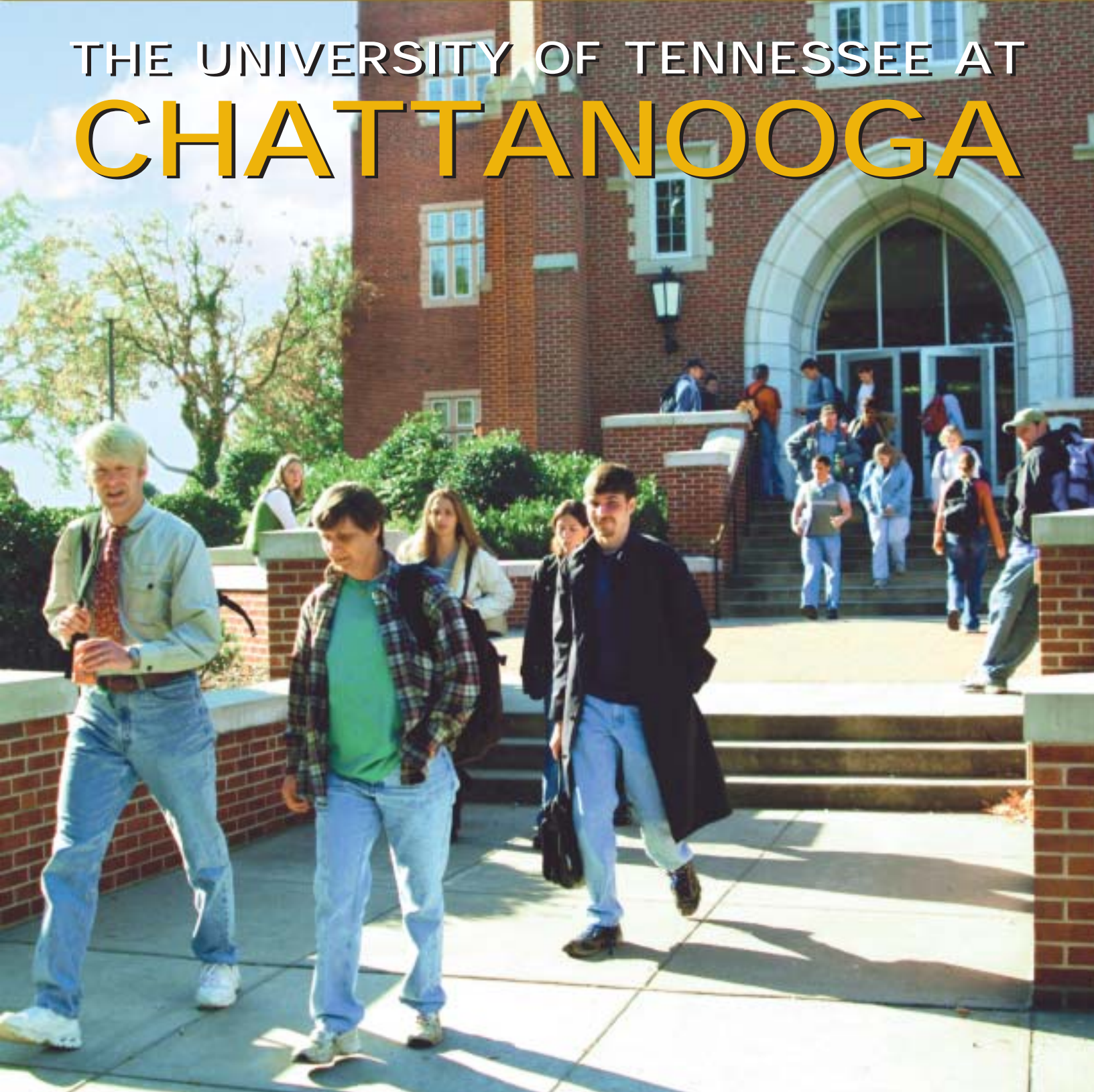


College of Business Administration

Accredited by  
**AACSB**  
INTERNATIONAL

THE UNIVERSITY OF TENNESSEE AT  
**CHATTANOOGA**



A SUPPLEMENT TO *CITYSCOPE* MAGAZINE



**UTC'S COLLEGE OF BUSINESS ADMINISTRATION'S FACULTY AND STAFF ARE FINISHING A YEARS-LONG AACSB ACCREDITATION SELF-STUDY.** The self-study is an evaluation of the College, its mission and objectives. An important part of this self-evaluation is to identify the college's strengths and weaknesses. Our strengths when contrasted with our weaknesses show the College of Business to be a major asset for our community and a College worthy of your support.

The primary strength is our forty-seven accomplished full-time faculty members who are augmented by an able adjunct faculty who bring real-world experience to their classes. Our faculty have the appropriate degrees, classroom skills, and research involvement to make a student's classroom experience rich and rewarding. Faculty members are involved in their professional organizations and pursue research that makes an important contribution to the business knowledge base. If knowledge is the fuel on which a business runs to create wealth, then wealth creation begins here at UTC.

Another strength is the relationships the College shares with the business community. Some 77 business people serve on one of five active advisory boards. These boards critique the College's objectives, programs, and curriculum. Our executive-in-residence, Mr. Spencer Wright, also has been helpful in this regard. He has provided us with feedback and, while getting to know us, fostered an enhanced spirit of collegiality within the College. Through these strong professional relationships, Chattanooga hears our story.

Let's remember the generous \$25 million gift that Mr. Jack Lupton gave to UTC. With part of this gift, the College of Business was able to install advanced technology in the Fletcher Hall classrooms. The faculty and students energetically responded to the placement of this technology and its integration in the delivery of knowledge. Kudos to Mr. Lupton for his role in improving our campus facilities and turning our classrooms into one of our strengths.

The College has a Chair of Excellence and two Distinguished Professorships in Entrepreneurship. These positions are the bedrock of the College's focus on entrepreneurship. The College teaches students not only how to organize, manage, and improve a business but also how to start one. Over 50 students currently pursue a major or minor in entrepreneurship. Several of these students helped coordinate our recent signature event, "The Entrepreneurship Hall of Fame." We honored two entrepreneurs this year who joined 27 past honorees. These initiatives demonstrate how the College supports Chattanooga's entrepreneurial spirit and exemplifies another strength of the College.

A strength can also be a weakness. For example, while our entrepreneurship program is a fine one, it is time for it to progress to the next level. The establishment of an Entrepreneurship Center would help us do that. Such a Center would raise the effort level and visibility of our entire

College by providing this "knowledge hub" with a venue to offer an annual summit; accessibility to a think tank and research teams; and seminars and workshops.

This weakness mirrors the greatest weakness of our entire College in that we are over reliant on state funds. We are simply not able to grow and be innovative the way we should without the necessary means to do so. The next level of excellence for the College of Business awaits the substantial level of outside support that will help fund the Center; add business professorships and chairs; and name the College for a benefactor. The College of Business is poised for such investments and ready to go to the next level of challenge and excellence. We have and will make any benefactor proud of his or her investment.

Our feature in *CityScope's* business issue gives the College a great opportunity to let you know about our strengths, accomplishments, and activities. Most importantly it gives us the opportunity to share with you stories about relationships of which we are proud – relationships with alumni, students, and the Chattanooga community. I invite you to read more about the relationships that further strengthen UTC's College of Business.

Sincerely,

Richard Casavant  
Dean, UTC College of Business

*John Fulmer was promoted to Associate Dean for the College of Business. In this role, Dr. Fulmer will assist the Dean with the overall vision and objectives of the College and will oversee the accreditation process. He has served the last 20 years as the Head of the Accounting and Finance Departments.*





**DEAR FRIENDS,**  
**THE UNIVERSITY OF TENNESSEE AT CHATTANOOGA STRIVES TO BE A NATIONAL ROLE MODEL FOR AN ENGAGED METROPOLITAN UNIVERSITY.** While certainly we appreciate the benefits and prestige associated with being recognized as the best at what we do, we fully embrace the opportunities at applied research and community service that accompany metropolitan engagement. Engagement that benefits both our students and our community is not possible, however, without partners.

Through these partnerships our commitment and service extends beyond educating our students. Our faculty and students participate in applied research activities to improve the quality of life in our world, to assist industry and government in effective operation, and to apply the intellectual assets of our campus to the needs and concerns of our society. Part of our metropolitan mission ensures that everyone in our area—not just our registered students—will benefit from the University's continued efforts.

Chattanooga's College of Business Administration exemplifies this attitude. Faculty and students from the college seek every opportunity to take the theories and skills taught in classrooms, laboratories, and textbooks, and employ them to solve real issues facing the business, government, and civic institutions of our region. Whether consulting the Convention and Visitors Bureau on how to best market our wonderful city or helping elderly citizens navigate complicated federal tax codes, our business students and faculty benefit from the symbiotic relationship between the campus and the community.

Thanks to our many community partners, the Chattanooga experience is not available anywhere else in the world. I am very grateful for the generosity of this community and for the willingness of so many to serve as partners with our campus.

Sincerely,

A handwritten signature in black ink that reads "Bill W. Stacy". The signature is written in a cursive, slightly slanted style.

Bill W. Stacy

Chancellor

THE UNIVERSITY OF TENNESSEE AT CHATTANOOGA

**RANKED AMONG  
THE SOUTH'S BEST**

**U.S. News** & WORLD REPORT

**Our students come to  
UTC ready to learn**

- In an independent performance review of Tennessee's colleges and universities, UTC consistently earns the top score.
- More than 25 percent of our students shared \$6.1 million in scholarship money last year, and 75 percent of our students received some form of financial aid.
- Many of the diverse body of about 1400 graduate students representing 15 states and 20 foreign countries are employed full time in the Chattanooga metropolitan region.

**And they leave  
UTC ready to lead**

- With 19 Master's degree programs, 2 Education Specialist programs, and 5 certificate programs, UTC's Graduate School satisfies the demands for advancement in a increasingly professional and technological society.
- With an emphasis on experiential learning through internships, cooperative education, clinical experiences, and other real world education, Chattanooga students learn what they need for career success. Within six months of graduation, 92 percent of our graduates are employed or are in graduate school.

More than \$6.4 million was spent on campus last year to improve technology for instruction and research.

**Undergraduate Admissions 425-4662**

**Graduate Admissions 425-4666**



**Chattanooga's University**  
**www.utc.edu or call 425-4363**

UTC is an equal employment opportunity/affirmative action/Title VII/Title IX/Section 504/ADA/ADEA institution.

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### AACSB International – The Association to Advance Collegiate Schools of Business International

UTC's College of Business Administration is accredited by the Association to Advance Collegiate Schools of Business International - AACSB International. Of the 2,000 plus business schools in the world there are only approximately 400 accredited schools. AACSB International accreditation requires that business programs meet rigorous standards related to faculty, students, curriculum, community relations, and support infrastructure, e.g. technology, library, and building resources. Schools must show that they meet standards over time. They must monitor and continuously improve the programs and the related outcomes. UTC's College of Business is proud to among those schools accredited by AACSB.



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If you have questions for the UTC College of Business, please call (423) 425-4313.

## “Wow!”

### THAT'S HOW ONE PROFESSOR DESCRIBES THE INFUSION OF INSTRUCTIONAL TECHNOLOGY INTO THE COLLEGE OF BUSINESS ADMINISTRATION.

With support from the Lupton Renaissance Fund, each classroom in the college has been equipped with a multimedia workstation. Components include a computer, a document camera, DVD and VHS players, a stationary projector and screen, and Internet access.

The new technology allows for expanded curricular resources such as multimedia materials, interactive simulation software, business software applications, computerized business plans, and the vast resources of the Internet.

According to a recent survey of UTC College of Business Administration faculty members, more than 96 percent of business classes now include instructional technology and the level of use of the technology has increased 452 percent from 2001—prior to the new Lupton equipment.

Why is this important? Because UTC students are now learning with the same resources they will be using when they graduate and enter the professional world, and that benefits both our graduates and the companies who hire them.



*Dr. Lesseig uses the new technology podiums recently installed in Fletcher Hall's classrooms.*

## 2003 Inductees in the Entrepreneurship Hall of Fame

### Henry Luken

In 1993, Henry G. Luken III founded Telco Communications and the Long Distance Wholesale Club. The Dial & Save Service was developed through Telco Communications as a marketing name. It was one of the



HENRY LUKEN

first dial-around long distance phone services in the United States, and it became phenomenally successful. Telco Communications and the Long Distance Wholesale Club merged in 1995. In 1996, Telco Communications generated revenues of \$428.6 million, almost double the previous year's total. Luken sold his interest in Telco in 1997.

When his non-compete restriction expired, Luken purchased approximately 30% of the shares in Covista Communication, Inc. of New Jersey and moved its headquarters to Chattanooga. Covista, a commercial and wholesale long distance provider since 1983, provides long distance and Internet services for residential and commercial customers. Covista brought over 200 jobs to the city. Covista's facilities include a switching center near Main Street, a 250-seat call center on Highway 58 and its corporate headquarters in the Maclellan Building on Broad. It is one of only eight telecommunication firms with fiber-optic connections in Chattanooga. Luken, a Kentucky native, lived in Florida before relocating with his family to the Chattanooga area. Other business interests include Equity Broadcasting of Rock, Ark. that owns

several TV and radio stations, ACNTV a television home-shopping company where he currently serves as Chairman of the Board and CEO.

Luken has gifted the use of a portion of this hardware for a metropolitan ring to be used by MetroNet, a non-profit organization offering Internet connectivity in the city.

In his spare time, Luken enjoys yachting and old cars.

### W. Allan Jones

W. Allan Jones founded Check Into Cash in 1993 and grew it into a billion-dollar-a-year enterprise. For nearly 25 years, before starting Check Into Cash, he expanded his family's Credit Bureau business, then sold it in 1998. While he was still a student at Middle Tennessee State University at the age of 20, Jones came into the business started by his father, W.A. (Bill) Jones, Jr. W. Allan Jones worked six-day work weeks and long hours to learn and grow the business, and eventually, Credit Bureau Services of Cleveland grew to include nearly a dozen offices from Atlanta to Memphis. It was the largest credit collection agency in the state of Tennessee when the sale took place. By his early 30s, W. Allan Jones was already a millionaire.



W. ALLAN JONES

On a trip to the Tri-Cities area of Northeast Tennessee to check on one of his credit bureau

offices, Jones discovered a business that piqued his interest. A former Credit Bureau owner had opened a check cashing business in Johnson City. Jones decided he, too, would get into the same type enterprise. In 1993, he began Check Into Cash, which made “payday” loans to walk-in customers with loan terms of up to two weeks. The business proved popular with customers and profitable for Jones, whose company had more than 700 Check Into Cash stores by late 2002.

Jones is chairman of Jones Management Services, the management firm for Check Into Cash and Jones Properties LLC, which owns numerous historical buildings in downtown Cleveland. Jones was instrumental in helping restore the city's downtown business district and relining city streets with trees for aesthetic appeal and environmental stewardship.

An avid collegiate wrestling enthusiast, Jones founded and financed the first Cleveland-Bradley Wrestling Club. His philanthropy includes giving millions of dollars to UT athletics, money to the UTC wrestling program, and causes and institutions in his hometown of Cleveland. In 2002, he built the Jones Wrestling Center on the campus of his alma mater, Cleveland High School. He named the arena after his father, the late Bill Jones. He also joined another Cleveland businessman in providing a portion of the money to help Bradley Central High School build their center. Jones serves on a number of community boards and was given Cleveland's highest award, the M.C. Headrick Free Enterprise Award given by the Chamber of Commerce.



**BETA GAMMA SIGMA IS THE HONOR SOCIETY FOR AACSB ACCREDITED BUSINESS PROGRAMS.**

Only the top 10% of senior business students, and the top 20% of graduated MBA or MAcc students are invited to join. Students elected to membership in Beta Gamma Sigma are recognized with the highest national honor that a student in business at an accredited institution can obtain.

The Beta Gamma Sigma spring induction ceremony was held at the Mountain City Club.

The following students were inducted into Beta Gamma Sigma for the 2002-2003 school year:

**Undergraduate Students**

Natalie Bates	Amanda Kate
Sherri Renee Brock	Johannigmeier
Royce Allen Davenport	Elizabeth Marie Luckey
Katie Elizabeth Davis	Melissa Renae Northey
James Luther Dickerson	Christina L.
Eric Goins	Pendergrass
Joshua Goode	Jessica Rose Reed
Elizabeth Jane Harper	Johan Rolf
Tammi Renea Harrison	Jeff Ross
Satrina Rene Hayworth	Jessica Renee Smith
Kelli Kendrick	Peter Teruya
	Jean M. Werlein

**Graduate Students**

Inad M. Abdou	Steven Joseph Laganke
Kevin Applewhite	Mark Messer
Kelly Lynn Blackwell	Clinton Michael Wilson
Kenneth Willard Johnson	

By joining Beta Gamma Sigma, these students will be part of an esteemed group that includes the likes of Federal Reserve Chairman Alan Greenspan and Douglas Daft, Chairman and CEO of Coca Cola.

Their selection to join Beta Gamma Sigma not only recognizes their academic achievement, but also expresses the confidence of the faculty of the College of Business Administration and AACSB International in their abilities and promise to become outstanding business leaders.

Corporate recruiters recognize Beta Gamma Sigma membership.



*Drs. Ahmadi and Alvis congratulate Jessica Smith and her parents on Jessica's induction into Beta Gamma Sigma.*

**College of Business Alumnus Honored at Legends and Leaders Banquet**



GENERAL B. B. BELL

**A COLLEGE OF BUSINESS ALUMNUS RECEIVED THIS YEAR'S UTC DISTINGUISHED ALUMNUS AWARD!** The 2003 recipient is four-star General B.B. Bell, commanding general of U.S. Army Europe and the Seventh Army. General Bell graduated from UTC's College of Business in 1969.

Among the military decorations Bell has received during his prestigious career are the Distinguished Service Medal, Defense Superior Service Medal, and the Legion of Merit with three Oak Leaf Cluster. Bell, 55, received U.S. Senate approval in October 2002 for the top post in America's European Command. Bell has served as executive officer to the Commander in Chief, U.S. Central Command, MacDill Air Force Base, Florida, and Operations Desert Shield/Desert Storm in Saudi Arabia.

General Bell was honored at the Legends and Leaders Banquet, held Tuesday, May 20 at the Chattanooga Golf and Country Club. During his stay, Bell also shared his experiences with students and community leaders at a lunchtime leadership lecture and at a breakfast for the College's advisory board members.

**Accounting Lecture Series Brings Experts to Chattanooga for 30 Years**

**Floyd Norris, Chief Financial Correspondent of *The New York Times*, visited Chattanooga last fall to discuss business and accounting ethics.** Norris was featured as the keynote speaker at UTC's 29<sup>th</sup> Accounting Lecture Series. The purpose of the series is to bring to the College and to the community outstanding individuals in the areas of accounting and auditing and provide a basis for the enrichment of and mutual cooperation between participating groups.

During his lecture to business students and local accountants, Norris spoke of the corporate scandals that have plagued the accounting profession. He called for outside review of the profession as a way to regain public trust and emphasized the importance of ethics in business.

This fall will mark the Accounting Lecture Series' 30th year. Walter Schuetze, Chief Accountant to the Securities and Exchange Commission from 1992-1995, will be the featured speaker. Schuetze has also served as the SEC's Chief Accountant of the Commission's Division of Enforcement from November 1997 to mid-February 2000. When the US Financial Accounting Standards Board (FASB) was created, he was a member of the inaugural board and also served on the Financial Accounting Standards Advisory Council. Schuetze serves on audit committees for several large corporations and is frequently quoted in the *Wall Street Journal*.

Approximately 250 accountants and business executives attend the lecture each year. The series is co-sponsored by the following organizations: American Society of Women Accountants; Association of Government Accountants; Beta Alpha Psi; Financial Executives International; Institute of Internal Auditors; Institute of Management Accountants; Tennessee Association of Accountants; Tennessee Society of Certified Public Accountants; and UTC's Department of Accounting. Dr. Tom Gavin has served as the director of the series since its inception.



FLOYD NORRIS

# Advisory Boards Promote Cooperation Between the College of Business and the Community



## COOPERATION BETWEEN UTC'S COLLEGE OF BUSINESS ADMINISTRATION AND THE LARGER CHATTANOOGA BUSINESS COMMUNITY PROVIDES TANGIBLE MUTUAL BENEFITS.

To that end, five advisory boards consisting of local business leaders meet regularly to offer practical assistance and feedback, to stay informed of strategic planning, and to serve as liaisons between the university and the workplace. Over a year ago, a dean's advisory board was formed along with similar panels in the disciplines of accounting and finance. This year, advisory groups in human resource management and marketing have convened for the first time.

"The thought process was to provide a mechanism to keep us relevant," explained Dr. John Fulmer, associate dean of the College of Business Administration. "We believe it is necessary to stay in contact with the business world and with business professionals. For example, since the finance advisory board was started we have had a meeting on competencies and what skills our students should have. We took a list of what the board members believed our students needed and made sure that we were providing those classes. We asked the question, 'What do you think our people should be able to do when they get out?'"

Advisory board members have also been active in recruiting new faculty for the College of Business Administration, and that effort impressed Dr. Kaye McClung, who noted that she had previously served at universities which convened advisory boards but none of which had been so engaged in the operations and welfare of the college.

"When Dr. McClung was interviewing for a position, a group of us took her to lunch and discussed the community, the business environment and the opportunities in the city of Chattanooga, trying to promote the university and the community as a great place to live and

work," noted CPA **Anne Wilkins**, a member of the accounting advisory board and a 1981 UTC graduate who founded the firm of Wilkins, Crews and Henderson 12 years ago. "Dr. McClung had a lot of questions, and her background is the same as mine in accounting and tax. We were able to answer those questions and hopefully presented a favorable image."

**Barry Watson**, a senior executive with Cornerstone Bank, entertained Dr. Bento Lobo at lunch and added his endorsement for the College of Business Administration. Lobo, whose specialty is international finance, subsequently made the decision to join the UTC faculty. "I tried to talk Dr. Lobo into coming to UTC and being a teacher," said the 1979 graduate of the College of Business Administration with a double major in accounting and finance. "We talked about the program's good points and why it would benefit him to come here. Our conversation was not just about the university but also what a great area Chattanooga is."

Wilkins, who received a Business Administration degree, has provided financial support to the college and assisted in writing articles for scholarly publications and professional journals. She sees active advisory board members as having a great interest in the future of the college.

"I do feel like the advisory boards act as liaisons between the university, the business community and the community in general," commented Wilkins. "It is also a method to communicate directly to the business community, and since joining the accounting advisory board I have actually obtained a much clearer understanding of what an asset the university is for our city and for business in Chattanooga."

"For one thing, I did not realize that the university had such outstanding research capabilities available. I was also unaware of the broad backgrounds of the professors. If you have a business issue in Chattanooga in marketing, stra-

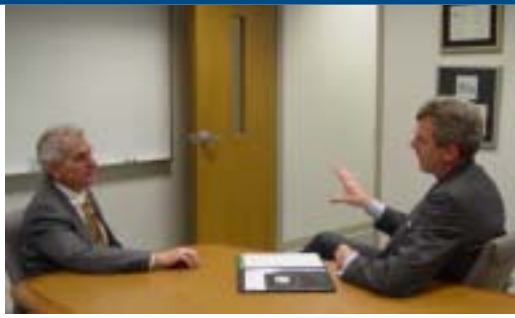
tegic planning or technology, there are resources at the university to help you solve your problems. Prior to this, I might have gone outside the city, even to Atlanta, for these services."

Wilkins has, in fact, seen such opportunity in UTC's College of Business Administration that she decided to return to school. "I have started taking classes and am now getting an advanced degree there," she continued. "Some people might ask why I need to do that, but I am learning so much. When you are in the classroom, you see why you have so much to gain. The university is developing a top notch group of potential employees for Chattanooga businesses, and I have really been impressed with the other students. Their discipline in doing assignments, going the extra mile, and the quality of what is being taught are excellent. I know because I am there."

To date, Wilkins has taken courses such as Tax Research, Financial Accounting Theory, and Advanced Management Accounting and Control. These courses are challenging, she reports. However, she adds that UTC is the first place an area employer should look in a search for qualified workers.

At Smith Barney, Senior Vice President **Ralph Allison** is working with Citigroup, the parent company of the investment firm, to secure a major grant. "The Citigroup Foundation gives away millions of dollars each year," he related. "Primarily that is for schools and community projects, and they encourage their brokerage offices across the United States to get involved. I had noticed in the Citigroup directory that the company donated to Stanford and Harvard. So, I called and asked how they were able to get larger donations. They told me that those were schools where Smith Barney in New York recruits new employees. I told them that we recruit from UTC, and between 35 and 40 percent of the brokers in our office graduated from there."

A 1973 UTC graduate himself, Allison is a



**Pictured Left:** Eight of the 30 employees at Smith Barney in Chattanooga are UTC College of Business alumni. The Chattanooga office is one of Smith Barney's most successful in the Southeast region. Alumni pictured with Ralph Allison, Senior Vice President and a UTC alum, are: (from l-r) Todd Gardenhire, Rebecca Palmer, Scott McDonald, Ralph Allison, Mandy Savage, and Jon Moore. Not pictured are Merv Hilkey and Robert Red.

**Pictured Right:** Dr. Richard Casavant interacts with Hicks Armor, member of the Dean's Advisory Board

member of the dean's advisory board. He points with pride to the local Smith Barney office's 20th anniversary observance in 2003. "The College of Business Administration is an impressive facility," he noted. "They turn out great employees. In fact, whenever we are looking for a new employee, I call the dean, Dr. Richard Casavant, or Dr. Fulmer and ask if they have anybody graduating who is really sharp and energetic. I don't have to interview a hundred people. Because of the people UTC has sent our office, we have been able to contribute to the overall success of Smith Barney. Working on the grant is a way of paying the university back for that service."

**Scott McDonald** is a financial consultant with Smith Barney and a 1993 graduate of the College of Business Administration. He praises the performance of Mandy Savage, a registered sales assistant who joined the company in 1998 after graduating from UTC with a masters degree in business administration, and Jon Moore, a 2000 addition to Smith Barney who works as an investment associate involved with technical support. Another UTC graduate, Rebecca Palmer, joined the firm this year.

"The way I look at it is that I was given an opportunity with one of the most prestigious firms in the world coming right out of school," said McDonald, who lettered four years in football while pursuing a marketing degree. "These people came out of school with all the necessary skills to come into their roles and learn the specifics here."

McDonald considers the practical education of UTC students to be one of the program's overall strengths. "The students are able to learn what they might come into contact with in their professional settings after graduation," he reasoned. "The advisory boards help the faculty to gain insights into what the business community is looking for in students coming out of college, and the curriculum can be modified to add some real world scenarios to classroom studies."

According to Dr. Fulmer, the college's advisory board members are a generous group, hosting luncheons in which faculty and company leaders sit down to discuss issues and pro-

viding hands-on experience through internships and job placement. **John Coxwell** of the accounting firm of Hazlett, Lewis and Bieter has contributed scholarship money, as has **Don Bailey** of the Ernst and Young accounting firm. **Brenda McKenzie**, who owns her own Cleveland, Tennessee-based company, contributed funds for a professorship, and **Brice Holland** of the Raymond James investment firm also personally provided professorship money.

"An excellent example of a success story is Emily Griffith," noted Fulmer. "**Carla Donina** of Merrill Lynch hired her as a co-op student, and then Emily went on to work for Provident. Carla really helped Emily when she was an intern."

Advisory board members have witnessed demonstrations of upgraded technology in the classrooms of the College of Business Administration. They have provided commentary on the college's strategic plan, which Fulmer says drives the entire program, charts the course for the college's future, and dictates the setting of goals. Equally as important, they have become ambassadors, spreading the good word about what is happening at UTC.

"I really was unaware of all the opportunities available to students in business administration disciplines until I became involved," admitted one board member. "Having visited other campuses and talked with faculty and students at UTC, I am convinced that the professors are committed to preparing graduates for productive and successful careers. Considering all the options available, I believe the level of education UTC students receive is a bargain financially and an outstanding tool to be used in the world of work."

Those board members who are UTC College of Business Administration graduates value their educational experiences and acknowledge that they were well prepared for success. However, they also agree that the institution has evolved for the better. "We were well prepared then," Wilkins noted, "but that was 22 years ago and the world changes really fast. If we had had the network of business leaders in place then that we have now, it would have been easier for many of the students to find jobs."

**Dean's Advisory Board**

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(continued on page 67)

# ALUMNI SUCCESS STORIES



**T**he most tangible evidence of an educational program which fulfills its mission is the success achieved by its graduates. The focus of the UTC College of Business Administration is to provide its students with the tools necessary to compete and to succeed in the world of work.

An enthusiastic and well qualified faculty, the employment of state-of-the-art technology, and a strong partnership with the local business community combine to provide an atmosphere in which students thrive at UTC. Classroom participation, interaction with companies through internship programs, and innovative approaches to problem solving allow students to maximize the benefits of higher education in the pursuit of personal and professional goals.

**A**N ATTORNEY WITH THE CHATTANOOGA LAW FIRM OF CHAMBLISS, BAHNER & STOPHEL, PAT MURPHY GRADUATED IN 1983 WITH A DEGREE IN BUSINESS AND A CONCENTRATION IN ACCOUNTING PRIOR TO ATTENDING LAW SCHOOL. "What UTC did for me was to give me an opportunity to intern with a big eight accounting firm while I was going to school," he explained. "I worked for two years and completed the CPA exam, and the curriculum was set up nicely for passing the exam. The internship gave me practical experience, and after I graduated from law school the CPA experience allowed me the opportunity to work in Nashville with one of the largest law firms in the state."

Murphy, who was also a standout wrestler at UTC, remembers a favorable student to teacher ratio as another positive aspect of his years at the college. "The size of the classes, particularly the upper level junior and senior programs, were in the range of 20 to 30 students — and sometimes even in the teens. That allowed for a lot of feedback and interaction with the professors that I might not have gotten at a larger school."

**I**N HER CAPACITY AS AN ORGANIZATIONAL ANALYSIS SPECIALIST WITH MCKEE FOODS, KAY SWARTOUT IS RESPONSIBLE FOR A NUMBER OF FUNCTIONS, INCLUDING SPECIAL PROJECTS RELATED TO HUMAN RESOURCES, PROJECTIONS OF EMPLOYMENT TRENDS, AND EXISTING WORKFORCE DEMOGRAPHICS. Kay graduated from UTC in May, 1987, with a double

major in industrial management and economics. She followed up with an MBA in May, 1994.

"I found that my studies at the university were very current on trends, locally, nationally, and internationally," she commented. "I felt like the faculty was striving to bring the latest available information to the students. Another thing that certainly helped is the concentration on projects that the classes have at UTC. So much of what they have done in the College of Business Administration reflects the process improvement and the quality wave of the last 30 years in which colleges have gone to team based learning activities. That has also come into the business world, and a lot of what we do at McKee is in a team environment."

**S**TEVE LAGANKE RECEIVED AN MBA FROM UTC IN MAY, 2002. HE HAD BEEN RELOCATED TO THE LOCAL DUPONT OPERATION AND BEGAN EXPLORING OPPORTUNITIES FOR FURTHERING HIS EDUCATION. "I had heard favorable things about the school, and the location was good because I was living here at the time," he said. "I had been out of school for 10 years before deciding to go back, and I really can't describe how good the experience was."

Laganke also credits the project-oriented teaching approach as a benefit of his UTC education. He acknowledges that working with different people from varied backgrounds enriched the experience, while classes in marketing, finance and accounting complemented his undergraduate degree in engineering from Ohio University.

"I worked for two years and completed the CPA exam, and the curriculum was set up nicely for passing the exam. The internship gave me practical experience, and after I graduated from law school the CPA experience allowed me the opportunity to work in Nashville with one of the largest law firms in the state."

PAT MURPHY,  
UTC GRADUATE AND LAWYER  
CHAMBLISS, BAHNER & STOPHEL

Since graduation, Steve has assumed the role of eastern regional manager for DuPont's Tyvek Division and relocated to its corporate office in Wilmington, Delaware. "There were a lot of new and exciting things in the business college that gave me valuable insights with the engineering and manufacturing background I had come from," he said. "My interest was actually in getting into a marketing type role, and my MBA degree was instrumental in getting my current position. I think it was competitive, and that is what made the difference."

**P**RACTICAL EXPERIENCE WAS A KEY ELEMENT OF EMILY GRIFFITH'S COLLEGE CAREER. SHE GRADUATED IN MAY, 2001, WITH A DEGREE IN FINANCE AND NOW WORKS AS AN INVESTMENT ANALYST WITH UNUMPROVIDENT. Prior to joining UnumProvident, she interned with the investment firm of Merrill Lynch.

"I was at Merrill Lynch for about two years, and it was a great way to get exposure and find out what options were available with a finance degree," Emily remembered. "Dr. John Fulmer, the associate dean of the business college, played an integral role in my finding work at UnumProvident. Right now, I'm trading short term commercial paper and preparing reports for our finance committee. Essentially my job is to follow a couple of industries for our investment grade portfolio managers."

For Griffith, one of the most beneficial elements of the finance curriculum involved a class in portfolio investment which she took as a senior. "TVA put up money for the students to invest, and there is a fund called the Harris portfolio, which the students are also privileged to invest," she noted. "We got to do credit analysis in which we would pick a company and do financial ratios to determine whether we wanted to invest in it. We did in-depth reports and made recommendations to the class."

Pursuing her CFA (chartered financial analyst) designation, which has been described as the "pinnacle credential for those in the financial field," Emily believes her course of study at

UTC prepared her well for the rigorous battery of required exams. "I have to take three tests that cover topics such as accounting, economics, ethics, and financial statement analysis," she related. "My UTC background formed the foundation, particularly for the first test. I can't imagine having done it without that base."

**SIX YEARS AGO, JOE JOHNSON PUT HIS DEGREE IN BUSINESS AND MARKETING TO WORK IN AN ENTREPRENEURIAL INITIATIVE, THE OPENING OF HIS OWN ADVERTISING AGENCY.** The award winning Johnson Group has grown steadily and represents a number of large clients.

"The professors, especially those in the marketing courses, had us working on projects with real life applications," Joe observed. "We did marketing research for firms that were doing business in Chattanooga, and it gave us a truer perspective of what was going on out in the world. I knew the professors were academically trained in marketing, but they were trained in the business world as well — and they trained us through the context they had. They were working themselves, applying their knowledge to the business world, and had us do that too."

One exercise of particular value to Johnson was picking a company, conducting interviews of key personnel to determine a marketing issue, developing a hypothesis, and then conducting appropriate research. "I thought it was a great atmosphere, and some of my teachers are still there," he smiled. "We had good give-and-take discussions. In fact, when I was first in advertising I had some market research I needed advice on. I called some of the professors up, and they spent time to help me."

Multiple degree paths in accounting, finance, management, marketing and entrepreneurship provide students with a variety of educational opportunities in the UTC College of Business Administration. A commitment to excellence in each discipline is apparent.

"They have worked hard to keep up their accreditation and have made wonderful facilities improvements," Swartout asserted. "They seem to be on the cutting edge, and I think UTC would be a good selection for someone looking at a business major. UTC is a resource for McKee, and any company should consider the college's graduates for employment."

Johnson appreciates the opportunity to discuss his course of study at UTC. "I got a tremendous education there," he declared. "I felt like the most valuable thing was learning from professors who were academically and practically trained so that students are not so naive when they go into the business world. I remember specific examples of things I carried forward into business life, and UTC still helps us. We work with them on market research projects, and the university remains a valuable asset in the city."



**Student: Johan Rolf**  
**Major: Accounting**  
**Hometown: Malmö, Sweden**

**Q - You are from Sweden. Why did you choose to come to the US to pursue a degree in higher education?**

A - I came on a golf scholarship initially. As I started taking classes here I realized that I preferred the way of classes were taught in the states compared to the way they were taught at home. I started law school in Sweden and the lectures and test format are different. In Sweden you only have one exam per class; at UTC you take several. In my opinion taking one exam per class seems to reward studying really hard for a few weeks as opposed to spreading it out over the semester.

**Why did you major in business vs. other another area?**

My goal has always been to work with hard-working and focused people. I found that the students majoring in business were those kinds of people. Learning and sharing knowledge from other people with similar interest and determination is a great way of obtaining knowledge that can be applied later in my professional career.

**Do you plan on staying in the US after graduation? Why?**

I was fortunate to interview with Ernst & Young during my senior year and will start working for their Chattanooga office upon graduation. This will be a great opportunity for me to work with people who know the ins and outs of accounting and who can help me become a great accountant. Ernst & Young has extensive continuing education programs that will enable me to obtain my certification and keep up with new rules and standards in the profession.

**What do you like most about Chattanooga? Why?**

I like the people here a lot. They are very friendly and eager to help in any way they can. Chattanooga is a beautiful place with so many opportunities to succeed at any level; if you work hard enough everything is in place for you to live the kind of life that you want. I guess that is the American way, at least the way I see it.

**What do you like most about UTC and/or the College of Business? Why?**

UTC is a great institution that offers all the help that a student can possibly want. The professors at UTC in general and in the College of Business in particular are incredibly knowledgeable and they are willing to share that knowledge both in and outside the classroom. My professors have been a huge help to me. They helped me with everything from making contacts at Ernst & Young to filling out scholarship applications. Some have even helped me with personal matters. The College has a very high-class faculty and I'm glad more and more people in the community are noticing that.

**What are your career goals?**

My short-term goals are to become a CPA and to learn the procedures at Ernst & Young. Thinking more long-term, my goals are to do a good job and advance within the firm. The firm encourages you to work abroad and gain experience to bring back to the U.S. offices. I think I will always come back to Chattanooga though; the people at the Chattanooga office have really impressed me and have already made me feel part of the team.

**Student: Elizabeth Luckey**  
**Major: Accounting**  
**Hometown: Humboldt, TN**

**Q - Why did you choose to pursue an opportunity with our Cooperative Education department?**

A - I actually hadn't given any thought to participating in the internship program at UTC until Dr. Turpin, one of my intermediate accounting teachers, suggested it to me. He peaked my interest, so I went to talk to Hugh Prevost, Director of Cooperative Education. After talking about my various options, Hugh helped me set up the interview with IBM-Worldwide Accounting Headquarters in Raleigh, NC. We actually drove to UTK's campus so I could do the interview while IBM was there.

*(continued on page 67)*



*Dr. McClung and Elizabeth Luckey (right) attend a College of Business banquet.*

# New Faculty Members

**A** DDRESSING A GROUP OF VISITING BANKERS FROM RUSSIA, ORGANIZING VOLUNTEERS TO PROVIDE TAX PREPARATION ASSISTANCE TO CITIZENS, AND FOSTERING ENTREPRENEURSHIP IN THE LOCAL COMMUNITY ARE JUST A FEW OF THE ACTIVITIES PROMOTED BY THE UNIVERSITY OF TENNESSEE AT CHATTANOOGA'S COLLEGE OF BUSINESS ADMINISTRATION.

A comprehensive curriculum, students fully engaged in the learning process, and direct involvement with the community at large combine to offer an educational experience which sets UTC's College of Business Administration apart. Along with initiatives to attract quality students, the administration of the college is committed to the recruiting and retention of experienced and dedicated faculty members.

Several recent additions to the faculty bring a range of ideas and insights with them. However, the educational experience does not end at the classroom door.

"Interaction with the local business community is being explored, and I can see how it could benefit from well-trained students coming out with a global perspective and widening the horizons of local business," commented **Dr. Bento Lobo**, who joined the college's faculty last year and brings a wealth of experience in international finance. "On a personal level, I see myself interacting as an advisor or consultant with businesses or chatting with anybody who needs input."

The value of that global perspective was highlighted in January when Dr. Lobo addressed



**"Ultimately, I would like to see a concentration or major in international business in which international finance would play a key role."**

**DR. BENTO LOBO**

15 Russian bankers, who had come to Jasper, Tennessee, to discuss issues confronting their industry. "They had a specific need to retool or to get a feel for banking in the United States," explained Lobo, whose international finance course was offered for the first time this spring. "These folks were from small regional banks in Russia, which are being deregulated and going into privatization. So, they wanted to find out more about risks and issues confronting them in this process."

Dr. Lobo, who received his terminal degree from the University of New Orleans in 1995, envisions a growing international finance program with practical skills development for students. "Ultimately, I would like to see a concentration or major in international business in which international finance would play a key role," he said. "The scope of the course at the undergraduate level includes study in currency markets, the international monetary system, foreign exchange risk from a managerial perspective, political risk in currency crises, and issues of making individual investment decisions in the global marketplace. There are very few schools offering something along these lines."

As co-author of a chapter on current cases and rulings, which is an integral part of a resource manual used by 30,000 tax practitioners annually, **Dr. Kaye McClung** has extensive experience in the business community as well as in academia. As head of the accounting and finance departments, she sees an engaged atmosphere and an investment in resources which maximize educational opportunity.

"The faculty here basically has an open door policy," related Dr. McClung. "We do want to interact with the students, and we welcome it. Dr. Melanie McCoskey is doing a couple of great things now, such as a new tax resource room where people can do hands-on income tax research. She has also worked for two or three years now in a service learning project which offers free tax services to individuals. Students learn while doing. They take computers into the field, do tax returns there, and e-file them."

McClung, who holds a doctorate from Mississippi State University, leads an ongoing effort to maintain close ties to accounting and



*Those pictured have joined the College of Business faculty in the last few years: B. Brockman, C. Brockman, V. Taylor, K. Wheatley, K. McClung, G. Dawson, S. Spralls.*

tax professionals. "Staying connected gives our students opportunities for jobs and keeps us in touch with what is going on," she said. "Within accounting and taxation there are always new things happening, and this is an opportunity for more than just reading in books. Our students learn about what the firms are doing, and they aren't shocked by these changes."

The development and support of entrepreneurship promises to enhance the growth of small business and create jobs. Dr. Richard Becherer holds the Clarence E. Harris Chair of Excellence in Business and Entrepreneurship, and **Dr. Bev Brockman** has joined the faculty full-time in 2003 following a year of teaching in an adjunct capacity.

"This year, the Department of Marketing has actually changed its name to the Department of Marketing and Entrepreneurship," noted Dr. Brockman, whose doctorate is from the University of Alabama. "In terms of entrepreneurship, this university is becoming a leader. It stands up to other major universities in accounting, marketing, and management, and a student that comes to UTC will have just as good an education as a student that goes to another major university. Within the entrepreneurship program, we try to involve students, professors, and the community through various projects at the undergraduate and graduate levels. These are strategically oriented to achieve things such as helping companies identify markets and to develop marketing strategies."

**Dr. Kathleen Wheatley**, now in her second year at UTC, teaches courses which bring the fundamentals of interrelated classes together for the student. "Strategy is the capstone course for the undergraduate business program," she explained, "and my primary course, Strategic Management, is required of all majors. It is designed to be the last course they take before graduating, or close to it. We put everything they have learned in finance, accounting, marketing and management together in the big picture, focusing on a company and how all these things are integrated."

During a business simulation, students actually form teams and run a computer based sneaker manufacturing company. "They go

through a set of decisions during a year in the life of the company," related Wheatley, who holds a doctorate from Syracuse University. "These decisions include such complex issues as how much to produce, how much to pay workers, how to finance the building of a new plant, and how to decide where to ship product based on tariffs and exchange rates."

According to Wheatley, cooperative activities within Chattanooga's business community hold a great deal of potential for expanded learning opportunities. A member of the College of Business Administration strategic planning committee, she commends the efforts of those like the Executive in Residence, who has supported the college with input as well as with financial contributions. The newly created position of director of external affairs, in which Lisa Pinckney Flint is active with alumni and community involvement, is funded through business interests.

The growing partnership between UTC's College of Business Administration and the public sector is evidenced by the commitment of McKee Foods Corporation to finance the first year of operations of the tax resource room and the creation of the schools Entrepreneurial Hall of Fame, which was begun by Dr. Becherer and links the university to Chattanooga's business past, present and future. Additionally, local business leaders have formed advisory boards in accounting, finance, marketing and human resource management. These advisory boards meet regularly and provide constructive input and support.

A major investment in technology has recently taken place in the college. Classrooms have been upgraded with the latest computer equipment primarily through funding provided by a contribution from local businessman Jack Lupton. "Our technology is in the top five percent in the nation now as far as what we can do in the classroom," commented Dr. John Fulmer, associate dean of the College of Business Administration. "What we decided to do with our share of the Lupton gift was to upgrade technology in the classrooms. I would say we have used \$500,000 to \$750,000 in this process."

Professors McClung, Lobo, Wheatley, and Brockman, are among several professional educators who have decided to join the college's faculty in recent months. They share a common thread of enthusiasm for a vibrant educational atmosphere and a community which has tremendous appeal.

"The accounting program has a good reputation in the academic community, and that is one of the major reasons why I came for an interview," stated McClung. "I also felt I would fit in here with the faculty. It is as collegial as any I have ever seen. One thing that really impressed me was that advisory board members took me to lunch. That led me to know that the college is active in the community. I have been at schools with advisory boards but never known

them to take part in the hiring process."

When Dr. Lobo and his wife Gail moved to Chattanooga, they were looking for a place to raise their three- and five-year-old boys. They have found Chattanooga to be a family friendly city. "I also saw some distinct signs that the College of Business Administration was making an effort to keep up technologically in the classroom and with the needs of current education," he remarked. "All of the members of the faculty that I talked with also had a positive view of the upper administrators. I was looking for that kind of support and found it here."

Dr. Brockman came to Chattanooga from Western Kentucky University along with her husband, Dr. Chris Brockman, who is a professor in the college's finance department. Dr. McClung's husband, Terry, is now commuting to Mississippi as an archeologist with the U.S. Forest Service, and Dr. Wheatley's husband, Chris, teaches and heads the science department at Hixson High School.

"I don't think we could have a better quality faculty to offer the city of Chattanooga," stressed Dr. John Fulmer, associate dean of the College of Business Administration. "We've got every area covered with quality people. Our faculty numbers about 47 professors, and 40 of them have doctorate degrees. Probably 90 percent of them have practical experience in their fields or have done consulting work."

In every respect, the goal of the college is to provide its students with the finest education possible. Seven clearly defined career paths are available, including finance, accounting, marketing, entrepreneurship, general management, human resource management, and industrial management.

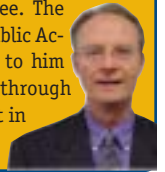
The entrepreneurship track is not a common discipline among universities. In fact, Fulmer estimates that as few as 20 percent of the institutions of higher education in the country offer such a program. UTC was one of the first institutions to add an entrepreneurship program to its curriculum

"What we try to do is provide a basic core of knowledge to all business students," asserted Fulmer. "We require that each one have so much accounting, so much finance, a feel for marketing, and some management capabilities. That core of knowledge also includes some basic computer knowledge and capabilities in oral and written communication. Our philosophy is that at the freshman and sophomore levels a student is introduced to the computer and communications, and then we include those applications in the upper years. The students receive the basic core, and that is built on in their majors."

A maximized educational experience for students in UTC's College of Business Administration will provide personal fulfillment as well as social and economic dividends for the community in the years to come.

## FACULTY ACCOMPLISHMENTS

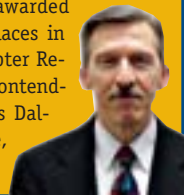
**Tom Gavin**, Accounting, received the 2002 Lifetime Achievement in Accounting Education Award for the state of Tennessee. The Tennessee Society of Certified Public Accountants presented the award to him in honor of his contributions through teaching and active involvement in the CPA profession.



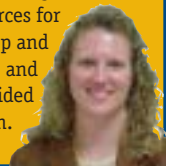
**Diane Halstead**, Marketing and Entrepreneurship, was named as the inaugural holder of the Mary Harris Distinguished Professorship. This newly established Distinguished Professorship was created and named in honor of Mary Harris, the sister of Clarence E. Harris who founded Carriage Industries. The Harris Foundation established the endowment for the professorship and Brenda McKenzie provided additional operating monies. The professorship will provide support and funding for additional research, teaching, and community service in the areas of small business management and entrepreneurship.



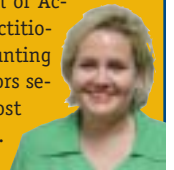
**Ray Jeffords**, Accounting, is an active member of the Institute of Internal Auditors (IIA), Chattanooga Chapter. He currently serves as Associate Research Foundation Trustee and is chairperson of the Research Committee. In this capacity, Dr. Jeffords promotes research and publication by members of the local chapter and supervises student research projects at UTC. Over the years, projects assisted by UTC students have been awarded First, Second, and Third Places in the IIA's International Chapter Research Competition among contending chapters from as far as Dallas/Ft. Worth, TX and Rome, Italy.



**Melanie McCoskey**, Accounting, established a Tax Resource Room for the College of Business. The room provides resources for faculty and students to develop and improve their research skills and knowledge. McKee Foods provided funding for the room's creation.



"Don't Volunteer for Trouble," written by **Joanie Sompayrac**, Accounting, was published in the January 2003 issue of The Journal of Accountancy. The article provides practitioners across the country with advice on minimizing legal liability when serving on nonprofit boards. The Journal of Accountancy is the leading practitioner publication in the Accounting profession. The Board of Editors selected this article as the most valuable in the January issue.



# An Executive In Residence's Contribution

**S**PENCER WRIGHT LIKES TO “STIR THE POT.” Over the last academic year, he has organized informal business faculty lunches that usually lead to friendly debate. Wright enjoys throwing a topic on the table and getting a reaction. “I’ll say ‘let’s talk about tenure. I’m against it!’ and we will start a lively conversation,” Wright said. He has also discussed ethics during the luncheons, a topic he feels cannot be taught.



For the next two years, Lisa Pinckney Flint, formerly with the College's MBA Office, has been selected by the Dean to assume responsibilities as Director of External Affairs, a new position recommended by the Executive in Residence.

“It has been a tremendous asset to get these observations from an outsider looking in, a non-faculty person, which frequently makes you want to sit back and re-evaluate your own thoughts on issues. I always leave feeling very positive after those luncheons,” according to Dr. Bento Lobo, UTC Assistant Professor of Finance.

Wright's business acumen is built on years of experience. After completing a leveraged buyout of the tufting machine operations of The Singer Company and creating a privately owned multi-national company with major operations in the U.S. and the U.K., he spent years in leadership roles of Chattanooga banking institutions. Today he continues to oversee his privately owned companies.

Defining the role of an Executive in Residence is not always easy, but Wright feels the faculty is best served through informal group discussion, as a means to build collegiality and exchange ideas. Lobo agrees.

“I have found it very valuable to interact with Spencer at the luncheons. The faculty gets to spend time with a guy who is out there in the real world, to get a real perspective as op-

posed to a textbook perspective,” Lobo said.

Wright reflects on these lunchtime conversations, and he smiles when he says of some faculty, “There are those of us who are sometimes wrong, but never in doubt.”

During these exchanges, Wright made a discovery. “The University is better than I perceived it to be, and the College of Business is much better than I perceived it to be.” One area that needed improvement, he said, was the relationship between the College of Business and its alumni. To that end, he has financed a new two-year position to focus on recruitment, alumni and placement (RAP).

Wright suggests that the focus of recruitment is probably within a 50-mile radius of the University. He feels that prospective students from the area may respond to the personal touch, to let them know they are wanted and to show them financially how it can be done. He would use a different approach with business alumni.

“Alumni could be informed through a printed piece. Perhaps we might improve the College's image of a perception of excellence at UTC by reporting who has been successful,” Wright said. He also feels the new position can support internships and co-operative education efforts already in place.

For the next two years, Lisa Pinckney Flint, formerly with the College's MBA Office, has been selected by the Dean to assume these responsibilities as Director of External Affairs. “Lisa has an excellent background and the personality to fill this position,” Wright said. Wright is hopeful that in the future, alumni support will finance the position.

Wright says for now, he is comfortable as Executive in Residence. “At some point I will make a quiet exit. Until then, I am enjoying being a part of the UTC family.”

(continued from page 63)

### How often and when did you work?

I worked 40 hours a week Monday through Friday. We had a flex schedule so I could show up anytime between 8:00 and 9:30 in the morning.

### What did you learn from your experiences at IBM?

My internship with IBM was from June 3, 2002-Jan.3, 2003. I learned so much how about how a large corporation actually functioned during those 7 months! I had only worked at very, very small sole proprietorships and had no idea how all the duties and activities would be coordinated at a larger establishment.

### What were your responsibilities at IBM?

I worked in the fixed assets reconciliation department of the accounting branch. I did reconciliations between two different accounting systems that were used to track assets and the flow of depreciation. That job entailed a lot of research to find out what went wrong and why the assets were not hitting the correct account. I also answered internal general depreciation questions for the company. Basically if you worked at IBM and had a question about depreciation, you sent a question via email (to me) and I answered it. Needless to say, I learned a LOT about depreciation!

### What do you like most about UTC and/or the College of Business? Why?

I like the teachers the most. We have a lot of exceptional teachers in Accounting and I would like to recognize them. They are extremely student oriented and are very interesting themselves! I have a relationship with almost every teacher that has taught me in an accounting class. They genuinely have a concern for the students and want to help you find what exactly you are interested in and how to prepare yourself for that career.

### What are your career goals?

My top career goal is to enjoy myself. I don't know yet what accounting field I would like to specialize in, but when I decide it will be something that I can be stimulated by, satisfied with, and excited about. I am very interested in continuing my education through a doctorate program sometime in the future. I would like to become a teacher so that I can experience the joy of teaching, conducting research and helping students the same way that I have been supported here at UTC.

**Student: Bradley Davis**  
**Major: MBA**  
**Hometown: Hoboken, GA**  
**Employer: TVA**

### As an undergraduate, you majored in Engineering. Why did you choose to pursue an MBA?

With a BS in Civil Engineering I felt like I had a descent understanding of the technical side of my job responsibilities. I felt an MBA would help me get a better understanding of the business side. I also felt that diversifying my educational background would help my career in the long term. I am hoping my knowledge of engineering and business will open more doors of opportunity for me in the future.

### How has the MBA curriculum helped you with your responsibilities at TVA?

I have learned to better manage the projects I work on at TVA and how to better function in a team environment. It has also helped me understand why TVA's management makes certain business decisions.

### Why did you choose the MBA program at UTC?

I choose to attend UTC mainly because of its proximity to where I work and live. I work full time and go to school at night. I wanted to minimize the amount of time I would have to travel to classes. I also felt the MBA program at UTC gave me the most value for the money. For these reasons, choosing UTC just made so much sense

### Do you feel it is beneficial for you to have an academic background in both engineering and business?

Yes, I feel like I am becoming well rounded by having a background in both engineering and business. To be honest, I originally started just wanting the degree as a resume builder - for the piece of paper that said MBA on it. However, as I have gone further and further into my classes, I have found the curriculum interesting and very relevant to my everyday work. I have actually changed my outlook on some of the decisions made by upper management and have also changed my work habits as a result of what I have learned in the program.

### What do you like most about UTC and/or the College of Business? Why?

Definitely the faculty and the staff. They take time to listen and help you when needed. The travel that is required for my job has prevented me from having perfect class attendance. The professors have been understanding and have worked with me to make up the material I missed.

### What are your career goals? Will the MBA help you reach those goals?

I just want to do my best and see what that will bring me. I feel obtaining the MBA will give me a competitive edge and some flexibility in the future.

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