

# Dean's Report | 2011

Designing the Future

THE BUSINESS SCHOOL AT GEORGIA TECH



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## Message from the Dean

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Five years go by fast! Since I joined the College of Management as Dean in 2006, we have made great progress in our mission to become the world's preeminent business school for management and technology. But much work remains to be done. I know that through our collective efforts, we can take the College to the next level of prestige and excellence.

The support of our donor community has proven invaluable over the past several years, as we have significantly grown our faculty despite remarkably difficult economic times. This faculty growth has been crucial to ensure that our students continue learning from the best and have access to leading innovative interdisciplinary educational opportunities, such as the Steven A. Denning Technology & Management Program, which cross-trains students in business and engineering.

Our ability to attract and retain the best professors and students has been greatly enhanced by an anonymous \$25 million commitment made in fall 2009 (\$20 million of which is a dollar-for-dollar Challenge Grant designed to inspire charitable gifts and commitments from other donors). We have had great success to date in fulfilling the potential of the Challenge Grant, and we hope to maximize every dollar of opportunity for our students before the matching expires in mid-2012. We can't say "thank you" enough to donors who've participated in this Challenge, as well as anyone who has contributed to the College through the years.

Your continued support will help enable us to align ourselves with the ambitious Strategic Plan that Georgia Tech President G.P. "Bud" Peterson has outlined for the entire Institute. Our commitment to this strategic vision is detailed in a feature section at the heart of this *Dean's Report*.

I encourage you take time to review this publication and learn about our exciting progress on many fronts. You'll understand why now – more than ever – is an exciting time to be part of the College of Management.

Sincerely,

Steve Salbu  
Dean and Stephen P. Zelnak Jr. Chairholder

# Huang Executive Education Center: Helping Coca-Cola and Other Clients Lead and Succeed

Passersbys by the Acuity Brands Plaza of Georgia Tech College of Management might have caught an unusual sight in May 2011. Thirty-seven supply chain leaders were working in teams to successfully construct an aqueduct out of multiple pieces of white paper. Their aim was to successfully transport the contents of a pitcher of water down about six feet into another vessel at the other end.

That activity was just one part of a larger goal to enhance these leaders' innovation and teamwork. They came to Georgia Tech from around the world to participate in Coca-Cola's Supply Chain eXcellence Leadership Development Program (SCXLDP) for its top technical leaders from across the company's global bottling system. Developed for Coca-Cola by the College of Management's Huang Executive Education Center, the program helped these supply chain leaders with such issues as supply chain strategy and network configuration, and leadership skills such as critical thinking, communications, negotiation, and leading change.

"Word has gotten out and demand is growing for this program," says Tim Talmadge, the learning manager for supply chain at Coca-Cola.

First held in fall 2010, the four-phase program is offered twice per year and includes an application project at participants' home organizations after class time at Tech.

"It fulfills a key need to support our business growth plans for many years to come," Talmadge says. "People were, of course, always welcome to take external training courses, but many of these programs lacked organization-specific content and local relevance. We've taken it to the next level by partnering with Tech, a strong leader in the academic world, to tailor this program for our system needs."

Georgia Tech's Huang Executive Education Center tailors programs to meet the needs of a wide variety of clients, often taking an interdisciplinary approach by drawing upon the specialized expertise available across



*Innovation exercise in Leadership Development Program involves a paper aqueduct.*

## OTHER RECENT COMPANY-SPECIFIC PROGRAMS

**GE Energy:** Business Strategy in the Energy Industry Program

**NFL:** Career Transition Program

**McKesson:** Learning Excellence Acceleration Program

**GE Healthcare:** Advanced Leadership Development Program

**Lockheed Martin:** Early Career Leadership Fundamentals

**NCR:** Supply Chain Excellence Program

campus. "We will develop a company-specific program that is designed to meet your company's needs, whether at the College, at your company's site, or at an alternate location," says Brian Jennings, associate dean for executive education at the College of Management.

Participant feedback from Coca-Cola's Supply Chain Excellence Leadership Development Program has been overwhelmingly positive. "This was an excellent program in terms of the knowledge that I can take back and apply in my home location," wrote one participant. "Bringing supply chain professionals together in one place is a great way to spread the best practices across the Coca-Cola community."

# College Changes Undergraduate Degree Name to BS in Business Administration

Georgia Tech College of Management now offers a Bachelor of Science in Business Administration (BSBA) degree instead of a Bachelor of Science in Management (BSM).

Benefits of the BSBA include greater recognition of the degree's meaning among potential employers, says Nancy Gimbel, director of the College of Management's Undergraduate Program. "While our Management degree requirements were consistent with Business Administration degree requirements at peer institutions, the Management degree required constant explanation to recruiters," she explains.

"Management is just one of the disciplines under the umbrella of Business Administration," Gimbel adds. "Although many decades ago our program focused on producing industrial managers, we now have fully established academic areas and concentrations in finance, accounting, marketing, organizational behavior, information technology management, operations

management, law and ethics, strategic management, and general management."

Requiring BSBA graduates to complete a major concentration shows employers that they are able to compete within an area of business specialization, in addition to having gained an understanding of all the areas of business through completion of core classes, Gimbel says.

The BSM will no longer be offered to new students, but current students who elected not to switch to BSBA can still finish their degrees. The BSBA and BSM degrees have slightly different degree requirements. Students joining the BSBA degree must complete all BSBA degree requirements, including one of the newly approved business concentrations and several other courses not required of BSM students.

The change to BSBA aligns the College's undergraduate program to the various Master of Business Administration degrees offered at Georgia Tech.





# DOUBLING THE IMPACT

## College Aiming to Fulfill \$20 Million Challenge Grant

Georgia Tech College of Management has moved into the last year of the \$20 million Challenge Grant. Committed in 2009 by an anonymous donor, the dollar-for-dollar Challenge could ultimately grow the College's endowment by \$40 million.

The deadline to have \$20 million committed is June 30, 2012. As of October 2011, \$13.21 million had been committed for matching. To participate, donors must make a qualifying gift or multi-year commitment to be fulfilled within five years.

"There is still ample opportunity to participate, and I encourage everyone who shares the vision of the College of Management as a global leader to take advantage of the unique opportunity provided by the Challenge Grant," says Dean Steve Salbu. "It is accelerating our goal to become the world's preeminent business school for management and technology."

The doubling of the College's endowment made possible by the Challenge Grant will provide dramatically increased private support for the College's core funding priorities, including endowed:

- Faculty chairs and professorships
- Undergraduate student scholarships
- Graduate student fellowships

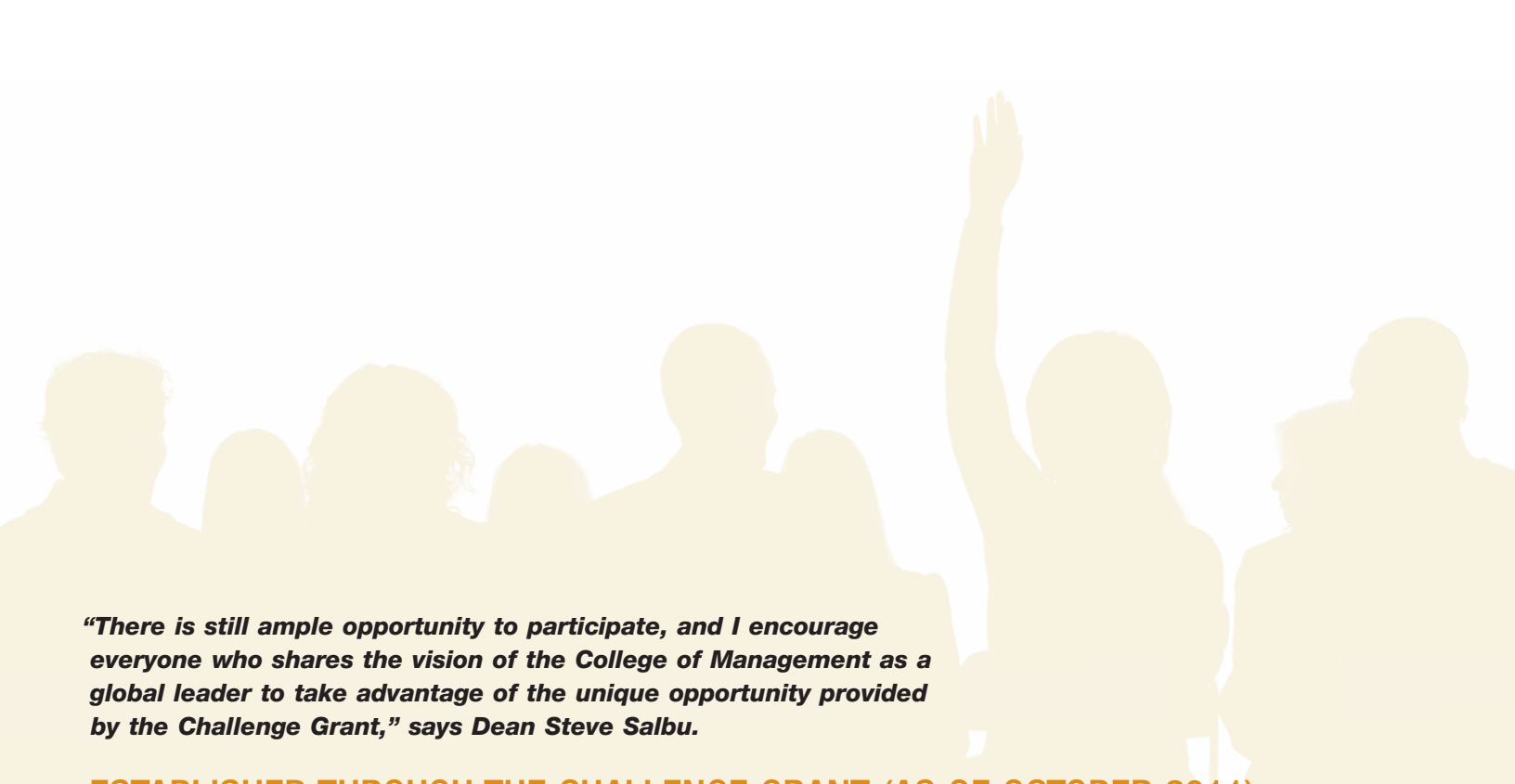
"My highest priority as dean has been to accelerate the growth of our tenure-track faculty, because they are the cornerstone of a great business school," Salbu notes. "It is also imperative that we endow substantial numbers of scholarships and fellowships to attract and support the very best student talent."

### HOW IT WORKS

Because the Challenge Grant donor prefers anonymity, all commemorative naming rights – including the Challenge Grant monies – convey to the triggering donors. These donors may name the respective endowments in their own name(s) or in honor or memory of others.

In other words, a \$2 million endowed chair can now be established with a commitment of \$1 million, payable over five years. And it can bear the name of the triggering donor or the donor's designee.

If the full \$20 million is not leveraged by triggering donors, untapped funds will remain in an unrestricted endowment fund for the College.



***“There is still ample opportunity to participate, and I encourage everyone who shares the vision of the College of Management as a global leader to take advantage of the unique opportunity provided by the Challenge Grant,” says Dean Steve Salbu.***

## **ESTABLISHED THROUGH THE CHALLENGE GRANT (AS OF OCTOBER 2011)**

### **FACULTY CHAIRS**

Esther R. and Edward J. Brown Jr. Chair  
Gregory J. Owens Chair  
Sharon M. and Matthew R. Price Family Chair

### **PROFESSORSHIPS**

Anonymous Professorship  
Nancy J. and Lawrence P. Huang Professorship  
Sharon A. and David B. Pearce Professorship  
Sharon A. and David B. Pearce Professorship  
Catherine W. and Edwin A. Wahlen Jr. Professorship

### **DEAN’S FELLOWSHIPS**

Nancy J. and Lawrence P. Huang Dean’s Fellowship  
North Highland Dean’s MBA Fellowship  
M. Lamar Oglesby MBA Fellowship  
Gregory J. Owens Dean’s Fellowship for PhD Students

### **DEAN’S SCHOLARSHIPS**

Bergmark Family Dean’s Scholarship (five created)  
Connie L. and Roger E. Blythe Jr. Dean’s Scholarship  
Raena W. and Joseph W. Evans Dean’s Scholarship (three created)  
Cathy M. and Robert M. Gilson Jr. Dean’s Scholarship  
Nancy J. and Lawrence P. Huang Dean’s Scholarship  
Molly M. and Dennis H. James Dr. Dean’s Scholarship  
Carol L. and N. Richard Kalikow Dean’s Scholarship

Gregory J. Owens Dean’s Scholarship  
Kendell M. and W. Derek Porter Dean’s Scholarship  
Stevie and Robert J. Schmidt Dean’s Scholarship (two created)  
Speer Family Dean’s Scholarship  
Elizabeth Dianne and Gene L. Ussery Jr. Dean’s Scholarship  
S. Joseph Ward Dean’s Scholarship

### **TECHNOLOGY & MANAGEMENT SCHOLARSHIP**

Lonnie A. “Aubry” Holland Scholarship

### **STUDY ABROAD SCHOLARSHIPS AND FELLOWSHIPS**

Joel H. Cowan Study Abroad Scholarship/Fellowship Endowment Fund

### **PROGRAM ENRICHMENT**

Steven A. Denning Technology & Management Program

### **DEAN’S DISCRETIONARY FUNDS**

John B. Fry Dean’s Discretionary Endowment Fund  
Gail S. and Marion B. Glover Jr. Dean’s Discretionary Endowment Fund  
John P. Imlay Jr. Dean’s Discretionary Fund  
Robert F. Head Jr. Dean’s Discretionary Endowment Fund  
W.C. Ralston Family Dean’s Discretionary Fund  
Skelton Family Dean’s Discretionary Endowment Fund

### **OTHER**

Donna W. and C. Richard Crutchfield Fellowship Endowment Fund

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**For more information on Challenge Grant Opportunities, contact John Byrne at 404-385-3878 ([john.byrne@mgt.gatech.edu](mailto:john.byrne@mgt.gatech.edu)) or Scott Bryant at 404-385-2194 ([scott.bryant@mgt.gatech.edu](mailto:scott.bryant@mgt.gatech.edu)).**

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## Scholarship Donor: Derek Porter Helps College Land Top Students

Derek Porter (BSM 1995) had been thinking about giving back to the College of Management in a big way when he learned about the \$20 Million Challenge Grant in 2009.

"After the Challenge Grant put it within reach, endowing a scholarship became a no-brainer," says Porter, who established the Kendell M. and W. Derek Porter Dean's Scholarship in partnership with his wife.

Through the Challenge Grant, a \$100,000 gift is matched dollar-for-dollar, reaching the \$200,000 required for endowment of an undergraduate scholarship. To date, 20 have been funded into perpetuity. The College aims to establish 20 more by the expiration of the Challenge in mid-2012.

Dean Steve Salbu can't say enough about the importance of these scholarships, which average about \$7,500 a year for four years. "The Dean's Scholarships will go a long way toward building our competitiveness in winning the best and brightest students in the state and nation. We want to attract more future business stars like Derek Porter."

Porter, who was inducted into the College of Management's Council of Distinguished Young Alumni in 2008, has made a name for himself as an entrepreneur at the forefront of Internet technology. He co-founded his first company, *nFront*, in 1996 as a provider of banking solutions for financial institutions.

After it was acquired four years later by Digital Insight, he stayed with the company awhile before co-founding Firethorn, a mobile-banking service enabler, in 2002. After Firethorn was acquired by Qualcomm in 2007, Porter stayed on as chief technology officer until spring 2011, when he decided it was time to step back and ponder his next move.

"My real passion is for the initial creation and startup aspects of a company," says Porter, who recently joined the College's Advisory Board. "With the downturn in the market, now is a good time to watch, listen and think about what business problems need to be solved."

A native of Atlanta, Porter says he enjoys seeing his gift already benefiting a future business leader. The fact



***"After the Challenge Grant put it within reach, endowing a scholarship became a no-brainer."***

that his scholarship recipient, Peter Bau, is a graduate of Dunwoody High School, his alma mater also, is purely coincidental, he adds.

"I've participated in interviewing candidates for other Dean's Scholarships as well," he says. "It's great to see the caliber of students that are coming through the doors."

## Scholarship Recipient: Zary Peretz Preparing to Lead Family Business

Zary Peretz's scholarship to Georgia Tech College of Management wasn't the biggest that the incoming freshman was offered by a university. "But the Dean's Scholarship definitely motivated me to consider Georgia Tech more strongly," she says. "I liked Georgia Tech the best as a school and the opportunities it offered me."

Peretz, who grew up in Allentown, Pennsylvania and attended boarding school in Andover, Massachusetts, enrolled at Georgia Tech College of Management in fall 2011. She followed in the footsteps of her grandfather, Ernest Scheller Jr., who graduated from the College in 1952 and has served on the school's Advisory Board for a number of years.

"My grandpa always said that his success in the family business came from the fact that he went to Georgia Tech's business school," Peretz says.

She, too, plans to enter that business upon graduation and believes that her double major in both business and industrial engineering will prepare her





***“My grandpa always said that his success in the family business came from the fact that he went to Georgia Tech’s business school.”***

well. The family business, Silberline Manufacturing Company, is a global supplier of coatings, paints, inks, plastics, and textiles. If a car has a metallic finish, chances are the shimmer was provided by Silberline.

Peretz’s grandfather serves as chairman of the company, while her mother, Lisa Scheller (a 2008 speaker in the College’s IMPACT Speaker Series) is CEO. Silberline recently opened a plant in China, so Peretz plans to minor in Chinese and study abroad in that country.

At Georgia Tech, she is holder one of the Bergmark Family Dean’s Scholarships, one of 20 Dean’s Scholarships created to date through the \$20 Million Challenge Grant. Requiring an endowment of \$200,000 (\$100,000 gift + match funding), Dean’s Scholarships give recipients an average of \$7,500 a year for four years.

“The whole scholarship application process was really interesting,” she says. “With the interviews and resume required, it felt like I was applying for a job. I was so excited when I found out I got it. The first thing I did was call my grandpa.”

## COLLEGE OF MANAGEMENT \$20 MILLION ANONYMOUS CHALLENGE

Named commemorative gifts are subject to change, availability, and approval by the Institute and the Board of Regents, where required. Commitments may be pledged over a period of five years.

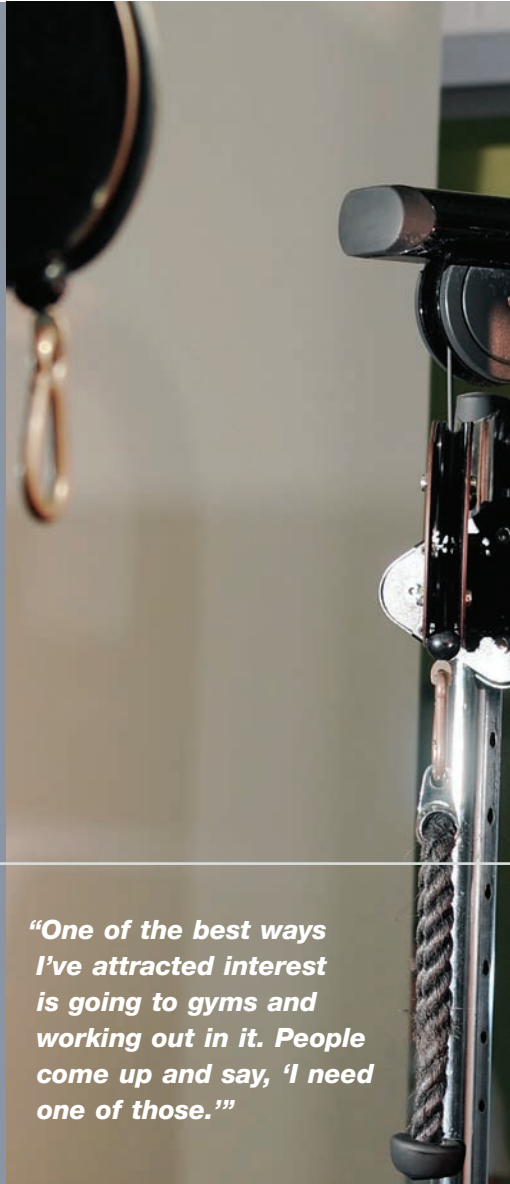
Named Commemorative Gift Opportunities	Minimum Triggering Commitment	+	Challenge Grant Match	=	Resulting Permanent Endowment	Seeking
<b>Faculty Support Endowment:</b>						
Faculty Chairs	From \$1,000,000	+	\$1,000,000	=	\$2,000,000	3 Funded, 2 Available
Faculty Professorships	From \$500,000	+	\$500,000	=	\$1,000,000	5 Funded, 5 Available
<b>Student Support Endowment:</b>						
Dean’s Fellowships – MBA*	From \$125,000	+	\$125,000	=	\$250,000	3 Funded, 17 Available
Dean’s Fellowships – PhD*	From \$125,000	+	\$125,000	=	\$250,000	1 Funded, 9 Available
Dean’s Scholarships – Undergraduate*	From \$100,000	+	\$100,000	=	\$200,000	20 Funded, 20 Available
T&M Program Scholarships**	From \$100,000	+	\$100,000	=	\$200,000	1 Funded, 9 Available
Study Abroad Scholarships & Fellowships	From \$62,500	+	\$62,500	=	\$125,000	1 Funded, 19 Available
<b>Unrestricted Endowment:</b>						
Named Management Building	From \$7,500,000	+	\$7,500,000	=	\$15,000,000	Available
Dean’s Discretionary Fund for Academic Support	From \$50,000	+	\$50,000	=	\$100,000	Endowments ranging from \$100,000 to \$15,000,000

\*MBA/PhD Fellowships, including those designated for the TI:GER® (Technological Innovation: Generating Economic Results) Program

\*\*Steven A. Denning Technology & Management Program

# I NEED ONE OF THOSE

## Business Plan Competition: Strength-building Shirt Most Ready for Market



*“One of the best ways I’ve attracted interest is going to gyms and working out in it. People come up and say, ‘I need one of those.’”*

When Patrick Whaley was still a child, he first had the idea for the weighted, muscle-building clothing that would win the Most Fundable Award (\$35,000 worth of legal, financial and other services) in Georgia Tech’s 2011 Business Plan Competition (BPC). The finals were held on March 18, 2011.

“When I was a kid, I was really skinny. To build up muscle, I would actually carry extra books in my bag,” explains Whaley, who earned his bachelor’s degree in mechanical engineering from Tech in 2010 and

now leads the company Titin Tech. “So I started thinking, ‘Why couldn’t I just have clothing be weighted?’”

Titin Tech’s initial product is a weighted shirt that can be worn during workouts to build additional strength – or throughout the day for continual exercise. The shirt uses form-fitting gel pockets that keep the body cool while adding weight (six to 20 lbs).

Whaley had initially set his sights on the athletic market, but a life-threatening injury he suffered in mid-2009 expanded his vision for

the product to include patients requiring physical rehabilitation. As he recovered from a gunshot wound to the chest suffered during an armed robbery, he realized that he could use the invention to aid his own healing process. “It was hard to lift my right side up after I came home from the hospital,” says Whaley, an amateur bodybuilder who lost a third of one lung from the shooting.

The patented shirt he developed became available for sale on the Titin Tech Website ([www.titintech.com](http://www.titintech.com)) in



early 2011 and orders have poured in, Whaley says. Therefore, Titin Tech's victory in the Most Fundable category might not seem so surprising. The award goes to the team deemed by judges to be most ready for the marketplace.

#### **TEACHING VENTURE CREATION**

Intended as an educational exercise, the BPC attracts some participants who are simply interested in learning about the venture-creation process, while others know they are serious about developing real companies.

Participation in the BPC is open to all Georgia Tech students and alumni of various degree programs who've graduated within the last five years.

In March 2010, during his last semester at Tech, Whaley won First Place and People's Choice in Georgia Tech's InVenture Competition (an innovation contest not involving a business plan), receiving \$20,000 total. The professional network and resources he's gained through InVenture and the BPC have helped prepare him for success in the marketplace, he says.

Titin Tech, which now has three full-time employees, has attracted customers among college athletes, military special forces, and CrossFit trainers. "One of the best ways I've attracted interest is going to gyms and working out in it," says Whaley, who's planning a specially designed women's line for spring 2012. "People come up and say, 'I need one of those.'"





## A STRATEGIC VISION AND PLAN

# DESIGNING THE FUTURE: College of Management Working to Fulfill Institute-wide Goals

**In August 2010, Georgia Tech unveiled an Institute-wide Strategic Plan for defining itself as the technological research university of the 21st century – “a place where ideas converge and leaders emerge, where technologies and solutions are created today to solve the problems of tomorrow, and where all contributors are welcomed and all contributions valued.”**

Titled “Designing the Future,” this Strategic Plan outlines a vision for where Georgia Tech aspires to be in the year 2035, the Institute’s 150th anniversary.

“Georgia Tech College of Management is, of course, an integral part of the Institute,” says Dean Steve Salbu. “So we’re already hard at work to further align our school with the Strategic Plan and

continually evolve our people and programs to fulfill its goals. We’re in the process of developing our own Strategic Plan that supports that of the Institute.”

The vision for Georgia Tech in 2035 came into focus after a year of public town hall meetings and dedicated work by large groups of students, faculty, staff, alumni, and friends. The Strategic Plan that emerged includes five overarching goals:

- To be among the most highly respected technology-focused learning institutions in the world,
- To sustain and enhance excellence in scholarship and research,
- To ensure that innovation, entrepreneurship and public service are fundamental characteristics of our graduates,

- To expand our global footprint and influence to ensure that we are graduating good global citizens, and
- To relentlessly pursue institutional effectiveness.

The following pages of the *Dean’s Report* illustrate the College’s success to date at fulfilling these goals in order to better serve its students, the State of Georgia, and today’s global community.

“Georgia Tech will continue to build upon its strengths as a culture that nurtures innovation and that shares a commitment to excellence that will both challenge our students and enrich their education,” says Tech President G. P. “Bud” Peterson. “We can all look forward to our 150th birthday as a celebration of one of the most vital, well-respected and defining institutions for technology and commerce in the world.”



## Goal 1: Be among the most **highly respected, technology-focused** learning institutions in the world

**Soon after joining the College of Management as Dean in mid-2006, Steve Salbu worked with the College community to develop a mission for the College of Management to become the world's preeminent business school for management and technology.**

The College had already thrived at the intersection of business and technology for years, but Salbu and other key players saw the potential for the College to grow into a world leader.

"The College is uniquely positioned to teach students how to capitalize on the business opportunities made possible by emerging technologies and succeed in an increasingly global economy," Salbu says. "Our strengths contribute to the mission of the Institute as a

whole, because every truly great technological university requires a top-notch business school that can help students and faculty move innovative technologies from the lab to the marketplace."

Capitalizing on the College of Management's strengths has required substantial growth in the faculty. In five years, the size of the faculty has grown from the low 50s to 71. "This thoughtful expansion has been necessary to ensure that our students continue learning from the best," Salbu explains. "Our increased faculty size enables us to initiate innovative interdisciplinary programs that differentiate us from traditional business schools."

In tough economic times, making this faculty expansion a reality required that the College look to the leadership and resources

of its alumni and friends, who've proven invaluable through their funding of chairs, term and permanent professorships, scholarships and fellowships, and other programs. The \$20 million Challenge Grant made in 2009 (see page 4) has enabled many donors to double their impact through matching funds from an anonymous donor.

Dean's Scholarships and Dean's Fellowships created through this Challenge Grant have improved the College's ability to compete with the nation's top business schools for the brightest students. "Our students' very impressive performance in the job market has had a lot to do with our continued strength in the rankings," Salbu notes.

## Goal 2: Sustain and enhance excellence in scholarship and research



**Growing the faculty in order to become the premier business school for management and technology has required the College to stress quality as much as quantity.**

“Our recruitment efforts have yielded not only leading lights, but also some of the most promising young minds in academe,” says College of Management Dean Steve Salbu.

For example, a major coup for the College was the recruitment of marketing professor Ajay Kohli in 2008 to fill the Gary T. and Elizabeth R. Jones Chair. At the time, Kohli had just been appointed editor of the prestigious *Journal of Marketing*. “His accomplishments and stature were a tremendous addition to our growing world-class faculty,” Salbu says.

Kohli, who came to Tech from Emory University where he held

the Isaac Stiles Hopkins Chair, was recognized for his career contributions to advancements in marketing strategy in 2009 by the American Marketing Foundation, which presented him with the Vijay Mahajan Award.

The \$20 million Challenge Grant is enabling the recruitment of more faculty stars like Kohli who will contribute to the prestige of the College through their excellence in scholarship and research. To date, the College has created three new endowed academic chairs through the Challenge and hopes to establish two more by June 2012.

Normally requiring \$2 million for endowment into perpetuity, a chair can now be created with \$1 million that is matched by the Challenge. Revenue generated annually from a chair supports a

professor’s summer research, graduate student research assistance, high-tech equipment, and professional development — activities that ultimately enhance the reputation of the College as well as student learning.

The establishment of many term and permanent professorships also has been instrumental in helping to not only recruit, but also retain great professors. “Many of our professors have extensive experience working in or consulting for industry, so they are able to present their class material in relevant, real-world ways to students,” Salbu says.

Kohli, for example, has years of experience working in sales, distribution management, and marketing strategy, and he has consulted with such companies as 3M, Coca-Cola, and IBM.



## Goal 3: Ensure that innovation, entrepreneurship and public service are fundamental characteristics of our graduates



**Knowing that his innovative work through Georgia Tech's Pro Bono Consulting Program would help doctors to better assist sick children was extremely gratifying for MBA student Frank Wilson.**

He and his classmates worked on a project for Children's Healthcare of Atlanta to improve the process and management of maintaining the computers on wheels that are rolled from room to room throughout the hospital. This equipment is used to update patient records.

"We got great feedback from Children's Healthcare," Wilson says. "They started implementing our recommendations right off the bat."

The Pro Bono Consulting Program was created at the business school by Georgia Tech's Institute for Leadership and Entrepreneurship (ILE) in 2008. Housed in the College of Management, ILE builds into the

MBA curriculum such topics as values-based leadership and social entrepreneurship.

The Pro Bono Consulting Program, which involves a semester-long project, is open to MBA and other graduate and PhD students at Tech. Participating students earn independent study credit as they help Atlanta-based nonprofits resolve key strategic challenges.

Organizational behavior professor Terry Blum, who supervises the Pro Bono program as executive director of ILE, says that students gain valuable consulting experience while making a difference in the community. "They have valuable knowledge and skills that they can apply to provide alternative futures for organizations that do good."

In addition to Children's Healthcare, other organizations that have benefited from the

program include MedShare International, the American Cancer Society, and the Art of Living. Students work on teams of five or six to help these organizations.

Wilson, who served as an infantry officer in the U.S. Marine Corps prior to starting the Full-time MBA program, parlayed the Pro Bono Consulting Program into a full-time job at North Highland as a strategic consultant, a position he'll start after graduation in May 2012. "I really fell in love with consulting during the project," he says. "It was a very rewarding experience. North Highland encourages pro bono work, so I will look for opportunities to continue serving the community."

## Goal 4: Expand our global footprint and influence to ensure that we are graduating **good global citizens**



**When Sourjo Basu visited the Czech Republic during Spring Break 2011, it wasn't just a leisure trip. As a participant in the College of Management's International Practicum course for Full-time and Evening MBA students, he had a job to do.**

He worked on a consulting project for the Atlanta-based IT company Genius Consulting LLC, which was looking to expand into Eastern and Central Europe. Basu's team conducted a thorough analysis on the telecom industry, human resources, government and economy in 12 countries.

The semester-long International Practicum course was developed in 2005 by Georgia Tech's Center for International Business Education and Research (CIBER). Since its establishment at Tech in 1993,

CIBER has been instrumental in integrating international business into the curricula of all the school's degree programs. It offers exchange programs with more than 20 universities in 15 countries.

Basu, a native of Calcutta, India, had never been to Europe before the International Practicum trip. Now an Evening MBA student, Basu had regretted not taking advantage of many international opportunities during his undergraduate studies at Tech in electrical engineering (BS 2006). "I really wanted to do that this time around," Basu says. "I felt that it was totally worth it. It's one of those experiences you remember for life."

Basu, who works as an energy compliance leader for General Electric, adds: "It's given me a much better understanding of the

international environments we are working in. As part of my job, I have to coordinate and collaborate with colleagues in other countries all the time."

Countries visited by students in the International Practicum vary from year to year. Another group visited Brazil in Spring 2011. For student projects for the course, CIBER looks for foreign companies wanting to expand regionally or globally. A series of guest lectures leading up to the international trip covers topics such as how to effectively consult, cross-cultural issues, and country-specific issues.

"We worked closely with Genius Consulting's vice president of strategy, and he was very happy with the work we did," Basu says. "It was great working with an executive at such a high level."

## Goal 5: Relentlessly pursue institutional effectiveness



**When Lauren McDow joined the Undergraduate Program in mid-2007, her position as professional development program manager hadn't existed before. But she wished it had when she was a management student at Tech. Until she started her job, management students depended solely upon the centralized career services offered by the Institute.**

Since then, McDow and Stan Broome, who came to work with her in undergraduate career services a year later, have achieved impressive success at grooming management students for the job search process and attracting more recruiters.

The percentage of students with job offers at graduation stood at 92 percent in 2011, a 30 percent jump over 2007, and the average

starting salary was \$53,000 this year (\$11,000 more than the average national salary for business majors).

McDow, who co-teaches a Career Development Workshop now required of all business majors, says: "We're getting students to think about careers from the beginning, so they're not panicking two weeks before graduation. We teach them how to be smart about selling themselves."

For her efforts, McDow won the College of Management's 2011 Stephen P. Zelnak Jr. Award for Staff Excellence. Her boss, Undergraduate Program Director Nancy Gimbel, won the previous year. Under Gimbel's leadership since 2006, the College's Undergraduate Program has made great strides at attracting more top students and preparing them to land their dream jobs.

With the support of Dean Steve Salbu, the Undergraduate Office has been able to more than double its staff size (still lean at 11 members) in order to offer more career services for students and employers, increase access to academic advisement, and hold first-rate recruitment-related events.

Charles Parsons, associate dean for the Undergraduate Program, says he feels privileged to work with a group so focused on pursuing organizational effectiveness. "They do an amazing job of coming up with improvement plans and implementing them."



## RESEARCH:

# Study Shows Home Bias in Foreign Investment Decisions

When investing in foreign stocks, investors show a strong preference toward companies that have a physical presence in their home country, according to a study by a Georgia Tech College of Management researcher. The type of presence in question involves corporate operations or subsidiaries, not just exporting products somewhere.

“The idea of international investment is to diversify your portfolio globally,” explains Qinghai Wang, associate professor of finance at Georgia Tech. “But you might not be truly doing that if you invest in companies strongly affected by your home economy – for example, diversifying in Japanese stocks but choosing companies like Toyota and Honda with a heavy U.S. presence.”

Wang conducted the study, “Home Bias in Foreign Investment Decisions,” with Dongmin Ke of Kean University and Lilian Ng of the University of Wisconsin-Milwaukee.

Published in the *Journal of International Business Studies*, the study shows that even mutual fund managers – professionals who might be expected to have a broader worldview – are prone to this “home bias.” The researchers examined the U.S. equity holdings of more than 3,000 non-U.S.-based mutual funds from 22 developed and developing countries for the period 2001-2002. The study focused solely on the fund managers’ foreign investments in the U.S. equity market.

“Fund managers who have different languages and cultural backgrounds and are located farther away from U.S. equity markets are more likely to invest in U.S. firms with local presence,” write the researchers. “Fund holdings of such stocks, however, perform no better than a passive portfolio of all U.S. stocks with local presence, suggesting that the local presence of foreign firms does not provide significant information advantages to local fund managers.”

In addition, the home bias shown by the study was independent of the global visibility of a firm. For instance, foreign investors still might be less likely to invest in a company as widely known as Coca-Cola if it didn’t have an operational presence in their home country.

“Our evidence implies that firms could raise equity financing in the foreign markets by establishing a foreign presence in those markets, and policymakers could attract foreign investments in their domestic equity markets by encouraging domestic firms to expand internationally,” write the researchers.

**“Fund managers who have different languages and cultural backgrounds and are located farther away from U.S. equity markets are more likely to invest in U.S. firms with local presence.”**



## RESEARCH:

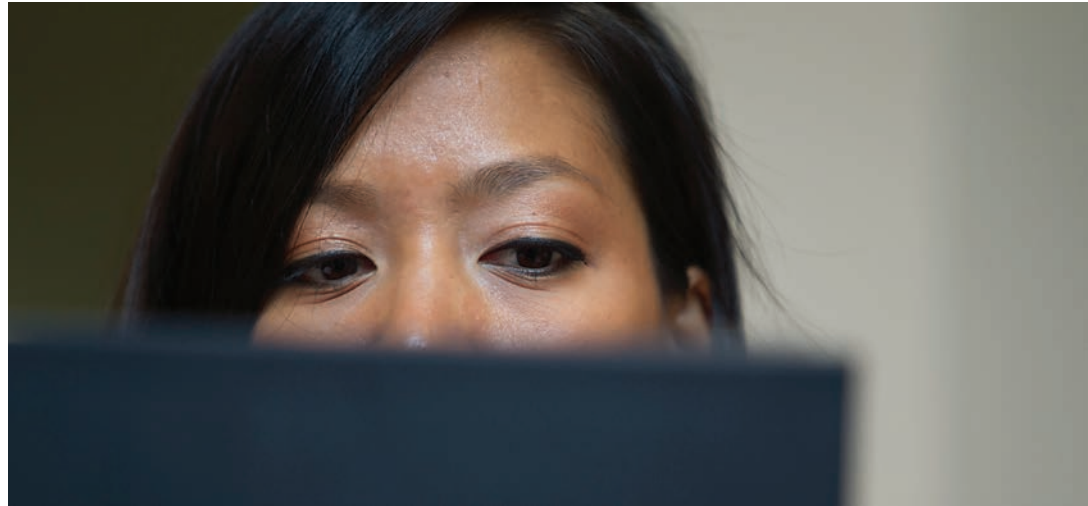
# Perceived Internal Threats Can Hurt Effectiveness of Account Teams

While account teams often serve as the critical link between a firm and its most important business-to-business customers, the effectiveness of these teams can be impeded by perceived threats from within, according to a new study.

The account managers responsible for the overall customer relationship often block their team members' access to customers and related information because of concerns about conflicting agendas, found Georgia Tech marketing professors Goutam Challagalla and Ajay Kohli, who conducted the study with Brian Murtha of the University of Kentucky (who earned his PhD at Georgia Tech).

"This phenomenon is a conundrum in that account managers interested in stronger performance with customers appear to block the very functional specialists who can help them attain better performance," write the researchers in their study, titled "The Threat from Within: Account Managers' Concern about Opportunism by Their Own Team Members."

Published in the leading journal *Management Science*, the study describes the typical makeup of these account teams, which firms often employ to better engage with customers. In addition to the account manager, teams usually include a number of functional specialists with deep technical and/or product expertise. For example, a turbine manufacturer's account



team might include a finance specialist with expertise in leasing, a supply chain and manufacturing specialist with expertise in plant reconfiguration, and an IT specialist with expertise in tracking real-time turbine performance.

Because these specialists don't report directly to the account manager, they might have individual goals that aren't necessarily in the best interests of the customer. In addition to a salary, functional specialists often receive a commission based on the sale of their respective products. So an IT specialist might push a solution that's more expensive than what the customer needs, for example, or a finance specialist might try to meet his/her sales goals by advocating an inappropriate financial product.

"We refer to this internal threat from within as 'internal opportunism,'" note the researchers. Account managers fear that if

customers catch on to it, they might take their business elsewhere.

In their study, the researchers didn't focus on whether actual opportunism was taking place. Instead, they examined account managers' *concern* about possible opportunism. Data was collected from a Fortune 500 business-to-business reseller of office equipment.

The study shows that the more time account managers invest in learning about and developing customers, the more concerned they become about internal opportunism by functional specialists on their teams. That's likely because hours spent learning about such details as the customer's organizational hierarchy and unique buying processes – as well as developing rapport with key individuals – are "sunk costs" for the account manager that can't be applied to other customers.

## RESEARCH:

# Vivid Language in Reports Affects Investor Judgments

In recent years, regulators have raised concerns that vivid language used by media and others in the financial community can inflate stock market bubbles and induce panics. Georgia Tech researchers have shown that such language can indeed influence investor behavior in the study “Who Believes the Hype: An Experimental Examination of How Language Affects Investor Judgments.”

Published in the *Journal of Accounting Research*, the study was conducted by Georgia Tech associate accounting professors Jeffrey Hales and Jason Kuang with assistant accounting professor Shankar Venkataraman.

“Because words are inherently less objective than numbers, concerns have been raised that subjectivity in language gets used (or abused) in ways that unduly influence the behavior of investors and exacerbate swings in investor sentiment during bear and bull markets,” they write.

The researchers examined how experimental participants reacted to financial reports, analyst forecasts and news flashes using either vivid language (that which is emotionally interesting, concrete, and image provoking) or pallid verbiage (bland, sterile, and less emotionally charged). The subjects were assigned to forecast growth of companies described in these ways.

“Companies with positive performance might be described as ‘shattering’ or ‘blowing away’ rather than ‘exceeding’ analyst expectations. Growth may be described as ‘explosive’ as opposed to ‘strong,’” according to the researchers.

They discovered that investors are most sensitive to the effects of vivid language if the information presented is contrary to their preference (for example, short investors in a bull market hearing extremely positive news about a company’s prospects). “We see that vivid language affects investor sentiment by making it harder for short investors to hold pessimistic beliefs about the prospects of the company,” note the researchers.

However, long investors in a bull market who hear financial news consistent with their views behave similarly whether the language was phrased vividly or pallidly, the study shows.

These results are consistent with previous research findings showing that people often accept information that is consistent with their preferences at face value without in-depth thinking. But they expend much more mental effort scrutinizing information that is contrary to their views. Therefore, vivid language might have more impact on these people because they tend to scrutinize it more closely, according to the researchers.



**Shattering!**



**Explosive!**



**BLOWING AWAY!**



## RESEARCH:

# Researchers Examine the Commercialization of Biotech by Tracking Scientists

***“Understanding how and when individuals of differing talent and expertise are employed allows us a glimpse into the motivations and actions of firms attempting to commercialize scientific advancements.”***



When high-performing researchers in the life sciences leave academia, they tend not to jump right into their own entrepreneurial biotech ventures, despite popular belief. Usually they first join large pharmaceutical companies that offer research settings somewhat similar to a university, according to a study documenting the commercialization of biotechnology by tracking scientists' publication activity.

Published in the leading *IEEE Transactions on Engineering Management* journal, the study was conducted by Georgia Tech strategic management professor Frank Rothaermel with Andrew Hess, an assistant professor of commerce at the University of Virginia who earned his PhD at Georgia Tech.

Titled “Intellectual Human Capital and the Emergence of Biotechnology: Trends and Patterns, 1974-2006,” their study is one of the most fine-grained analyses of the different types of roles biotech and pharma scientists play (star versus non-star) and how they move from organization to organization (universities, pharma companies, and biotech firms).

“Understanding how and when individuals of differing talent and expertise are employed allows us a glimpse into the motivations and actions of firms attempting to commercialize scientific advancements,” the researchers write.

To track the status and mobility of pharma and biotech scientists, the researchers followed the publication trail. Their dataset included research publication and citation records for 248,302 scientists (tracked at the individual level) from 1976 to 2006.

The researchers explain that as the first biotech drugs reached the market in the 1980s (made possible by recombinant DNA technologies), pharma companies had to play catch up with biotech startups, hiring more leading scientists to beef up their research and development efforts beyond traditional chemical-based drug-development techniques.

While leaving academia for industry was once frowned upon in academic circles, it gradually became more accepted as large pharma companies created environments conducive to attracting star scientists. In addition to offering greater compensation, these firms also provided larger research departments and continued opportunities for researchers to publish their findings in open science journals.

After enjoying the tenure-like job security of large pharma companies, scientists might feel ready to move into the more uncertain but less bureaucratic entrepreneurial setting of biotech firms once they have some corporate experience under their belts, explains Rothaermel, who holds the Angel and Stephen M. Deedy Professorship at Georgia Tech.

“Therefore, pharma firms foster the intellectual human capital that may eventually form the basis for a competing biotechnology firm,” Rothaermel and Hess write.

## PROFILE:

# Alumnus Mark Mele Rockets to Top in Aerospace/Defense Industry



Mark Mele doesn't have to be a rocket scientist to do his job. But ATK – an aerospace, defense, security and sporting products company – benefits from the vast business expertise he brings to the launch pad.

Mele, who earned his MS in management (a degree that evolved into the MBA) from Georgia Tech in 1986, is now senior vice president of communications and investor relations for ATK. The world's top producer of rocket propulsion systems, ATK is also a leader in providing missile components, aircraft structures, satellite systems, and ammunition to government, military, and commercial customers.

Mele wouldn't have guessed he'd go into the aerospace industry while he was earning his bachelor's degree in finance from Tulane University. But after graduation in 1979, he joined Hercules Aerospace Company, based in Utah, where he held a series of accounting, finance, and planning positions until he started to pursue his master's in management at Georgia Tech in 1984.

## LEVERAGING MASTER'S EDUCATION

"One of the reasons I chose to go to Tech was the quantitative approach of its management program," Mele says. "I've been able to leverage that education in the various jobs I've had over the years, from finance to mergers and acquisitions to strategic planning."

After graduation from the master's program, Mele returned to Hercules and was soon promoted to assume responsibility for strategic planning and business development. After ATK acquired Hercules in 1995, he was named director of business planning. He held vice presidency roles over strategic planning, investor relations, and corporate strategy before his promotion to his current position in 2010.

As senior vice president of communications and investor relations at corporate headquarters in Eden Prairie, Minnesota, Mele manages messaging and relationships between ATK and its shareholders, employees, and other stakeholders. "One of the key challenges of the communications function is being able to tell the strategic story through the media as well as shareholders," he explains.

ATK is a Fortune 500 company with 18,000 employees and roughly \$4.8 billion in revenue. As the era of the Space Shuttle comes to a close and military budgets flatten, the company is strategically positioning itself for continued growth, Mele says. For example, the company recently opened offices in key international markets to expand sales to U.S. allies and partnered with the French company Astrium on a two-stage launch vehicle that would be able to deliver crews and equipment to the International Space Station.

"These are exciting times in the space propulsion business," Mele says. "I wouldn't have guessed I'd stay in the industry as long as I did, but my career progression has made it interesting. I've gotten to do a lot of different things. It pays to move around a lot, even within the same company. It's important to get broad experience."

## PROFILE:

# MBA Alumnus Matt Moulthrop's Art Makes It into Smithsonian

Next year, Matt Moulthrop (MBA 2004) will have his turned-wood vessels join those of his father and grandfather in the permanent art collection of the Smithsonian American Art Museum in Washington, D.C. The Moulthrops will become only the second family with three generations of artists (after the Wyeths) featured in this collection.

Moulthrop was invited to participate in the "40 Under 40: Craft Futures" exhibition of the Smithsonian's Renwick Gallery, which will run from July 20, 2012 to February 3, 2013. Now 34, Matt has clearly come a long way since he sold his first pieces a decade ago. They were quickly snapped up in the first gallery to show his work and demand has only increased.

"I was an overnight success, but it took 25 years," jokes Moulthrop, who began learning the art of woodturning from his grandfather, Ed, and father, Philip, when he was still a boy. "For a long time, I didn't have any aspirations of selling the work. I did it just for fun."

***"There is definitely a business side to successfully marketing yourself as an artist."***

## FAMILY TRADITION

Moulthrop has followed in the stylistic tradition of his father and grandfather, using a lathe to turn logs into wood sculpture, often in the form of highly polished vases and bowls. Through the use of the lathe and other hand-forged tools, each piece he creates possesses a unique grain pattern and color scheme.

"Each tree has a story to tell," Moulthrop says. "Wormholes convey past life, rings communicate growth, and certain colors tell the story of death from lightning or blight. My job is to tell the story in picture-book fashion, showing rather than talking, extending the life of the tree rather than ending it."

Moulthrop has worked full-time as a wood turner since completing his MBA studies in 2004. Before entering the MBA program, he worked for a year in wireless sales, but soon realized his passion lay with woodturning. Despite his desire to become a full-time artist, Moulthrop felt it was necessary to complete his MBA before diving into his chosen career path. "My MBA education has helped me in many ways," he says.





## PROFILE:

# Khuram Babar “Giving a Lift” to Needy



***“Our vision is a community committed to ending poverty.”***

Soon after graduating with a Global Executive MBA in 2009, Khuram Babar felt motivated to do his part to make the world a better place. Inspired by the example of his parents who’d moved from Pakistan to America for greater opportunity, he founded the Give-a-Lift Foundation, a nonprofit organization that helps raise families out of poverty.

With the support of various donors and sponsors, Babar and other volunteers visit Section 8 housing developments in Atlanta that house people from around the world. Through Give-a-Lift, they

deliver nutritious food and assist with educational and healthcare resources.

“I decided to take my business knowledge and apply it to the non-profit world,” Babar says. “I wanted to lower the expense ratio typical of many nonprofits, so that if you give us \$100, \$99 of that goes to helping someone.”

He started the organization with four other business people, and it has grown to 35 members, with satellite operations set to start in Chicago, Illinois, and Raleigh, North Carolina. Since its start, the founda-

tion has raised more than \$130,000, and helped lift several families up to the point of being self-sustaining.

“Our vision is a community committed to ending poverty,” says Babar, who donates around 15 hours of his time a week to the organization on top of his duties as a banker and father of two small children. “It’s a labor of love.”

Babar got his own “lift” through his studies in the Global Executive MBA program. At a time when the market was downsizing, his degree led to a promotion for him. He was named assistant vice president at the Federal Home Loan Bank of Atlanta soon after his graduation.

Babar, who would one day like to start his own bank, decided he needed to earn an MBA to advance his career. “You really need an advanced degree to get ahead nowadays. I chose Tech because of its internationally known brand as well as the flexibility of the program.”

Babar says he got a lot out of two international trips that were part of the program. “From a financial perspective, it was fascinating. I got to see Argentina, a country that had defaulted trying to recover; Dubai, where a bubble was bursting; and India, an emerging world power,” he explains. “You can’t teach that hands-on international experience through a book. We got to meet with business leaders at companies operating overseas, including Microsoft, GE, and Toyota.”

## PROFILE:

# Undergraduate Cooper Littlejohn Starts Health Insurance Cooperative

Though he hasn't even earned his bachelor's degree yet, 21-year-old business major Cooper Littlejohn is already breaking new ground in health care insurance.

He's created the South Carolina Health Cooperative (SCHC), the first approved co-op in that state since a 2008 law allowed for its creation. It pools the collective buying power of small businesses (with two to 50 employees) to negotiate better rates with insurance companies than any single participating company could get on its own.

Littlejohn, who's due to graduate in May 2012, got the idea for the co-op after helping out a family friend/insurance salesman with some accounting issues for a week during summer 2009. He learned that some small businesses were facing rate increases of 20 to 30 percent, even though their employees hadn't had significant medical problems that year.

"I was touched by the fact that the increase meant layoffs for some of them," Littlejohn says. "During lunch with my friend, I learned that a 2008 law had allowed for the creation of health cooperatives. So I asked him why no one had created one, and he said, 'If you're so smart, figure out a way to do it.'"

And that's exactly what Littlejohn did for the next year and a half, as he juggled his studies in Atlanta with frequent trips to South Carolina to cut through regulatory red tape. He gathered a team of supporters and met with numerous legislators during the process.

"My age was not important to them," he says. "They loved the fact that the co-op is private, not requiring a dime of tax dollars, and that it will lower insurance premiums, creating jobs in South Carolina."

Nearly 1,000 companies (with a total of

5,000 people) have signed on to participate in the SCHC. Going into effect in fall 2011, the SCHC plan will save participating businesses a total of \$4.7 million (\$1,600 a person on average).

Until the SCHC has paid back its startup debt, Littlejohn will remain unpaid in his full-time role as CEO, a position that requires a lot of driving back and forth between its headquarters in Seneca, South Carolina, and Georgia Tech. "What's rewarding for me is getting to meet small business owners every day," he says. "Many of these people have taken over family businesses and are steeped in tradition. They always find a way to keep their businesses going."

***"What's rewarding for me is getting to meet small business owners every day."***





## PROFILE:

# Tech Network Helped Evening MBA Student Land Seven Job Offers

As a career changer, Georgia Tech's Evening MBA Program far exceeded Dacia Tarleton's expectations. "I ended up with seven amazing offers," she says.

An avid runner of half marathons, Tarleton challenged herself to cover as much ground on campus as possible to build a strong professional network. The connections she made really paid off in helping her get a job as senior consultant with North Highland after graduation in May 2011.

Tarleton, who served as networking chair for the student government organization Graduate Evening Students in Management,

also participated in Tech's Pro Bono Consulting Program, which helps Atlanta nonprofits resolve key strategic challenges. This program afforded her the opportunity to work with two full-time MBA students who went to work for North Highland a year earlier.

"They really helped me get my foot in the door," Tarleton says. "They could say 'I've worked with Dacia and she's got a great work ethic.'"

"At Tech, not only do you get a great education from phenomenal faculty, but also you are able to build an amazing network," she says. "It's really hard to do that if you are on a satellite campus."

Tarleton, who holds a BS in electrical engineering from Morgan State University and a master's in electrical engineering from Cornell University, worked as a Web developer and portal administrator at AT&T during her three years in the Evening MBA Program.

"With 10 years of experience working in various industries and roles within information technology, I realized that as I grew in my career, I needed an MBA to open up more opportunities," says Tarleton, a native of Baltimore, Maryland. "My plan was to use my MBA to balance out my technical background in order to leverage my analytical skills in not only technical roles, but also business roles."

Consulting appealed to Tarleton because of her wide range of interests. "I decided I needed to consult because I like to do a lot of different things, from business intelligence and data analytics to marketing and finance."

***"At Tech, not only do you get great education from phenomenal faculty, but also you are able to build an amazing network."***





## PROFILE:

# Catherine Covington Building Career in Philanthropy

During her undergraduate years, Catherine Covington (BSM 2005) found regularly tutoring local schoolchildren so rewarding that she began to see career possibilities outside of her concentration in accounting. She became interested in pursuing job opportunities with a philanthropic bent.

She got the opportunity after graduating from Tech with highest honors, winning a one-year fellowship with the Robert W. Woodruff and Whitehead Foundations – an experience that would set the stage for her career in philanthropy. “Meeting with nonprofit leaders in the community who were driven not by money, but by service to others was such a positive, uplifting environment,” Covington remembers.

Though she did pass the CPA exam and work a stint as an audit associate for PricewaterhouseCoopers after completing the fellowship, she was drawn back into the world of philanthropy by the opportunity to be a trust officer and grants manager in SunTrust Bank’s Foundations and Endowments Specialty Practice.

In that role, she provided specialized services to 30 foundations ranging from \$1 million to \$50 million. For these foundations, which were mostly too small to employ their own staff, she served as a liaison with the nonprofit community.

“It was wonderful to be around families who are passionate about philanthropy and help facilitate their wishes through the grantmaking process,” says Covington, who worked for SunTrust from 2007 to 2010.

She continues in a similar role as a Program Associate at RSF Social Finance, based in San Francisco, California. This nonprofit organization works with a community of investors and donors to provide capital to nonprofit and for-profit social enterprises addressing key issues in the areas of food and agriculture, education and the arts, and ecological stewardship.

“In a nutshell, I am working on a team that supports individuals, foundations, and corporations interested in grant-making both internationally and domestically across a range of issues,” Covington says. “Clients come to me to facilitate their grant-making to organizations in many different countries.”

A native of Douglasville, Georgia, she says her Georgia Tech education prepared her well for career success and continues to benefit her professional development. “Even out in California, people definitely know what it means to attend Georgia Tech,” says Covington, a President’s Scholar who was inducted into the prestigious ANAK Society for her academic achievement and campus leadership. “My Georgia Tech experience definitely helped make me marketable.”



***“Meeting with nonprofit leaders in the community who were driven not by money, but by service to others was such a positive, uplifting environment.”***

# College Welcomes New Faculty



## **Seletha Butler, assistant professor of business law and ethics**

Butler spent 14 years with global law firms and SunTrust Banks before joining the College. Holder of a Harvard law degree and Georgia Tech MBA, Butler focuses her research on corporate governance issues. In 2011, she was named one of the Nation's Best Advocates: 40 Lawyers Under 40.



## **Annamaria Conti, assistant professor of strategic management**

Conti earned her PhD from the École Polytechnique Fédérale de Lausanne in Switzerland in 2009 and completed postdoctoral studies at Georgia Tech. Her research examines the strategies technology startups put in place to secure external funding. She has published in *Research Policy*.



## **Dong Liu, assistant professor of organizational behavior**

Liu received his PhD from the University of Washington in 2011. Focusing on creativity, leadership, teams, international entrepreneurship, and turnover, his research has been published in journals such as the *Academy of Management Journal* and *Journal of Applied Psychology*.



## **Karie Davis-Nozemack, assistant professor of business law and ethics**

Holder of an Emory law degree and master's in taxation from Georgia State University, Davis-Nozemack previously was on the business faculty of LaGrange College. Prior to that, she practiced for two Atlanta law firms. Her research interests include taxation and the Freedom of Information Act.



## **Lizhen Xu, assistant professor of information technology management**

Xu received his PhD from the University of Texas-Austin in 2011. Focusing on quantitative analysis and electronic commerce, his research has been published in academic journals such as *Journal of Marketing Research*, *Journal of Management Information Systems*, and *Decision Analysis*.



## Former Head of Cancer Coalition Joins Faculty

Bill Todd, president and CEO of the Georgia Cancer Coalition from 2003 to 2011, has joined the faculty of the College.

"Bill has devoted his career to health care and technology management in Atlanta," said Georgia Tech President G.P. "Bud" Peterson. "He is an entrepreneur and a man of great vision. He brings a wealth of experience and will be an asset to our faculty."

Since graduating with a BS from the College of Management in 1971, Todd has focused his career on health care and technology management in Atlanta. He was the founding president of the Georgia Research Alliance in 1990, and he founded Encina Technology Ventures in 2000.

A member of the College's Academy of Distinguished Alumni, Todd attended the Institute for Educational Management at Harvard University and received an honorary doctor of science degree from the University of Ulster in Northern Ireland.

# Select Honors (People and Programs)

Georgia Tech College of Management is ranked 28th (11th among public universities) for **Full-time MBA** programs and 17th for part-time programs in *U.S. News & World Report's* latest rankings. In the latter category, the College's **Evening MBA** program climbed seven spots over last year (up from 24<sup>th</sup>). The College is 28<sup>th</sup> (17<sup>th</sup> among public universities) among top undergraduate business programs. The Full-time MBA is 23rd in *BusinessWeek*.

Georgia Tech's **TI:GER®** (Technological Innovation: Generating Economic Results) Program recently won a grant from Georgia Tech's Fund for Innovation in Research and Innovation (GT FIRE) for an international technology commercialization project, to be conducted in collaboration with Ludwig Maximilian University (LMU) of Munich, Germany. TI:GER is a partnership between Georgia Tech and Emory University School of Law that brings together PhD, MBA, and law students to learn about the challenges of commercializing innovative technologies. As part of the international project, select TI:GER students will travel to Munich (beginning in fall 2011) to gain first-hand experience working with foreign teams on projects for startup entities from LMU's Entrepreneurship Center lab incubator.

The National Association for Chinese-Americans (NACA) recently recognized Georgia Tech's **Center for International Education and Business Research** (GT CIBER) with its Distinguished Service Award.

The College received a donation from SAP totaling \$180,000 for work related to "IT and Intangible Assets" by **Chris Forman**, the Robert and Stevie Schmidt associate professor of information technology management, and **D.J. Wu**, the Thomas R. Williams-Wachovia associate professor of information technology management. Wu also was appointed as an associate editor of *Manufacturing and Service Operations Management*.

**Eric Overby**, assistant professor of information technology management, won the 2011 CETL/BP Junior Faculty Teaching Award. He also earned the 2010 Best Program Paper award from the Organizational Communication and Information Systems division of the Academy of Management.

**Matt Higgins**, the Imlay assistant professor of strategic management, received a \$387,000 grant from the National Science Foundation to study "Estimating the Impact of Accelerated Generic Entry on Consumer Welfare and Innovation in the Pharmaceutical Industry."

**Nancy Gimbel**, director of the Undergraduate Program, won the prestigious Georgia Tech Outstanding Staff Award, which recognizes five individual staff members from across campus who have rendered outstanding performance in support of instructional, research or administrative activity. **Lindsay Green** won the Institute-wide 2011 Outstanding Undergraduate Academic Advisor Award.

**Deborah Turner**, the A.J. and Lynne Land associate professor of accounting, won the Women of Distinction award from the Women's Leadership Conference.

**Henry Sauermann**, assistant professor of strategic management, won the Young Scholar Paper Award at the recent DRUID annual conference (a major European management conference with a focus on innovation).

**Bryan Church**, the Arthur O. Brannen professor of accounting, and **Jason Kuang**, associate professor of accounting, won the Best Paper Award at the American Accounting Association's Accounting, Behavior, and Organization Section Conference

**Benjamin Herndon**, assistant professor of organizational behavior, was elected to the board and treasurer position of the Interdisciplinary Network for Groups Research (INGRoup) association.



D.J. Wu



Lindsay Green



Deborah Turner



Benjamin Herndon



# COLLEGE OF MANAGEMENT HONORS



**G**eorgia Tech College of Management honored faculty, students, and staff who exemplify excellence on April 14 at the College of Management's Third Annual Honors Day.

"Our Excellence Awards play a key role in motivating our entire College community to reach greater heights of excellence and in rewarding truly outstanding performance," says College of Management Dean Steve Salbu. "The dedication and drive of our many impressive people have taken us far in our mission to become the world's preeminent business school for management and technology."

Salbu says that when he first joined the College in 2006, he realized that this type of honor wasn't in place. "That didn't seem right," noted Salbu at the awards luncheon. So he approached key alumni about endowing the awards, and their support far exceeded his expectations. "Today we're also celebrating the fact that no one – no one – has more loyal alumni than Georgia Tech."

## FACULTY AWARD WINNERS INCLUDE:

**Saby Mitra**, the William N. Anderson II associate professor of information technology management, who won the Brady Family Award for Faculty Research Excellence.

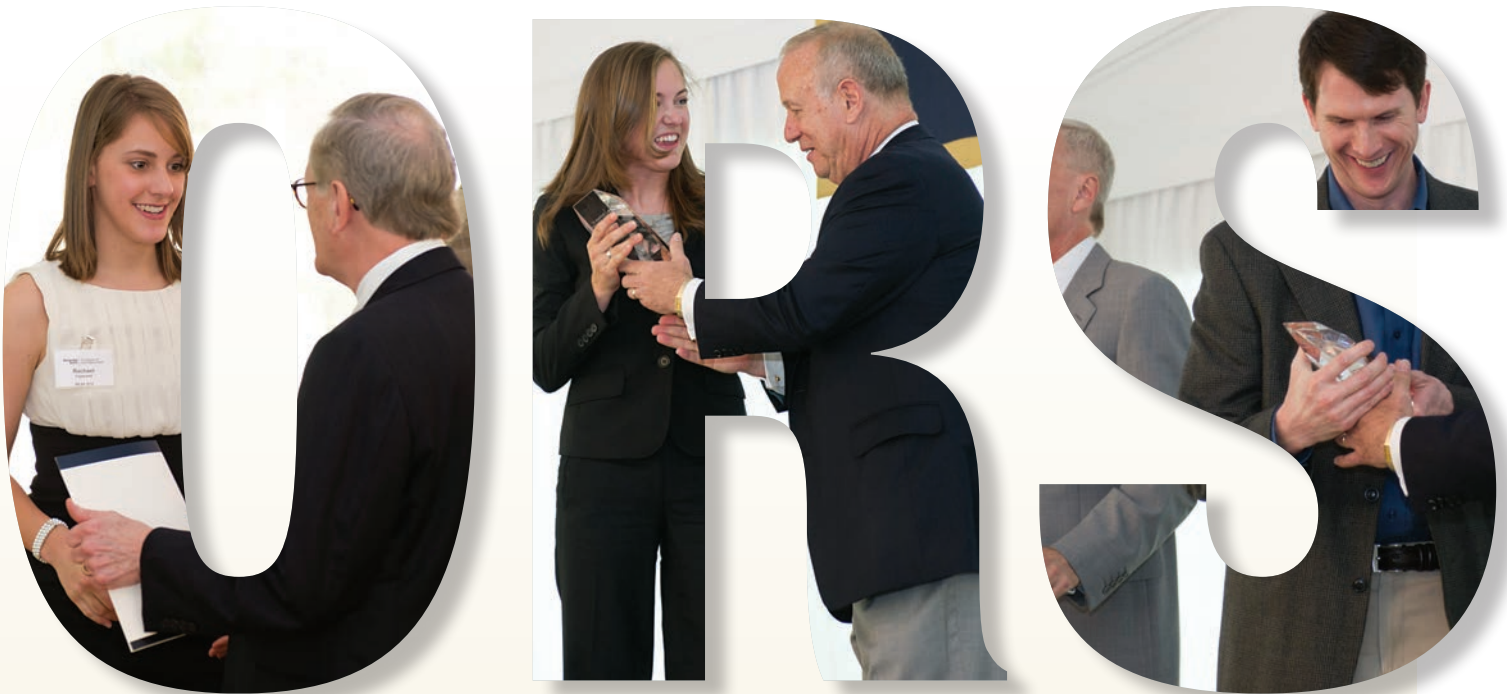
**Narayanan Jayaraman**, the Evelyn T. and Mallory C. Jones Jr. professor of finance, who won the Brady Family Award for Faculty Teaching Excellence. The two aforementioned awards were funded by Charles W. Brady, IM 1957, chairman emeritus of Invesco.

**Atalay Atasu**, assistant professor of operations management, who won the Linda and Lloyd L. Byars Award for Faculty Excellence. The late Lloyd Byars was a professor of organizational behavior at the College of Management.

**Eric Overby**, assistant professor of information technology management, who won the James F. Frazier Jr. Award for Teaching Excellence. Frazier, IM 1971, is a founding partner of the firm Frazier and Deeter and an accounting lecturer in the College.

## STUDENT AWARD WINNERS INCLUDE:

**Ravi Dayabhai**, a senior management major, who won the John R. Battle Award for Student Excellence. This award was funded by Lewis A. Patterson III, IM 1968 and CEO of BPU Associates LLC, in honor of the late



## EXCELLENT FACULTY, STUDENTS, AND STAFF

John A. Battle, a vice president of The Dow Chemical Company, who helped make it possible for Patterson to attend Georgia Tech.

**Amy Wheble**, a sophomore management major, who won The Dow Chemical – P.C. McCutcheon Prize for Outstanding Student Achievement.

**Jordan Jones**, BSM December 2010, who won the Jennifer R. and Charles B. Rewis Award for Student Excellence in Accounting. The Rewises, who both graduated from the College in 1992, are accounting executives (she with Ernst & Young; he with Ryan & Company).

**Praveen Kumar Rajasekar**, a first-year MBA student, who won the Gaye Gwinn Sims Memorial Award for Student Excellence. This award was funded by friends of the late Sims, a 1986 industrial engineering graduate of Georgia Tech, who was COO of Atlantic Investment Company.

**Josh Bank**, a second-year MBA student, who won the Institute for Leadership and Entrepreneurship – Cowan – Turner Student Leadership Award. This award was created in honor of William B. Turner, IM 1943, director emeritus of W.C. Bradley Co.; and Joel H. Cowan, IM 1958, president and chairman of Habersham & Cowan, and the William B. Turner Chair in Servant Leadership.

**Wen Wen**, a PhD student in operations management; and **Konstantinos Grigoriou**, a PhD candidate in strategic management. They shared the Ashford Watson Stalnaker Memorial Prize for Student Excellence. This award was established in memory of the late Stalnaker, IM 1961, MS 1962, who served as a faculty leader in management science at Georgia Tech.

### STAFF AWARD WINNERS INCLUDE:

**Lauren McDow**, manager of undergraduate programs, who won the Verlander Family Award for Staff Excellence. The award was funded by Karen and Chris A. Verlander, IM 1970, who is senior vice president of corporate development for Associated Industries of Florida.

**Kurt Paquette**, chief administrator and finance officer, who won the Stephen P. Zelnak Jr. Award for Staff Excellence. Zelnak, IM 1969, is chairman, CEO, and president of Martin Marietta Materials.

Most awards included \$5,000. They were presented during a formal luncheon in the Jennings Courtyard of the College of Management building. The event also recognized past winners of the business school's Alumni Awards as well as the holders and benefactors of scholarships, fellowships, and endowed chairs and professorships.

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## Annual MBA Golf Classic Brings Together Students, Alumni Leaders

Georgia Tech College of Management's second annual MBA Golf Classic brought together students and alumni who competed April 23 at East Lake Golf Club.

Sponsored by Southern Company, the student-organized event was designed to team business leaders with Full-time and Evening MBA students interested in similar professional fields.

Twenty-five students and 12 alumni participated, with proceeds from registration fees benefiting projects of the MBA Philanthropy Club, including sending students to New Orleans to rebuild homes.

Members of the winning team, with a score of 63, were MBA students Brandon Miller, Tom Ausman, and Michael Connell as well as alumnus Willy Hoos (MSM 2000).

Bethany Davis (MBA 2011), who helped organize the event, says, "The Golf Classic provides

an opportunity for our current and future students to interact in a unique setting. Students who participate say that of all the days of the MBA program, this is one of the most memorable."

The MBA Golf Classic included lunch and a cocktail reception. Chad Parker, East Lake Golf Club's head golf professional, spoke about the history of connections between Georgia Tech and his club. Buzz also made a special appearance.



*Southern Company sponsored the 2011 MBA Golf Classic.*

# Georgia Tech Helps Create Bridge to Business for Agnes Scott Women

***“A liberal arts education is ideal preparation for business leadership because it teaches critical and creative thinking, teamwork and excellence in writing and speaking.”***

Brittany Norris was torn between attending the private liberal arts school, Agnes Scott College, and her father's alma mater, Georgia Tech.

Ultimately, she chose Agnes Scott, because she felt most comfortable at a small school. But thanks to the Bridge to Business Program, she got to benefit from three weeks of training at Georgia Tech College of Management during summer 2011.

A collaboration between the College of Management and Agnes Scott College first held this year, the Bridge to Business Program is designed to encourage more women to pursue careers in business and management. The non-credit program acquaints Agnes Scott students with different aspects of business education, covering a wide array of topics, from accounting and business communications to international business and management.

Norris, who plans to pursue a corporate career after graduating with an economics degree in May 2012, says, “I feel like we got a piece of every area covered by

an MBA.” I became very excited about participating when I realized that I’d get to delve into all these different topics.”

Eventually planning to earn an MBA and status as a certified managerial accountant, Norris adds: “I loved the corporate visits we made to CNN and PricewaterhouseCoopers, where we got to meet women who’ve established themselves in the business world. They told us about the paths that took them there and how they learned to balance home and work life.”

Women continue to be underrepresented in many parts of the business world, making up only 2.4 percent of Fortune 500 CEOs and 15.4 percent of corporate officers at Fortune 500 companies.

“A liberal arts education is ideal preparation for business leadership because it teaches critical and creative thinking, teamwork and excellence in writing and speaking,” said Elizabeth Kiss, president of Agnes Scott.

“As a college devoted to educating women to lead, we are eager to expand the opportunities available to our students in the business world. Research shows that the most successful companies are those with diverse leadership teams. So creating a stronger pipeline to business leadership for women is not only good for them, but also good for our larger economy and society.”

Sri Narasimhan, senior associate dean of the College of Management, says: “We believe that this program will lead to broader career opportunities for its participants. The confidence and business acumen they will gain could inspire them to take their careers to even greater heights through eventual MBA studies.”

The 30 women who participated in the program each received a \$1,000 stipend and got to experience business simulations, interactive case studies, and experiential learning, such as a simulated stock exchange at the College's Ferris-Goldsmith Trading Floor.



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