and later became famous for acquiring other oil and gas companies including Gulf Oil and Phillips Petroleum. In 1997, he founded hedge fund BP (Boone Pickens) Capital Management, which he chairs today.

The class of 2014 presented Dean Steve Mangum a check in the amount of $29,363, closing the college’s 2014 Senior Impact Campaign. “We had an aggressive participation goal of 25 percent this year,” said Chip Bryant, executive director of development for the Haslam College of Business. “Last year’s participation rate was 18.5 percent.” The class of 2014 exceeded its goal, with more than 26 percent of students participating.

ANDERSON CENTER FOR ENTREPRENEURSHIP AND INNOVATION

Winners in the 2014 Spring Vol Court completion were Dave Seeman, senior in mechanical engineering, and Christopher Saah, junior in mechanical engineering. Seeman won first place for Willow List, an innovative gift registry that uses crowd-sourcing to fund gifts. Saah’s
I chose the combination of business management and marketing because there are so many options.

—BRIAN RANDOLPH

WHETHER HE’S tackling an opponent on the football field or evaluating market research in a business course, Brian Randolph knows how to excel.

Randolph grew up near Atlanta, Georgia, and decided to attend The University of Tennessee after a campus visit. “I was born and raised in Marietta,” says Randolph. “I wanted to find a university that wasn’t too far away.” He found what he was looking for at UT, where the campus culture made an immediate impression. “I loved the environment here. I sensed that the professors and students valued excellence and wanted me to succeed.”

Now a junior with a business management major and a collateral in marketing, Randolph divides his time between coursework and football practice. Armed with a degree from the Haslam College of Business, he anticipates a range of career choices. “I chose the combination of business management and marketing because there are so many options—you can become an entrepreneur, join a small company, or work for a corporation.”

Football claims a large fraction of Randolph’s time, effort, and attention. It’s been this way since he joined the sport as a third grader. “I’ve played on a team since I was 13,” he says. “I love it because you have to work together to succeed, and it creates a lot of memories.” The 2014 season marks Randolph’s third as a safety on the UT football team.

Every summer, Randolph joins other members of the Vols football team for a meaningful community project. “We work with Habitat for Humanity to build a house for a family in need, right here in Knoxville,” Randolph says. It’s an important way to give back while strengthening the bonds between teammates as they join forces to help those in need.

When he’s not on the football field or attending classes, Randolph enjoys a range of activities including bowling, video games, and fishing. “My friends and I enjoy trying various fishing spots in the area,” he says. He doesn’t give away his best locations but does give a hint. “Most recently, we drove up to Morristown.”

Randolph hopes to find professional football in his future. “I definitely want to play at the next level.” If that doesn’t work out, Randolph’s business degree equips him for another dream: returning to the Atlanta area to pursue a career in pharmaceutical sales.
company, MyPTshop.com, is a web application that allows fitness professionals to start and manage an e-commerce fitness shop. The winners receive $1,000 and $500 respectively and support from mentoring companies to advance their business strategies.

The seventh annual Undergraduate Business Plan Competition winners were: Lifestyle Category: First Place—Christopher Saah (mechanical engineering) with MyPTShop.com, a business that simplifies creating and running an e-commerce business for personal trainers. Second Place—Zach Lee (hospitality management) and Ayron Hall (finance), founders of Southern Gentlemen Charm and Southern Belle Charm, complementary online retailers offering a wide array of high-quality jewelry and accessories at a $10 price point. Third Place—It’s About Thyme, a personal chef service founded by Andrea Hayes (nutrition), with the intent to “give time back” to families while also ensuring access to healthy, home cooked meals.

High Growth/
Tech-enabled Category: First Place—Catalyst Wheels founded by Justin Clark (computer science), Nick McCormick (mechanical engineering), and Zach McCormick (economics/statistics). Catalyst Wheels has designed, and is having manufactured, carbon-fiber wheel covers and interchangeable wheel fairings that significantly reduce bicycle expenses for competitive cyclists. Second Place—Ben Miller (business analytics), Andrew Belt (math/physics), and Benjamin Broock (computer science/math) for cryptXch, a company that facilitates the exchange of cryptocurrencies.

Third Place—Ryan Maginn (supply chain management), Wilson Waller (economics), and Max Wibel (supply chain management) with The Cloud Vendor, a company focused on improving the bottom line of small to medium-size companies that manage vending machines.

BUSINESS ANALYTICS AND STATISTICS

COURSE HIGHLIGHT
Dr. Hamparsum Bozdogan’s Statistics 565 Probability and Mathematical Statistics class. Graduate students in fifteen different cross-disciplinary areas from chemistry to physics take this course. Presently the course has more than thirty students from eight different countries including the US, China, Iran, South Korea, Ethiopia, Rwanda, India, and Canada. The course covers basic probability theory and mathematical statistics but integrates the theory with the student’s application areas so that they attain a working knowledge of how to handle statistical problems in their own research domains.

FINANCE

Chelsea LeRoy received the Phillip Fulmer Masters Investment Learning Center Scholarship for students majoring in finance and working in the Masters Investment Learning Center. The learning center promotes financial literacy on campus and in the broader community.

GRADUATE AND EXECUTIVE EDUCATION (GEE)

The full-time MBA program participated in the second Southeastern Conference MBA Case Competition, hosted by the University of Alabama. This was a live, strategic competition in which the students had less than twenty-four hours to solve a business problem and develop a plan. All fourteen Southeastern Conference universities participated. Congratulations to Joseph Lammers, Whit Shofner, Rachel Hylton and Rachel McGill.

The Grads to Golf program, created by the Executive Women’s Golf Association, graduated its first class of University of Tennessee MBA students (above). The six-week program featured a series of female guest speakers from the business and golf industries and will be launched nationwide in December.

George Frazier, Jonathan Blair, Korri Jones, and Varick Tucker represented the college at the National Black MBA Association annual case competition in Atlanta. This competition, sponsored by Chrysler, is an annual event during which students present their analysis and recommendations on real world problems. Team coaches are Dr. Randy Bradley and Dr. Bogdan Bichescu.

MANAGEMENT

The student chapter of the Society for Human Resource Management (SHRM) was named the most outstanding chapter worldwide, according to its parent organization. This is the third consecutive year the chapter has been recognized with the honor. Shea Lowe was awarded an undergraduate scholarship and Christiana Goode a graduate scholarship from SHRM.

Doctoral candidate Nastaran Simarasi won third place in the prestigious Global Development Awards and Medals Competition, earning a medal and $5,000 to fund research. Global Development Network, an international organization funded by the Japanese government to build research capability globally, sponsored the competition.

The UT Student Management Society made a donation of $2,175 to Mobile Meals from its spring fundraising campaign. The donation was enough to pay for 640 meals.

MARKETING AND SUPPLY CHAIN MANAGEMENT

One year later, Rocky Top Drinkware, a GLS Supply Chain and Marketing group project by Liza Reineri, Georgia Ralston, and Andrew Curry is now for sale in all Vol Shop locations. Merchandise includes mason jars, wine glasses, and pint glasses.

A team of Haslam supply chain students won the sixth annual Intermodal Association of North America (IANA) Logistics & Supply Chain Management Case Competition, hosted by the University of North Florida. The team members were seniors Corey Patton and Xiaofan Wang, and Heidi Faust and Andrew Currey, Global Leadership Scholar juniors. Eight of the major logistics/supply chain schools competed.

Max Waibel, Kelly Hall, Katherine Hutcherson, and Martin Leamon participated in the inaugural Burlington Northern Sante Fe Railroad (BNSF) Supply Chain Management Undergraduate Case Competition. Of the four teams who participated in this invitation-only event, Waibel, who entered as a solo member team, came in first place, while Hall, Hutcherson, and Leamon came in second.
JAZZ MUSIC ECHOES IN THE STUDIO AS dancers’ feet fly across the floor. Destiny Sirivong jumps, spins, and moves in synch to the upbeat melody, executing a masterful pattern of steps along with other members of the Boss Dance Company, a student-organized campus society.

After cheering at sports games in her hometown of Antioch, Tennessee, for much of her childhood, Sirivong discovered the world of dance during her freshman year at the University of Tennessee. She auditioned for Strange Fruit Dance Company, a troupe in Knoxville. “Unexpectedly, I discovered a passion for it,” says Sirivong, who joined Boss Dance Company this year. Both groups include an array of dance types including contemporary, jazz, hip hop, and tap. This year, she spends time on the dance floor with Boss and applies her organizational savvy as a choreographer for Strange Fruit.

A senior in marketing with a collateral in international business and a minor in tourism and hospitality, Sirivong excels as an event planner and marketer. She joined Alpha Kappa Psi Professional Business Fraternity as a freshman, where hands-on experience helped her find her niche. “I became part of their marketing team, and I adored the chance to express my creativity,” she says. Because of those firsthand experiences, Sirivong decided to major in marketing.

Her fascination with other cultures inspired her to choose a collateral in international business. “Eventually, I’d love to work in international business at a large corporation,” she says. Sirivong’s tourism and hospitality minor reflects her interest in event planning, honed by participation in several hospitality-based campus programs, including Student Alumni Associates. “We’re official hosts for UT’s chancellor and president, and we continually work to improve relationships with alumni,” she says. “I have an eye for detail and I enjoy the planning process, which culminates with putting all that hard work on display.”

Other student and university organizations that benefit from Sirivong’s participation include the UT Lead Summer Institute, Haslam College of Business Ambassadors Program, and Minority Enhancement for the University of Tennessee, where she serves as a team captain. “We recruit multicultural students from high schools across the region and invite them to a preview weekend on campus,” says Sirivong. “It’s exciting to interact and share my love for UT with prospective students.”

As she prepares to complete her undergraduate career, Sirivong reflects with gratitude on her years at UT. “My professors and fellow students are highly motivated and driven toward success but supportive of each other’s endeavors. I’m very blessed that I can go to school with people who want to better the university and who make time to help others.”

“I’m very blessed that I can go to school with people who want to better the university and who make time to help others.”

—DESTINY SIRIVONG
NEW FACULTY
Each year we are privileged to welcome new faculty who bring new energy to our beloved college. In the fall we welcomed this prestigious group that hails from the US and abroad, each member of which brings a unique and highly valued skill set.

**MICHEL BALLINGS** joined the Department of Business Analytics and Statistics this fall as an assistant professor. Applying his interest in machine learning and predictive analytics for social media, he completed his dissertation, “Advances and Applications in Ensemble Learning,” in April 2014 at Ghent University in Belgium. Ballings teaches marketing analytics, focusing on predictive analytics related to customer acquisition, retention, and development. His course combines statistics, programming, and functional marketing knowledge, equipping students to distill data into valuable insights.

**LAUREN (DREHER) CUNNINGHAM** received her doctorate in accounting from the University of Arkansas. A licensed Certified Public Accountant, she joined the Department of Accounting and Information Management this year as an assistant professor. Prior to obtaining her PhD, Cunningham worked as an audit manager with Grant Thornton, LLP in Dallas, specializing in the real estate and technology industries. Her research interests include auditor characteristics, corporate governance, and the financial reporting process. Cunningham teaches audit and assurance services to both undergraduate and graduate students.

**ERIN HENRY** became an assistant professor in the Department of Accounting and Information Management this fall after earning her doctorate in accounting from the University of Connecticut. Henry is a Certified Public Accountant and holds a master’s in taxation from the University of Memphis. She also is an appointed research economist for the Internal Revenue Service’s Statistics of Income division. Her research interests include the capital market implications of tax reporting and the impact of tax policy on firm behavior.

**HAILEAB HILAFU** earned his master’s in statistics in 2011 and his doctorate in May 2014, both from the University of Georgia. He joined the Department of Business Analytics and Statistics this fall as an assistant professor. Hilafu’s research interests include statistical analysis of large and high-dimensional data sets and statistical computing, with the goal of developing statistical methods and applications for dimension reduction, visualization, classification, and cluster analysis. He teaches statistics to both undergraduate and graduate students.

**ERIC KELLEY** joined the Department of Finance as an associate professor after eight years on the University of Arizona faculty. Kelley earned a doctorate in finance from Texas A&M University and a master’s in finance from Texas Tech University. His current research focuses on issues in empirical asset pricing and market microstructure, with particular emphasis on how information is incorporated into prices. Kelley has taught a variety of courses at the undergraduate, master’s, and doctoral levels.

**ALEX RODRIGUES** received his doctorate in Supply Chain Management in 2004 at Michigan State University. Since 2009, he has been a professor of supply chain management at the Federal University of Rio de Janeiro. This fall, Rodrigues joined the UT Department of Marketing and Supply Chain Management as a lecturer. His research interest areas are global logistics strategy and operations, humanitarian logistics, supply chain disruptions, inventory strategy and deployment, and empirical and theoretical modeling of supply chains.

**ALEX R. ZABLAH** obtained his doctorate in business administration from Georgia State University. He joins the Department of Marketing and Supply Chain Management as an associate professor of marketing after serving in the same capacity at Oklahoma State University and George Mason University. His research explores managerially-oriented questions within the marketing strategy domain. His primary area of expertise is on the customer-employee interface in sales and service contexts. Zablah has taught marketing management, marketing research, and business-to-business marketing courses.

Clockwise from top left: Haileab Hilafu, Michel Ballings, Alex Rodrigues, Erin Henry, Lauren (Dreher) Cunningham, Eric Kelley, and Alex R. Zablah (center).
DEPARTMENT & faculty NEWS

News from the faculty, departments, centers, and programs of the Haslam College of Business.

COLLEGE-WIDE

Senior associate dean and Reagan Professor of Business, Annette Ranft, is the new vice president and program chair elect for the Southern Management Association (SMA). SMA, a domestic affiliate of the Academy of Management, has more than 1,200 management professors, doctoral students, and executives representing greater than 200 colleges, universities, and business firms in forty-three states and more than 30 countries.

Sharon Edwards, CFO of Willis, became the first Executive in Residence speaker of the year. Executive in Residence is a joint program sponsored by Global Leader Scholars and the MBA programs.

About Joseph V. Carcello

Carcello is the EY and Business Alumni Professor and head of the Department of Accounting and Information Management in UT’s Haslam College of Business. He also is executive director of the UT Neel Corporate Governance Center.

Carcello has been an expert witness for the SEC. He currently serves on the Investor Advisory Group of the Public Company Accounting Oversight Board, which advises on investors’ issues.

C. WARREN NEEL CORPORATE GOVERNANCE CENTER

The Warren Neel Corporate Governance Center Distinguished Speaker Series welcomed Governor Bill Haslam to speak on the difference between public and corporate leadership. The governor encouraged students to find a public service model that works for them and to involve themselves in public service either by running for office or actively supporting a candidate.

ACCOUNTING AND INFORMATION MANAGEMENT (AIM)

Joe Carcello, EY and Business Alumni Professor, was named to the Securities and Exchange Commission’s Investor Advisory Committee. He is the only business school professor appointed to the committee of twenty-one. (See sidebar at left.)

Jan Williams, dean and professor emeritus, received the Academy of Strategic and Entrepreneurial Leadership’s John J. Fernandes Strategic Leadership Award. The award is presented to a dean, provost, president, or other senior academic leader who models significant, successful leadership.

ANDERSON CENTER FOR ENTREPRENEURSHIP AND INNOVATION

Bill Fox has been chosen as the recipient of the Ergen Professorship. The Ergen Professorship was established with a gift from Charlie and Candy Ergen of Denver, Colorado, founders of Dish Network.

CONSTRUCTION INDUSTRY RESEARCH AND POLICY CENTER

The UT Construction Industry Research and Policy Center received $20,000 from Amerisure Insurance Company to fund projects related to reducing workplace injuries and fatalities. Amerisure provides workers’ compensation and general liability insurance for construction contractors.

FINANCE

Laura Cole, senior lecturer and director of the Master’s Investment Learning Center, has been selected by the Greater Knoxville Business Journal as one of Knoxville’s “40 Under 40,” a program that highlights Knoxville’s future leaders in business and the community.

Excellence in oversight

About the SEC’s Investor Advisory Committee

The 21-person advisory committee, established in 2010, makes recommendations to the SEC as it seeks to protect investors, promote investor confidence and integrity in the securities marketplace, and maintain fair, orderly, and efficient markets.

Committee members include senior financial institution executives, institutional investors, investor advocacy groups, law professors, and former SEC commissioners.

About Joseph V. Carcello

Carcello is the EY and Business Alumni Professor and head of the Department of Accounting and Information Management in UT’s Haslam College of Business. He also is executive director of the UT Neel Corporate Governance Center.

Carcello has been an expert witness for the SEC. He currently serves on the Investor Advisory Group of the Public Company Accounting Oversight Board, which advises on investors’ issues.
WITH FORCEFUL GRACE, HAILEAB Hilafu kicks a soccer ball across the field, sending opponents and teammates scurrying. He makes it look easy but he’s had a lot of practice. As a young boy in the small African nation of Eritrea, Hilafu was constantly on the move. He competed in long-distance running events and played on the soccer team at school. Now an assistant professor in UT’s Department of Business Analytics and Statistics, Hilafu still indulges a passion for the sport, playing on a recreational team several times a week. “I never quit soccer,” he says, smiling.

Hilafu never quit mathematics, either. “As a child, I liked solving math problems and intended to major in math as an undergraduate,” he says. His fascination with numbers and patterns took a new turn when he learned about the field of statistics. “One of my childhood friends studied geographical information systems and took some statistics classes. He suggested I try a statistics course to see if I liked it, and I did.”

Exposure to statistics deepened Hilafu’s interest in math. “I realized I could use math to solve practical problems,” he explains. “That’s an important element for me.” He also was interested in job opportunities in the field. Eritrea had recently opened a National Statistics Center, and Hilafu dreamed of working there until he decided to change the direction of his career—a change that would take him across a continent and an ocean. “I realized that I could go overseas to further my education,” he says. “After taking the necessary exams in Eritrea, I applied and gained admission and a graduate assistantship at the University of Georgia.”

In 2009, Hilafu relocated to Georgia and began his graduate studies. He earned both his master’s and doctoral degrees in statistics, graduating in 2014. “I started applying for a job in October 2013, and I interviewed at UT in December,” he says. “I had multiple options but I saw that the department at UT is thriving, and I wanted to be part of it. I also appreciated the focus on using data analytics to address real challenges that businesses face.”

With his specialization in high-dimensional data analysis, Hilafu is still on the move at UT, conducting valuable research and teaching students to solve real-world problems.
SUPPLY CHAIN PROGRAM RANKED
BY GARTNER AND U.S. NEWS & WORLD REPORT
A consulting company with a detailed approach, Gartner evaluates supply chain management programs in terms of scope, size, and industry value. *U.S. News & World Report* bases its rankings on program reputation. In 2014, UT’s supply chain program proudly emerged with a No. 3 ranking in both contests.

**A STEADY CLIMB**

With sure steps and perfect balance, the Department of Marketing and Supply Chain Management is climbing the ladder of success.

According to 2014 reports from industry giant Gartner, UT’s supply chain management program ranks at No. 3 nationally. *U.S. News & World Report* rated the supply chain program fourth nationally and third among publics. The industry-specific Gartner report placed UT’s program at third place in both undergraduate and graduate categories, seven slots higher than last year’s No. 10 ranking. “Gartner considers three areas in its report: program scope, industry value, and program size,” explains Shay Scott, managing director of UT’s Global Supply Chain Institute. “We fared well this year in all three categories.”

An emphasis on sharing information has helped propel the department toward greater heights, Scott says. “We’ve created a hub of knowledge with open lines of communication between faculty, students, and the advisory board—which includes the majority of Gartner’s top 25 supply chain companies. We offer a portfolio of solutions, helping to draw new students and industry partners into our network.”

Faculty members, including department head Mark Moon, affirm the numbers as important signals of success. “The rankings are indicative of our program’s achievements, and they will help to drive future success by giving us more exposure,” says Moon. Earning high marks from both outlets will generate interest from different sources, he explains. “The U.S. News rankings tend to influence students and parents, attracting more high quality applicants, whereas Gartner rankings will influence industries, garnering more corporate partners and recruiters.”

“The rankings are indicative of our program’s achievements, and they will help to drive future success by giving us more exposure.”

—MARK MOON

**A BROAD APPROACH TO SUCCESS**

Although the stellar rankings created a celebratory spirit in the department, they didn’t come as a tremendous surprise to faculty members who have worked tirelessly to improve the program. Moon credits recent curriculum changes for the jump. “When we shifted from marketing and logistics to marketing and supply chain management three years ago, we began a significant redesign of undergraduate and graduate programs, incorporating all aspects of supply chain management and delivering much more content to students.”

Moon says the information hub Scott refers to stems from the faculty’s conscious effort. “We’ve created this vision that we call demand-supply integration, seeing demand and supply in the same picture,” he says. “By combining marketing and supply chain in a single department, we stand out from other programs.”

UT’s Global Supply Chain Institute is another reason for the high rankings, says executive director Paul Dittmann. “These forum members represent large corporations such as Wal-Mart, Amazon, and IBM,” he says. “We consistently ask them how we can improve the program and make it more relevant. Their advice is valuable, and they’ve spread the word about the quality of our program.”

While this year’s rankings foretell a bright future, Dittmann recognizes that the department must continue to move forward to keep pace with the ever-changing world of supply chain management. “We keep raising the bar on ourselves because our field is getting broader and broader,” says Dittmann. “It’s amazing because when I started it was trucks and warehouses. Now it’s end-to-end business strategies.”
News from Global Supply Chain Institute studies

**The Effect of Outside Risks on Supply Chains**

Outside risks can stretch supply chains’ capabilities to the breaking point, but executives who run them often fail to develop risk contingency plans, according to a study from the Global Supply Chain Institute.

Ninety percent of the firms surveyed do not measure supply chain risk when outsourcing production, and none use outside expertise to help assess supply chain risks, according to the study.

Among other findings, the research determined that normal day-to-day challenges of doing business—unexpected delays, cybersecurity, supplier failures and warehouse shortages—often overwhelm executives, giving them little if any time to plan for major interruptions such as natural disasters or geopolitical disruptions. Managing day-to-day challenges becomes a barrier to the ability of supply chain professionals to prepare comprehensive plans for risk identification, prioritization, and mitigation.

The report, “Managing Risk in the Global Supply Chain,” was sponsored by UPS Capital Corporation.

**90% OF FIRMS DO NOT MEASURE SUPPLY CHAIN RISK.**

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**Deborah Harrell**, investments professor, earned the Sharon Miller Pryse/Trust Company of Knoxville Outstanding Finance faculty award.

**Kathy Price** retired as an administrative specialist after spending nine years in the department.

**Jeannie Goodman**, who has been in the Department of Management since 2011, has stepped into the position.

**Tom Boehm** is now the Goodner Professor of Finance. The professorship is generously supported through the estate of David Coleman.

**Russell Crook**, along with co-authors David Ketchen (Auburn University) and Christopher Craighead (Penn State University), suggests that 3D printing and other changes have pushed modern-day supply chains to the threshold of a revolution—the rise of “supply ecosystems.” In their *Journal of Business Logistics* article titled “From Supply Chains to Supply Ecosystems: Implications for Strategic Sourcing Research and Practice,” the authors describe how the interactions and interdependencies within supply chains parallel biological ecosystems where organisms, such as plants, compete for scarce resources like water.

**Michael J. Stahl** is the recipient of the new Jerry and Kay Henry Endowed Professorship.

**Debbie Mackey** was selected as the 2014 National Faculty Advisor of the Year by the Society for Human Resource Management (SHRM) and also awarded the society’s highest honor, the James House Williams Award. The award recognizes her as the top human resource professional in the state.

**Chad Autry** was promoted to full professor.

**Chad Autry**, John Bell, and **Bill Rose** had their article “Reconsidering the Supply Chain Integration-Performance Relationship: In Search of Theoretical Consistency and Clarity,” accepted in the *Journal of Business Logistics*.

**Randy Bradley**, John Bell, Ben Hazen (UT research affiliate), and Brian Fugate (a UT alum now on faculty at Colorado State) had their paper “Logistics Information System Evaluation: Assessing External Technology Integration and Supporting continued on p. 29 >
CONSTANT ACTIVITY SURROUNDS THE picturesque Fort Sanders home of accounting professor Erin Henry and her family. Along with her husband, John, and their two young sons, Eli (2) and John Ross (6 months), she appreciates their close proximity to campus and downtown. “We love piling our kids into the stroller and taking them to Market Square or World’s Fair Park on the weekends,” Henry says. “We spent a lot of time at the splash pad this summer.”

The family relocated in May after Henry earned her doctorate from the University of Connecticut. A Memphis native, she set her sights on Knoxville as a first-year doctoral student. “When I arrived at UConn, one of my advisors asked, ‘What’s your dream job?’ and I said, ‘I want to be a professor at UT.’”

Henry’s dream became reality when the university offered her a faculty position in the Department of Accounting and Information Management this year. “My husband and I knew this would be a great place to raise a family,” she says.

The road to this destination had a few forks near the beginning. As a young student, Henry did not discover her passion for accounting immediately. “I started my undergraduate career in electrical engineering at Mississippi State University but quickly realized that the field didn’t match my personality.” Henry transferred to the university’s accounting program, where she found her calling. “In my first accounting class, I felt an immediate sense of relief,” she recalls. “I knew I belonged in this discipline.”

Since then, she hasn’t looked back. A first generation college graduate and the first member of her family to enter graduate school, she completed her masters at the University of Memphis while working full-time as a CPA. In 2009, she began her doctorate at UConn. “I kept going, and that’s a big deal to my family,” she says.

Henry shares her love for accounting with her husband, a fellow CPA. “John and I met on my first day of work at an accounting firm in Memphis.” She saw him on the elevator, wondered who he was, and soon discovered that they shared a workspace. “My desk was right beside his cubicle.”

As a faculty member and mom to two young children, Henry says she lacks time for many personal hobbies but enjoys the variety of fun events offered in her new town. “We do love going out to eat and attending bluegrass and indie music events,” Henry says. “Knoxville is an ideal place to pursue both of those interests.”
NEW NAME, NEW FRONTIERS

FROM DEPARTMENT OF STATISTICS, OPERATIONS, AND MANAGEMENT SCIENCE TO THE DEPARTMENT OF BUSINESS ANALYTICS AND STATISTICS
Digital information instantly traverses continents and oceans. Companies can track customer activity like never before, producing huge amounts of data. Interpreting that data into practical results that can drive corporate decision-making is the primary focus of a developing field known as business analytics. In response to the burgeoning demand for analysts and interpreters, the Department of Statistics, Operations, and Management Science has adopted a fresh title: the Department of Business Analytics and Statistics.

The department’s new moniker reflects a curriculum change and a trend toward discipline integration, both of which have been in progress for several years. “In 2010, we were the first college of business to create an analytics program,” says former department head Kenneth Gilbert. “From the start, we aspired to make it the best.”

Faculty members also created an atmosphere of open communication. “Although the management science program joined statistics a decade ago, the two remained separate on a practical level,” department head Chuck Noon explains. “Faculty members’ offices were on different floors, and our degree programs were essentially distinct.” Five years ago, that changed. “We moved onto the same floor and became much more integrated.”

Curriculum That Connects
Because faculty members are connected with corporate leaders via the Business Analytics Forum, important curriculum decisions are based on the needs of prospective employers in a digital era. “In general, there’s a move toward data-driven decision making,” says Noon. “The plumbing is already in place. Companies have end-to-end information systems with the ability to capture every transaction and every look at a webpage. The data is starting to flow, and there’s a growing need for individuals who can extract it, do valid analysis, and communicate it to leaders to drive decisions.”

To better equip business analytics graduates, Gilbert says the department recently hired several new faculty members who specialize in data analysis including Haileab Hilafu, Michel Ballings, and Julie Ferrara. “The new hires reflect the changing focus of this discipline,” he says. “For example, Ferrara specializes in digital analytics, digital marketing, and website usability. Traditionally, those elements would not be part of a statistics department, but they’re very relevant in the current world of business analytics.”
DEPARTMENT HEAD CHUCK NOON

Chuck Noon joined the Haslam College of Business faculty in 1987, a new convert to the world of business management. “My bachelor’s, master’s, and PhD were all in industrial engineering,” he says. Attracted to management science because of its use of applied quantitative models, Noon immersed himself in practical research. “By the mid-1990s, I was doing funded research through the college on transportation analysis for alternative fuel supply chains with sponsors such as TVA, the Electric Power Research Institute, Martin Marietta, and the Department of Energy.”

In the late 1990s, his interest shifted again when he became part of the team of faculty that developed the Physician Executive MBA (PEMBA) program. Sixteen years later, Noon continues to teach in the PEMBA program and he’s written a leading book on emergency department improvement. He’s also worked with hundreds of healthcare systems and hospitals to improve their emergency rooms through UT’s executive education programs, the Institute for Healthcare Improvement, and private consulting. “Healthcare has particular characteristics that make it distinct,” he says. “It’s a service operation and has a high amount of variation, so it’s very different from other types of businesses and begs new models and approaches.”

Noon assumed a new role in June 2014. He became head of the newly titled Department of Business Analytics and Statistics. “After twenty-seven years on the faculty, I’m more excited than I’ve ever been about my home department,” he says. “We’ve made tremendous gains in the past few years and have positioned ourselves well.” Gilbert, Noon, and other long-time faculty members kept their ears open to the thoughts and concerns of corporate leaders as they implemented change, and that awareness paid off. “In some ways, the department happened to have the right sets of skills (management science and statistics in the same department) and the right background (an emphasis on applied research) to succeed. We also were riding a worldwide tailwind of interest in business analytics. We were fortunate that these elements were in place, but it took Ken’s leadership and commitment to strategically position the department. I take no credit for it. I inherited a great situation.”

When he’s not teaching or researching, Noon enjoys outdoor sports such as soccer, kiteboarding, sailing, and backpacking with his family. “I also play an occasional poker tournament in Las Vegas.” He laughs. “It’s a real-life application of applied probability.”

Noon looks forward to the future of the department. “The strides we’ve made in the last few years have positioned us to be a leader in the area of business analytics. I want to make sure we reach our potential.”

Training Graduates to Succeed

Ferrara is interested in the psychology behind successful online marketing. “I want to understanding what makes people click on a website,” she says. “If we can grasp the cognitive psychology behind that, we can identify what persuades customers to complete a desired action.” When coaching students, Ferrara emphasizes the need to focus on practical application. “There is so much data available to catch their attention. I try to teach them to keep their minds focused on the questions they set out to answer and how their analyses impact the company’s overall performance.”

Ballings, whose research includes predictive analytics for social media, agrees that the huge volume of available data calls for a strategic approach to analytics. “Business analytics has been rapidly evolving because of ever-increasing amounts of data, especially with the advent of smartphones,” says Ballings. “To be able to cope with the enormous amount of data heading toward us, we need a much broader skill set, so this field is becoming much more collaborative and multidisciplinary. The researcher cannot stay within a small field anymore.”

With his focus on analysis of high-dimensional data sets, Hilafu recognizes that old methods for statistical analysis don’t work in this developing world of electronic data collection. “As time goes on, this field will only become more complex,” he says. “In a large data set, the goal is essentially to find a lower-dimensional signal in high-dimensional data. For example, that might mean looking at groups of customers and examining their traits to see which characteristics lead to repeat sales and which do not.”

That kind of applied analytics is where the department wants its future graduates to excel. “We want them to be equipped to go into a business, to understand its challenges, decisions, and operations, and to be able to say, ‘Aha! I see how analytics can help you succeed,’” Noon says. “We’re not creating isolated analysts. We’re training people who can go out to businesses and apply analytics in a practical way.”
> continued from p. 24

Organizational Learning" accepted at the Journal of Business Logistics. This paper was the result of a project that the authors did with Pilot Flying J.

Mark Collins, who teaches in the Department of Marketing and Supply Chain Management, earned his PhD in business administration with a concentration in organizations and strategy, offered by the Department of Management. Anne Smith, Flaskeurd Professor in Business, was his committee chair.

Stephanie Noble and Carol Esmark published “Managing Closing Time to Enhance Manager, Employee, and Customer Satisfaction” in Business Horizons.

Lisa Murray was promoted to senior lecturer.

Shay Scott was promoted to senior lecturer.

Ted Stank, Bruce Chair of Excellence, Diane Mollenkopf, McCormick Professor in Supply Chain Management, and Wendy Tate, along with Andrea Lago da Silva from Brazil, co-authored the article “Building Organizational Value Through Demand and Supply Integration,” which has been conditionally accepted at Sloan Management Review (a Financial Times 45 outlet).

Professor Emeritus Bob Woodruff was recognized by the State of Tennessee Hospital Association with its Annual Service Excellence Award for his volunteer efforts at East Tennessee Children’s Hospital.

Mary Holcomb received the inaugural Center for Transportation Research Faculty Fellowship. The Center for Transportation Research's new Faculty Fellows Program serves as a way to recognize leading faculty and help improve the level of research and collaboration between researchers.

The Haslam College of Business's inaugural summer Research Award recipients are: James Chyz, assistant professor, Department of Accounting and Information Management, Bobby Mee, William and Sara Clark Professor of Business, Department of Business Analytics and Statistics Wendy Tate, associate professor, Department of Economics, Marianne Wanamaker, assistant professor, Department of Economics, Tracie Woidtke, David E. Sharp/Home Federal Bank of Tennessee Professor in Banking and Finance. The Research Awards recognize the scholarship of tenure-track

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News from Global Supply Chain Institute studies

Purchasing and Logistics Integration

Organizations that closely integrate their purchasing and logistics functions deliver better business results, according to a study from the Global Supply Chain Institute. The study, involving more than 180 supply chain professionals, also shows that many firms fail to capitalize on this opportunity and have supply chains where purchasing and logistics operate in “silos” with little cohesion.

“Together, purchasing and logistics can account for 70 percent of an organization’s costs and influence 80 percent of its working capital through inventory and accounts payable,” said Ted Stank, Bruce Chair of Excellence and one of the study’s authors. “Clearly, purchasing and logistics have a huge impact but often won’t collaborate with each other to make decisions that will positively impact the firm’s overall performance.”

The report, “Bending the Chain: The Surprising Challenge of Integrating Purchasing and Logistics,” was sponsored by IBM.
Cap and Gown

Haslam College of Business Graduation Statistics & Awards

The Haslam College of Business graduated 590 students during ceremonies held in both spring and summer 2014.

STUDENTS GRADUATING REPRESENTED THE FOLLOWING MAJORS:

Supply Chain Management ........................................ 174
Accounting ............................................................... 104
Finance ................................................................. 76
Management ......................................................... 71
Marketing ............................................................... 69
Logistics .................................................................... 32
Business Analytics .................................................. 25
Human Resource Management ................................. 20
Economics ................................................................. 18
Public Administration ............................................. 1

Three business graduates became commissioned military officers. Thomas Chitwood (supply chain management) and Daniel Leining (finance) were commissioned as second lieutenants in the United States Army. Brandon Abrao (logistics) was commissioned as a second lieutenant in the United States Air Force.

AWARD WINNERS AT THE MAY 2014 COMMENCEMENT INCLUDED:

Top Graduate: James Darlington (business analytics)

Bank of America Leadership Award: Martin Leamon (supply chain management major; entrepreneurship minor)

The 2014 Bank of America Faculty Leadership Award: Joseph Carcello, EY and Business Alumni Professor

Congratulations to all our new alumni and award winners. We are proud to call you our own! UT

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faculty members based on their research productivity over last three years. (See page 11 for a more on this topic.)

BUSINESS ANALYTICS AND STATISTICS

The Department of Statistics, Operations, and Management Science has a new name—the Department of Business Analytics and Statistics. “We wanted a department name that better reflects the programs we teach, the kind of research we conduct, and, most importantly, what our students can do,” said Chuck Noon, department head. (See page 27 for more on this topic.)

Hamparum Bozdogan, Mckenzie Professor, had a publication, “Social Network Analysis of Scientific Collaborations Across Different Subject Fields,” selected as a featured article in an issue of Informed Librarian Online.

Chuck Noon, Regal Entertainment Group Professor of Business, was named head of the department, replacing Ken Gilbert. Noon is an award-winning teacher and a curriculum innovator who has been with the college for twenty-seven years.

Ramón León retired after twenty-three years with the college.

Russell Zaretzki earned the designation of Heath Faculty Fellow. Established by Ralph and Janet Heath, the goal of the fellowship is to enhance the relationship between the Haslam College of Business and the UT College of Engineering.

BI Software Insight, an online hub for business intelligence-related news, named UT’s master in business analytics as one of the top big data and analytics programs in the country.

Stephen Few, one of the world’s renowned experts and thought leaders on business analytics, quantitative techniques, and data analysis, conducted an interactive half-day seminar on how to effectively present and analyze quantitative business data.

GRADUATE AND EXECUTIVE EDUCATION

On September 18, 2014, Sharon Edwards (’87, Accounting), CFO of Willis, became the first Executive in Residence speaker. Executive in Residence is a joint program sponsored by Global Leader Scholars and the MBA programs. Other speakers this year included:

Sept. 23 – Amy Miles (’89, Accounting), CEO, Regal Entertainment Group
Oct. 21-23 – Aaron Snyder (’87, Accounting), former AMEX VP, now a private consultant hired by Blackhawk Network for a project with InteliSpend
Oct. 23 – Burt Chandler (’87, Finance), SVP, Iberia Bank
Oct. 30 – Alan Wilson (’80, Communications), CEO, McCormick
Nov. 4 – Greg Smith (’85 Finance), SVP Global Operations, Goodyear Tire & Rubber

The full-time MBA program is among the nation’s most popular business programs, according to the 2015 edition of U.S. News and World Report. UT ranked sixth nationally and second among public universities. This ranking focused on the percentage of students admitted to specific schools that choose to attend that school.
The Physician Executive MBA program hosted its largest ever Alumni Symposium with 117 physicians attending.

**STAFF AND SUPPORT**

Belinda Carter retired in December after twenty-four years of service.

Gail Chapman earned her Green Belt in the area of Lean Applied to Business Processes. She is the third person in the college to earn her Green Belt after GEE’s Molly Kinard and Tara Presnell.

Nathan Etheridge has joined the college as director of operations for the Executive MBA for Strategic Leadership, Executive MBA for Healthcare Leadership, and Executive MBA for Global Supply Chain programs. He will oversee student recruiting efforts, business development initiatives, and program delivery and work with global business and domestic industry immersion seminars. Etheridge spent more than ten years in corporate leadership roles prior to joining UT.

Kelly Harrison joined the college as an administrative specialist in the dean’s office, focusing on communications and event management.

Melia Kendall had a paper published in the American Journal of Health-Systems Pharmacy titled “Design and Implementation of a Strategy for Preceptor Development in Multiple Residency Programs.”

Molly Kinard was elected as the business subgroup representative for the UT Exempt Staff Council.

Several new staff members have joined the Office of Marketing and Public Relations at the Haslam College of Business. Sara Whitt-Lingerfelt is a web developer and Katie Bahr is a writer/publicist. Both are new positions.

Trent Thurman joined the college as executive director for graduate programs. He oversees the college’s five full-time masters programs—master’s of business administration, accountancy, business analytics, economics, and human resources. Prior to joining the college, Thurman was director of the working professional MBA programs at the McCombs School of Business at the University of Texas at Austin.

Doug Hawks joined the college as assistant dean of finance and administration. He provides strategies for resource planning and allocation across academic programs, departments, centers and executive education operations. Hawks previously served as a senior auditor at the university and held positions at Southern Utah University, Sonic Innovations, Inc., Office Max, Inc., and Wells Fargo prior to his work at UT.

Andy White was selected as one of ten members on the Tennessee Aerospace and Defense Advisory Board. The board will execute strategic planning and lead development and outreach aimed at spurring economic development in the state’s aerospace and defense sectors.

Our faculty and staff have made the Haslam College of Business rise to the top in so many ways. We would like to give heartfelt thanks and gratitude to our recent retirees as they launch into their next new adventure: Belinda Carter, Ramón León, and Kathy Price. Thank you for your combined sixty-one years!
CONTRIBUTORS TO THE COLLEGE

Listed on the following pages are those individuals, organizations, corporations, and foundations whose gifts of $100 or more were received by the Haslam College of Business in fiscal year 2013 (July 1, 2013, through June 30, 2014).

Each and every gift, regardless of amount, is sincerely appreciated. The generosity of our alumni and friends allows the college to provide the best possible educational opportunities for our students.

Although every effort has been made to ensure the accuracy and completeness of our list of contributors, we acknowledge that the following list may contain inadvertent errors; please contact us with any corrections.

OVER $500,000

Anderson Family
Anonymous
James A. & Natalie L. Haslam II

$250,000-$499,999

Randal & Jenny Boyd
Estate of John W. Fisher
Chris & Donna Kinney
King & Judy Rogers III

$100,000-$249,999

BB&T
John Harrigan Boll
Ray & Joan Myatt Jr.
Gerald Thomas Niedert
Regal Entertainment Group Foundation
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$50,000-$99,999

James B. Baker
Thomas D. Bell Jr.
Farm Bureau Insurance Companies of TN
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Foundation
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Kim Wood

$10,000-$24,999

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Jerald & Kimberly Nine Jr.
Family Foundation
Frank & Elaine Ozburn Jr.
Kiran M. Patel
Patricia G. Pratt

$10,000-$24,999

Saks Inc. Operations Center
Richard & Ann Smith
Staples Inc.
Estate of Arthur B. Stowers
Tetra Recycling Inc.
VACO LLC
William L. Vallett Jr.
Timothy W. Williams

$5,000-$9,999

Leonard & Laura Berlik
BNY Mellon
Boeing Company
Boise Cascade Holdings L.L.C.
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Lie-Jen Fan
Fidelity Investments
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Ronald D. Ford
James & Marcia Foxworthy
Ken & Peggy Gilbert
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William P. Halliday III
Steven & Jane Harb
Jimmy & Dee Haslam
William & Cristen Haslam
Robert & Sharon Huette
Robert & Beverly Johnson
Dean & Laurie Jones

SAVE THE DATES!
Mark your calendar now for great fall events:

- September 12: HCB Leadership Level Supporters Tailgate Invitation only.
- October 10: HCB Leadership Level Supporters Tailgate Invitation only.
- November 6: Alumni Awards Gala For more information, call (865) 974-6083.
- November 14: Homecoming BBQ Celebration Must RSVP and send registration.
T. BOONE PICKENS TALKS SUCCESS WITH HASLAM STUDENTS

American business magnate and financier T. Boone Pickens participated in a roundtable discussion with Haslam College of Business students on October 14.

Pickens addressed a range of topics in a question and answer session held at the Howard H. Baker Center on the Knoxville campus. He met with students from several Haslam disciplines and programs, including: Global Leadership Scholars, MBA and supply chain doctoral students, Torch Fund student managers, Bredesen Center students and Chancellor Honors and Haslam Scholars.

Students in attendance were given valuable advice for life and business. Pickens told the group that he would trade the wealth he’s accumulated for a chance to be back in the same stage of life they currently occupy. “What a life you have in front of you,” he said. “What opportunities you cannot imagine that you’re going to see as your life unfolds.”

Pickens said a good work ethic was a key to his success. “With a good work ethic and a good education, you can’t miss,” he said. He encouraged attendees to make a positive impact and forge good relationships in their business and personal endeavors. “Leave a record that you’re proud of wherever you go and whatever you do,” he said.

Pickens began his career as a junior geologist before founding West Texas-based Mesa Petroleum, which would become the world’s largest independent oil company. He later acquired other oil and gas companies, including Gulf Oil and Phillips Petroleum. In 1997, he founded BP Capital.

A proponent of developing an energy plan for the United States, Pickens also shared his insights on the topic. “We’re the only country in the world that does not have an energy plan,” Pickens said. In July 2008, he introduced a plan that he summarized as “get on our own resources” and “get off OPEC oil.”

Marcus Jeter, dual MBA/MS Business Analytics student, and T. Boone Pickens.
VOLUNTEERS FOREVER

CHRISS AND DONNA KINNEY

Chris and Donna Kinney with (left to right) research grant recipients Tracie Woidtke, Wendy Tate, and Christian Vossler.
DESPITE LIVING OUTSIDE

out of state for almost two decades, Chris and Donna Kinney are dedicated Volunteers. “We’re an all Vol family,” says Chris, explaining that their son, Phil, and daughter, Liz, both chose to pursue undergraduate degrees at the University of Tennessee. Avid football fans, the Kinneys relish being part of the Vol Navy. “Going to games by boat is a special tradition,” Chris says. “That’s always been our connection to Tennessee, returning for football games and meeting family and friends there. We have a lot of orange clothing in our respective closets.”

Both finance majors, Chris and Donna graduated a year apart, with Chris walking across the stage in ’81 and Donna in ’82. “Ironically, we didn’t know each other at UT, although we must have run in the same circles,” says Chris. Instead, the couple met at work at a local bank and married after graduation. Chris pursued a successful career with stops at a few employers including JP Morgan Chase, Barclays Capital, and eventually, the City of Knoxville. Donna went on to work at General Electric, where she remained until their first child was born.

Chris served as Senior Director of Finance for the City of Knoxville from 2004–2006, a treasured milestone in his career. “I had taken a hiatus from my banking career, and then Mayor-Elect Bill Haslam asked me to join his administration during his first term, so I did,” says Chris. “My three years serving the City of Knoxville were extraordinarily rewarding.” During his time in city administration, Kinney worked closely with UT, Knoxville, officials on the revitalization of the Second Creek greenway between Neyland Drive and World’s Fair Park, among other projects. “The folks in UT administration were congenial, encouraging, and professional. For me, that experience forged a deeper personal connection with the university.”

In 2006, Chris struck out on a new endeavor—creating SteelRiver Infrastructure Partners, an investment management firm based in New York City. “I commuted back and forth from Knoxville to New York for three years, but in 2010, we decided to relocate to New Jersey.” Today, the Kinneys are back in Knoxville. “We’re currently in Friendsville, but we’d love to find a home near the heart of Knoxville.” The Kinneys share a passion for downtown and a personal investment in its success. “When I was financial director for the city, we negotiated the arrangement with Regal Cinemas to renovate the Riviera and open the first downtown movie venue in decades.” Chris and Donna also are devoted fans of the Knoxville Symphony Orchestra, where Chris serves on the board of directors.

The couple believes in giving back to the university they love. Recently, Chris and Donna established an endowment to help fund the summer faculty research awards at the Haslam College of Business. “I admire the administration’s courageous goal of becoming a Top 25 university and wanted to motivate faculty members to pursue valuable research,” he says. The summer awards provide financial incentives for faculty members conducting research in various disciplines within the college. “I’m a firm believer that one of the keys to a higher national ranking is the quality of an institution’s faculty,” says Chris. “This endowment’s goal is to foster a thriving research environment and to create a tool for recruiting and retaining top-notch faculty who are also talented researchers.”
A LEGACY FOR THE NEXT GENERATION

DAVID AND DEBBIE INGRAM
W.C. INGRAM PERSONIFIED

the hardworking American businessman with the heart of a true entrepreneur. His son, David Ingram, recalls with admiration how his father reinvented himself as time and his capabilities called for it. The elder Ingram trained as a carpenter, but opened a toy and hobby store when health problems began to interfere with his ability to do physical work.

The ninth in a family of ten children, David Ingram grew up in Cleveland, Tennessee, mirroring his father’s initiative. “I worked for him starting when I was a high school student. He taught me basic principles of business and convinced me that the customer is king. If you take care of the customer, everything else will fall into place.”

After absorbing practical skills from his father, Ingram pursued a formal business education at the University of Tennessee. “I like to say my education at UT was well-rounded,” he says. “I learned complex business principles, but I also gained real-life experience.”

One quarter shy of graduation, Ingram realized he needed two elective courses to graduate. “I met with my advisor, assuming he’d recommend a couple of finance electives. Instead, he suggested racquetball and golf.” Ingram responded with a laugh, only to realize that his professor was serious. “He pointed out that I’d need a social side to my business education. Many of my professors came from the corporate world, and I appreciated the practical advice they offered, even when it surprised me.”

Ingram graduated from UT in 1977 with a bachelor’s in finance—the only member of his large family to achieve a college degree—and began a career in sales. His wife, Debbie Ingram, pursued a career in physical therapy that eventually led her to UT, Knoxville. Already a faculty member at UT, Chattanooga, Debbie earned a doctorate in education from the flagship campus in 1994. This year, she celebrates thirty-five years of practicing her profession and twenty-five years as a university professor. The Ingrams’ daughter, Alexandra, is a doctoral student studying learning environments in education at UT, Knoxville.

From 2007–2008, Debbie Ingram served as president of the national UT Alumni Association. “David and I had the privilege of traveling across the country, communicating the idea that education matters,” she says. “My primary message was that Tennessee has a low percentage of adults with a college education. We must do all we can to improve that number for the next generation of Tennessee families.”

After several years in sales, David Ingram accepted an opportunity at Modern Way Printing and Fulfillment in Ooltewah, Tennessee. “A close friend’s father owned the business, but he was getting older and he needed an exit plan,” he says. “When he hired me, we sat down and scrawled an eight-year business strategy on the back of a napkin.” In 1992, at the end of those eight years, Ingram and a business partner purchased the company.

The Ingrams say they were both fortunate not to incur debt while pursuing education. “To alleviate some of that stress for current students, we’ve supported scholarships for the physical therapy department at UTC and, more recently, established an MBA scholarship at UTK.” Appropriately, it’s called the W.C. Ingram MBA Scholarship, in honor of David Ingram’s assiduous father.
THE COLLEGE’S TOTAL revenue was largely unchanged from fiscal year 2013 to fiscal year 2014 at $61.5 million, though changes in its composition were rather pronounced.

A significant increase in state funding, from $21.5 million in fiscal year 2013 to $24.8 million in fiscal year 2014 reflected the state’s funding of a faculty and staff raise pool, as well as an increase in one-time project monies. Revenue increases also were recorded in differential tuition from our undergraduate programs, program fee revenue from selected masters programs, and private gift and endowment income.

Increases in revenue in these areas were offset by unexpected declines in revenue from our executive degree programs and a continuing decline in non-degree executive education programs. Cutbacks in government spending and continuing sluggishness in the economic recovery of sectors in which our executive education business is concentrated appear to be primary factors in this continuing trend. Steps are being taken to address these shortfalls during fiscal year 2015.

With respect to uses of funds, expenditures largely followed established historical patterns. College expenditures are largely comprised of expenditures on people—faculty, staff and students. Our expenditure patterns portray the reality that we are a human capital-intensive organization.

The quality of our people and their commitment and dedication to our enterprise define us. Our people and their dedication to the college make all the difference!
Newly Established Endowments as of 10/1/2014.

College of Business
TN Pledge Scholarship Endowment
Henry J. “Jerry” Collins Scholarship Endowment
Doster Family Scholarship Endowment
James L. Harlan II Business Scholarship Endowment
Jerry & Kay Henry Business Professorship Endowment
David R. Howard Scholarship Endowment
Charles B. Jones Supply Chain Research Fellowship Endowment
Charles B. Jones Supply Chain Scholarship Endowment
Mark & Lindy Kinser Scholarship Endowment

Ralph Masengill Jr. Scholarship Endowment
William & Carole Reeves Family Business Scholarship Endowment
Shirley J. Roe Endowed Scholarship
Greg & Lisa Smith GLS Faculty Award Endowment
Selbach Family Scholarship for Entrepreneurship Endowment
Tetra Recycling Entrepreneurship Excellence Endowment
Richard L. Townsend Accounting Professorship Endowment
JW Outfitters MBA Fellowship Endowment
Hugh & Sandy White GLS Scholarship Endowment

Joseph T. Wyrick
Lynn R. Youngs

$300-$999

Edward A. Adams Jr.
Bruce & Monique Anderson
Kenneth & Ellen Anderson
Gregory Antoine
Jean D. Arrants
Thomas & Midge Ayres
Paul D. Banick
Colin Boyd Barrett
Rhonda Wilson Barton
Robert H. Bebber
Francis J. Bedard
Raymond Lewis Bell
Dawn E. Bertsche
Andrew Nelson Blevins
John & Mary Bolten
Tiffany Ann Boyd
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Anthony D. Bruno
Jane E. Campbell
J.A. & Patricia Campen
Kathy D. Cate
Robert & Amy Cathey Jr.
John & Carol Childress II
Peter & Doris Coode
Benjamin Ernst Cook
Scott Coop
Jefferson L. Cross
David & Linda Crumpton
Michael D’Ambrosio
Phillip & Bonney Daves
Charles Edward Davis
Deborah Jump-Dawson
Susan Clark Debolt
T. Dick & Loretta Denson
Thomas & Rachael Desmond
Michael & Mindy Dixon
Thomas J. Dorich
John & Diana Doss III
Daniel H. Dougherty
William & Janyce Dudney
William August Duker Jr.
Michael C. Ehrhardt
Joseph Kirby Ellis
Paul Keeton Emerz Jr.
Astrid M. Emkes
John & Stephanie Felker
Mark L. Fenlon
The Haslam College of Business celebrated 100 years of impact during 2014 with a new name, giveaways, and an engaging social media campaign.

Festivities began in the spring, with signage in the Haslam Business Building being installed to showcase the milestone. Large “100 Years” centennial logos were hung in prominent locations. In addition to centennial signage, a timeline of the college’s first 100 years was permanently displayed on two floors in the Haslam building and on the website, while a traveling version spent time at several locations around the Knoxville campus such as the Carolyn P. Brown Memorial University Center and John C. Hodges Library.

In February, the college’s nationally renowned corporate governance center was named for its founder and former business school dean, C. Warren Neel. Neel served as dean of the college for twenty-five years. He co-founded the Corporate Governance Center in 2003 and remains a center fellow. The Neel Corporate Governance Center focuses its research in areas that affect public policy such as boards of directors’ corporate audit committees, compensation committees, and nominating committees and institutional shareholder activism.

The celebration continued throughout the year with plasma screens in the building displaying facts about HCB’s first 100 years. On social media, students and alumni were invited to participate monthly in themed contests to recognize the centennial with the chance to win gift cards to the university bookstore for the best submissions. Themes were tailored to each month and season.

Students, faculty, and staff also were treated to several giveaways throughout the year. From travel...
mugs and luggage tags, to t-shirts and Rita’s Italian Ice, the college community celebrated the spirit of the centennial with commemorative items often passed out by popular professors and members of the college’s executive and support staff.

Financial guru Dave Ramsey (HCB ’82) was the keynote speaker at the centennial commencement ceremony in May 2014. Ramsey, whose son, Daniel, graduated from HCB at the same time, offered advice to graduates about being successful and giving back as they began their professional careers post-graduation.

In early October, a transformational gift from the Haslam family recognized Pilot Flying J founder and HCB alum, James A. Haslam II, as well as the contributions and forward vision of the college. The $50 million gift marks the first time in the history of the University of Tennessee that a college has been named for an alumnus and donor.

Later in the month, the name of the college was sandblasted into the stone above the exterior entrances facing Volunteer Boulevard and the pedestrian bridge. Lee Heights Monument Company from Lenoir City, Tenn., did the etchings, which were recorded in a time-lapse video available for viewing at tiny.utk.edu/HCBEtching.

In November, the entire university community gathered in the Haslam Business Building for a public dedication of the college under its new name. Sixteen members of the Haslam family attended the program and reception, which culminated with a festive balloon drop and a portrait presentation of Jim Haslam. The portrait will hang in the dean’s suite. Festivities continued throughout the evening, during the Centennial Gala, where the Haslam family was recognized alongside annual alumni award winners (see page: 49). Proceeds from the gala benefitted the HCB College Fund.

To learn more about the Haslam College of Business’ first 100 years, or any of the year’s events, please visit tiny.utk.edu/HCB100.
CONTRIBUTORS TO THE COLLEGE

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Charles J. Mascioli
Monte W. Masten
Kenichi & Yuki Matsuno
Margaret Jill Matthews
Teresa M. McCarthy Byrne
Walter R. McDavid Jr.
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$100-$249

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FEDEX CHAIRMAN AND CEO FRED SMITH DISCUSSES ECONOMY

FREDERICK W. SMITH, chairman and chief executive officer of FedEx Corporation, shared key insights on how the economy is—and is not—working in a keynote presentation at the First Tennessee Foundation’s Sixth Annual MBA Symposium, hosted by the University of Tennessee’s Haslam College of Business on November 12. Smith pointed to innovation, investment, and energy as the formula for restoring America’s economic growth.

“People who invent, innovate, and invest are the job creators of the United States,” said Smith. “We’ve been eating our seed corn by consuming more than we invest. Economics is not that hard. A below-par investment in software, equipment, and public construction equals below par economic growth.”

To spur economic growth in the US, Smith emphasized the need to promote tax policies that stimulate capital investment and to level the playing field among trading partners—particularly focusing on the huge trade imbalance with China. He also urged a coordinated energy policy that maximizes US petroleum production and decreases transportation petroleum dependence through efficiency and alternative energies.

“In our opinion at FedEx, domestic oil and gas production is the most important reason why the US is experiencing a modest economic recovery while Europe is doing poorly and China, the locomotive of Asian growth, has slowed down considerably,” Smith said. “Without the fracking revolution that began when Texas wildcat oilman George Mitchell developed the technology to extract oil from rock formations, we would have little economic growth in the US today.”

Although gas prices have declined in recent weeks, Smith cautioned audience members not to forget the far-reaching consequences of reliance on foreign oil. “People forget that in the summer of 2008, oil went to its highest price in history, $147 per barrel,” he said. “That meant a lot of people with subprime mortgages couldn’t afford to buy gas and pay their mortgage. The increase in gas prices was the match that lit the 2008 subprime bonfire that sparked the recession.”

First-year UT MBA student Michael Hromadka said he felt fortunate to be able to learn from a global business leader of the FedEx leader’s stature. “The Haslam Full-Time MBA Program emphasizes the importance of developing both hard skills, such as finance, and soft, less quantifiable skills like leadership,” said Hromadka. “Being able to listen to Mr. Smith is a unique learning opportunity for students because one day soon we will be the ones developing and implementing strategies to improve our companies, our communities, and our country.”

Funding for the annual UT MBA Symposium was provided by the First Tennessee Foundation, a private charitable foundation. Since its formation in 1993, First Tennessee Foundation has been committed to building a better Tennessee by awarding more than $55 million to nonprofit organizations serving Tennesseans. To plant the seeds of success in the state, about one-third of foundation giving goes to education and lifelong learning.

Pam Fansler, east region president for First Tennessee, said the opportunity to introduce the next generation of East Tennessee business leaders to the FedEx chairman and CEO was particularly meaningful since Memphis-based FedEx leads the list of the ten Tennessee companies included in the 2014 Fortune 500 rankings, and is the largest public company in the state. “The First Tennessee Foundation is very pleased to be able to sponsor the UT MBA Symposium, and having the opportunity to welcome Frederick W. Smith here to speak to the MBA students and our local business professionals truly is a once-in-a-lifetime opportunity.”

Previous UT MBA symposium speakers have included Berkshire Hathaway chairman and CEO Warren Buffett, Texas oil and gas executive T. Boone Pickens, former US senator and Secretary of Labor and Transportation Elizabeth Dole, and former Secretary of State Colin Powell.

Smith also provided the keynote address at the Global Supply Chain Institute’s Supply Chain Forum, which included nearly 200 representatives from more than 60 member companies.
This update reflects information as of October 23, 2014, and is listed first by decade, then alphabetically by graduation year.

‘70s

Randy Boyd (HCB ’79) received the Tennessee Business Roundtable’s Gordon Fee Leadership in Education Award for his support of statewide public education. He also was named Outstanding Marketing Professional by the Knoxville chapter of the American Marketing Association and awarded the 2014 James A. Haslam II Leadership Award from the Knoxville Chamber.

Gary Pratt (HCB ’77), an entrepreneur, CEO, and vice chairman of the Surgical Review Corporation in Raleigh, North Carolina, an internationally recognized healthcare nonprofit, received the Accomplished Alumni Award from the University of Tennessee, Knoxville.

‘80s

Molly Adams (HCB ’84) received the Accomplished Alumni Award from the University of Tennessee, Knoxville, during Haslam’s Women in Business Conference. Adams is executive vice president of global product development for Disney Consumer Products, the business affiliate of The Walt Disney Company. In her role she delivers brand consistency, quality, and sales performance across thousands of product categories from toys and apparel to fine art.

Christi Branscom (HCB ’87), deputy to the Mayor and chief operating officer for the City of Knoxville was honored with an Accomplished Alumni Awards from the University of Tennessee, Knoxville. Previously, she served as senior director of public works and was the first woman in Knoxville’s history to hold the latter position. She also is a part owner for Partners Development, where she worked for twenty years as legal counsel and managing broker, and Grace Construction.

Michael G. Derrick (HCB ’81), chair of the Coverage Practice Group at Shuttleworth & Casualty Underwriter (CPCU) professional designation and is a Tennessee Supreme Court Rule 31 Listed Mediator. For the past twenty-one years he has practiced law in the Memphis, Tennessee, office of Shuttleworth Williams.

George T. “Buck” Lewis (HCB ’76, MBA ’80), a shareholder in the Memphis office of law firm Baker Donelson, was appointed to the American Bar Association’s Standing Committee on Pro Bono and Public Service.

Baker Donelson was named a 2014 Beacon of Justice Award winner by the National Legal Aid and Defender Association for its development of the innovative OnlineTNJustice platform, a new website that allows Tennesseans to seek free legal advice from volunteer lawyers.

George T. “Buck” Lewis of Baker Donelson spearheaded the website’s development.

Amy Miles (HCB ’89), CEO of Regal Movies, was honored in Variety’s 2014 Women’s Impact Report.

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ON MARCH 25, 1864—WHILE Abraham Lincoln was president and the Civil War raged on—First Tennessee received the nation’s fourteenth bank charter and established an office in Memphis, Tennessee. Today, the company is the largest Tennessee-based financial institution; it holds $24 billion in assets and operates more than 170 offices statewide. More than one in every four Tennessee households has a relationship with the company, and it boasts one of the highest customer retention rates of any bank in the US. In 2014, First Tennessee celebrated its 150-year anniversary of serving citizens of the state of Tennessee.

A monumental anniversary calls for a significant celebration. To mark the milestone, First Tennessee spent 2014 nurturing its tradition of giving back to the community. Since 1993, the First Tennessee Foundation has donated $5 million each year to support financial literacy education, healthcare, economic development, and the arts. This year, the foundation organized 150 Days of Giving, a program allowing voters to cast ballots online for their favorite nonprofits. From March 25 to August 21, the First Tennessee Foundation awarded 150 grants, each worth $5,000, to the charitable organizations that garnered the most votes.

UT has benefited from the company’s generosity, says First Tennessee’s east region president, Pam Fansler. “We have a relationship with the university that stretches back several decades.” Several UT alumni hold important positions in the company, and the bank has a history of contributing to the university.

In the 1990s, First Tennessee gave $1 million to UT for scholarship support extending over a ten-year period. “Then, in the mid-2000s, we dedicated another $1 million to the university, pledging half of it to the Financial Literacy Program at UT’s Institute of Agriculture, and the other half to the Haslam College of Business to fund the First Tennessee MBA Symposium,” Fansler says. Since its inception, the symposium has hosted a number of high-profile speakers to address students, community leaders, and local businesspeople.

In honor of First Tennessee’s continued generosity and clear commitment to the university community, the Haslam College of Business proudly names First Tennessee as its Outstanding Corporate Sponsor for 2014.
“I love mentoring students—helping them evaluate their futures and capitalize on the great education they’re receiving at UT.”
—KAREN BOWLING

OUTSTANDING YOUNG ALUM

KAREN BOWLING
Deloitte & Touche LLP

AT THE MOMENT SHE RECEIVED her diploma, Karen Bowling embarked on a successful career—and a commitment to giving time and effort back to the university. After graduating from UT in 1994 with an accounting degree, Bowling moved to Atlanta to work in Arthur Andersen LLP’s audit practice where she focused primarily on utility and airline industry clients. She joined Deloitte & Touche LLP in 2002 and relocated five years later to the firm’s national professional practice office in Connecticut. “I worked with the leadership of Deloitte’s audit practice to further develop processes and activities related to the firm’s regular inspection by the Public Company Accounting Oversight Board,” Bowling explains. Bowling gained an opportunity to again work directly with clients—and a chance to move back to East Tennessee—in 2013. “My husband and I have a lot of family and friends in the area and, in many respects, Knoxville is home.”

Throughout the years, Bowling has retained strong ties with the Haslam College of Business. She’s a member of the Department of Accounting and Information Management Advisory Roundtable, acts as the UT/Deloitte liaison for student recruiting, and serves as chair of a yearly fundraising campaign benefiting the endowed Deloitte LLP Accounting Professorship and other programs within the Department of Accounting and Information Management. Now back in Knoxville, Bowling hopes to confer more closely with UT faculty members.

Students are another focus of Bowling’s efforts. “I love mentoring students—helping them evaluate their futures and capitalize on the great education they’re receiving at UT.”

Personal experience taught Bowling the importance of mentoring. “My professors imparted so much to me. They took time to share their experiences and taught me the importance of making personal connections—a value I’ve practiced in my professional life.”

While her experiences as an undergraduate impacted her career, Bowling says the pivotal event in her life came while she was a member of the UT Pride of the Southland Marching Band—she met her husband, Mark. “He’s always been a fantastic supporter of my career. A huge part of this recognition goes to him.”

For her commendable career and her generous collaboration with UT, the Haslam College of Business proudly names Karen Bowling the Outstanding Young Alum for 2014.

ENTREPRENEUR OF THE YEAR

TIM WILLIAMS CEO/Co-founder, 21st Mortgage Corporation

AFTER FIFTEEN YEARS AS CEO of Vanderbilt Mortgage, Tim Williams decided to strike out on an ambitious path—starting his own business. “While socializing outside of work, my colleague Richard Ray and I settled on a strategy to start a private label finance company for home manufacturers and retailers,” Williams says. Ray investigated the market and saw an opportunity for their idea to flourish.

In 1995, Williams resigned from Vanderbilt Mortgage, which finances sales of homes for customers of Clayton Homes’ 300 dealerships, and co-founded 21st Mortgage. “I’d worked for Clayton since I was nineteen years old, so it was a significant shift,” says Williams. Rather than objecting to the loss of his CEO, Williams’s former employer applauded the endeavor. “Before we’d booked the first loan, Clayton Homes asked to become a partner.”

Since it opened its doors nineteen years ago with a staff of four, 21st Mortgage has become the largest lender serving the manufactured housing industry, with $7.5 billion of assets and more than 670 employees. Almost 10 percent of the nation’s homes are manufactured, assuring a continued demand for financing. “It’s a vibrant company with consistent yearly growth,” says Williams.

Careful attention to specifics and a grasp of the big picture are keys to success in building a business, says Williams. “An entrepreneur has to pay attention to details but also have an overarching vision—that combination makes or breaks you.” Williams believes the company’s most important assets are its employees. “When we started 21st Mortgage, we made a commitment to finding bright people and training them to do their jobs well. Since 2006, we’ve been the largest employer of new UT graduates each year.”

Williams credits his UT education with much of his business savvy. While an employee of Clayton Homes, he pursued first a bachelor’s degree in accounting and then an MBA, graduating in 1993. “When I co-founded 21st Mortgage, I was using all of the latest principles I’d learned—things such as human resource management and computer programming. Without the solid foundation of my education at UT, I couldn’t have achieved the successes of my career.”

In honor of his success, the Haslam College of Business proudly recognizes Tim Williams as the 2014 Entrepreneur of the Year.

“When we started 21st Mortgage, we made a commitment to finding bright people and training them to do their jobs well. Since 2006, we’ve been the largest employer of new UT graduates each year.”
—TIM WILLIAMS
HASLAM GRADUATES TAKE HOME UT ALUMNI AWARDS

Haslam College of Business alumni received several honors conferred at the UT Alumni Awards Gala on October 24, with winners in almost every category.

Randy Boyd (HCB ’79), an industrial management graduate, received the highest honor UT can confer upon any alumnus, the Distinguished Alumnus/Alumna Award. The award recognizes Boyd’s outstanding international achievement as founder, chairman, and CEO of Radio Systems, the parent company of Invisible Fence and PetSafe.

David Bohan (HCB ’70) was recognized with an Alumni Professional Achievement Award for his lifetime of work in marketing and advertising. He serves as chairman and CEO of BOHAN, one of the largest advertising agencies in Tennessee.

Three of the four Alumni Service awards were given to Haslam alumni: Don Bruce (HCB ’73) marketing, Doug Horne (HCB ’76) industrial management, and Janet McKinley (HCB ’80) accounting.

Bruce is the owner and CEO of American Home Design, which he founded in 1977 and built into a successful home improvement company. He supports the Anderson Entrepreneurship Center as a speaker and strategic advisor. He also donates multiple resources to facilitate relationships with potential graduate students, deans, and donors.

Horne is a past member of the Chancellor’s Associates and until recently was a member of the Foundation Board and the UT Board of Trustees. He spent fourteen years at TVA, then began a real estate and entrepreneurial career that has included 140 projects across twenty-one states. His business acumen was influential in assisting UT negotiate the 2008 national financial crisis.

Janet McKinley has been an avid supporter of UT for more than thirty years. She serves on the UT Foundation Board, the board of Governors and the Department of Accounting and Information Management Advisory Council, as well as numerous other university societies. McKinley spent decades at BellSouth Corporation, culminating in her role as chief corporate auditor.

For more information on the UTK Alumni Board of Director’s Alumni Awards Program, as well as a full list of recipients, please visit: tiny.utk.edu/HCBAlumni.

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Alice West (HCB ’80, MACC ’83) joined the LBMC Technologies, LLC, Knoxville office as a business system consultant.

Bob Spereof (EMBA ’08) is vice president of people strategies and services at Orgwide Services.

Tim Spires (MBA ’07) was the 2014 commencement speaker at Cleveland State Community College in Cleveland, Tennessee. Spires is president and CEO of the Tennessee Association of Manufacturers and the Chattanooga Regional Manufacturers Association.

Bob Sperof (EMBA ’08) is vice president of people strategies and services at Orgwide Services.

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For more information on the UTK Alumni Board of Director’s Alumni Awards Program, as well as a full list of recipients, please visit: tiny.utk.edu/HCBAlumni.

Hanna Bacon (HCB ’12) was promoted to human resources representative for Barge, Waggoner, Sumner and Cannon, Inc.

Chef Tim Love in Knoxville

Chef Tim Love (HCB ’94) returned to campus for the Alabama game to cook a gourmet tailgate for family and friends. Love has received national acclaim for his urban western cuisine, especially in his flagship restaurant, Lonesome Dove Western Bistro, in Ft. Worth, Texas. He has appeared on Iron Chef and Top Chef Masters, and is a host for CNBC’s Restaurant Startup.

Chattanooga-based software company, Ambition, founded by Travis Truett (HCB ’09), Brian Trautschold (HCB ’09), Jared Houghton (HCB ’10) and Wes Kendall (PhD ’11) now has fifteen employees, and its customer base is growing 40 percent per month. The browser-based platform is an incentive program that helps companies motivate their sales forces through team-based competition.

Tim Davis (EMBA ’06) is director of family office at Pointer Management.

Hanna Bacon (HCB ’12) was promoted to human resources representative for Barge, Waggoner, Sumner and Cannon, Inc.

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IN memoriam

This update reflects information known as of October 22, 2014.

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WOLVERINE TUBE, INC.

Mark Clark (EMBA '10) is controller at Wolverine Tube Inc.

Georgia-Pacific

Loganne Eckhoff (HCB '12) was promoted to human resource manager at Georgia Pacific.

pyxl

Chad Elmore (ProMBA '11) is digital communications lead at Pyxl, Inc.

Pilot

Meghann Erhart (EMBA '13) is director of customer sales support and logistics at Pilot Flying J.

Fairchild Semiconductor

John Houser (EMBA '10) is director of supply chain management at Fairchild Semiconductor.

Larsen Jay (EMBA '12) was named a 2014 Health Care Hero as founder/CEO of Random Acts of Flowers.

James Bradshaw (ProMBA '13) joined the University of Tennessee's chemistry department as an adjunct professor in part do to his research utilizing the UTK/Y-12 MOU in mid-2011 to study soil, water, and surface samples following a nuclear event.

Nate Buchanan (HCB '11, MBA '12) founded Peanut Butter Printing, a company that donates ten packets of peanut butter to starving children abroad for every $100 in printing. During its first six months in business, Peanut Butter Printing has donated 13,000 packets of nutrient-rich peanut butter. Original Photo: Larry McCormack.

’40s

MARY ELLEM “EMMIE” COLEMAN ('40), died with her family at her side on Aug. 14, 2014, at age 95. She was an active member of the Saint Alban Presbyterian Church and a champion golfer.

WILLIAM G. COOPER JR. ('43), a decorated WWII veteran, died on June 19, 2014. He retired from Dixie Yarns after 19 years of service and was a former employee with Brock Candy Company, also for 19 years.

FRANCES “CHICK” FOREMAN ('42) died in her home in Black Mountain, NC, on Sept. 26, 2014. She was a bilingual author, missionary to China and Korea, and director of Christian education at Asheville’s First Presbyterian Church.

ELGENE FREDRICK “TUT” SILVEY ('42), 93, died on Aug. 22, 2013, in his home. He served in the US Marine Corps in WWII and was past president and CEO of Harriman Welding Supply.

ANNA WILLIAMS ('44) died on Jan. 20, 2014, in Tucson, AZ, at age 90. She met her husband of almost 68 years while at UTK and moved with him to Los Angeles after graduation, where they remained for the duration of his noted journalism career.

’50s

WILLIAM ALLISON ('57), age 84, died Aug. 9, 2014. He was a co-founder and member of Cokesbury United Methodist Church, TACLU past president, member of the Board of Directors for Hiawassee College, and served in the US Navy during the Korean War.

WILLIAM ALLISON ('57), age 84, died Aug. 9, 2014. He was a co-founder and member of Cokesbury United Methodist Church, TACLU past president, member of the Board of Directors for Hiawassee College, and served in the US Navy during the Korean War.

County SALT Council. She worked for the US State Department in Europe and the Georgia State Department of Human Resources.

PRICE B. WOMACK ('48) of Nashville, TN, died on Sept. 16, 2014, at the age of 95. Womack, a WWII veteran, built his career in finance as a certified public accountant and auditor. He also was a 330 Mason.

continued on next page >
EMMA BIRDWELL ('54) of Franklin, TN, died Oct. 31, 2013, at the age of 81.

BARBARA BISHOP ('55) died at the age of 81 on Sept. 21, 2014. Bishop was employed for 34 years at Oak Ridge National Laboratories as a computer specialist.

JOHN LAVAGGI ('52) of Union City, NJ, died in Sun City, AZ, on June 11, 2014. Lavaggi was a WWII veteran who was employed by Kraft Foods for 31 years. He is survived by his wife of 67 years.

CARROLL OGLE ('52) passed away on July 1, 2014, in his home in Cary, NC. His career spanned fields from telecommunications to commercial builder and he was a managing partner in seven companies. He also was a 32nd degree Mason.

ROBERT SCHRIVER JR. ('50) of the Schrivers Brothers clothing store family died on Dec. 19, 2013, after 62 years with his wife. He was a building contractor who developed many prestigious Knoxville neighborhoods and also a WWII and Korean War veteran.

HENRY “HANK” SMITH ('57), former corporate vice president of human resources for Continental General Tire, Inc., died Aug. 23, 2014, in Atlanta, GA. He was a US Navy Korean War veteran and is survived by his wife of 61 years.

RICHARD BRUMFIELD ('64), a former resident of Kingsport, TN, died on April 18, 2014, in Sarasota, FL. He was 71.

ROYCE DAVENPORT ('69), a Vietnam veteran of McMinnville, TN, died on July 1, 2014. Davenport was the owner/operator of Quick Wash Laundries and West Main Company and two-time mayor of McMinnville. He was 66.

JOANN DELANEY ('60) spent 50 years married to her high school classmate before dying on May 9, 2014, in Mount Pleasant, SC, at the age of 76. She was a retired high school teacher.

PAUL FERGUSON “FERGIE” FARMER ('60) was an avid UT supporter and past president of Phi Sigma Kappa who died June 5, 2014, at age 76. Farmer was a store planner for Ace Hardware for 23 years and was married to his wife, who survives him, for 48 years.

HARRISON CULVER ('80) was an engineer and businessman who worked 36 years in the nuclear power industry before his death on May 13, 2014. He is survived by his wife of 57 years.

HARRIS NULSTEIN (BA) of Charlotte, NC, died on Sept. 16, 2014, after a battle with leukemia. He was an avid Vols fan, an Eagle Scout, and rose to senior vice president, treasury, tax, and credit at Cato Corporation during his accountancy career.

RANDY FRANKLIN ('90), a lifetime resident of Sevier County, died on Aug. 27, 2014, at age 51. Franklin worked as a CPA for KPMG and the State of Tennessee. He was valedictorian and first chair trumpet in Sevier County High School’s class of ‘84.

JAMES “JIM” OWENS ('00) died Sept. 30, 2011, at age 65. Owens worked at Oak Ridge National Laboratories for 31 years and is survived by his wife of 43 years.

JASON MONTELEONE ('13) of Dandridge, TN, formerly of Greenville, TN, passed away suddenly on May 25, 2014, at the age of 35. He was general manager of sales for Rent-A-Wheel of Augusta, GA.
Priorities allow us to move forward without deviating from the things we hold essential. Our core priorities guide us in all facets at the Haslam College of Business and ensure that we maintain a standard of excellence in every classroom, every department, and every degree program.

These priorities are: 1) Thought Leadership, 2) Student Engagement and Success, 3) Connections, and 4) Infrastructure for Success. These four guiding lights energize us as we move into the future and have been incorporated into tangible goals for our continued excellence.