

PERSPECTIVE

The Newsletter of the University of Tennessee, Knoxville, College of Business Administration

The relevant question:

Do Americans Want Federal Rationing of Their Healthcare?

Michael J. Stahl, Ph.D., William B. Stokely Professor of Business and Director, Physician Executive MBA Program

Proposed legislation to remake American healthcare has generated incredible controversy. With President Obama as spokesperson for the Democrats' redesign, his poll ratings have plummeted. As of this writing, a majority of Americans appear to disapprove of his healthcare redesign plans. This article analyzes the potential impact of the pending bills on access, cost, and quality of healthcare; it also proposes alternatives.

ACCESS

President Obama desires to extend health insurance to approximately 46 million uninsured. Of those, 10 million are not U.S. citizens, 18 million have yearly incomes greater than \$50,000 but have decided not to buy health insurance, and 14 million qualify for Medicaid or other government programs (*The Wall Street Journal*, 9/03/09). Thus, of the 46 million individuals mentioned above, less than five million Americans really lack access to health insurance.

Many of the 260 million Americans with health insurance do not want to destroy their current healthcare. At numerous town hall meetings, Americans strongly noted that covering the uninsured will cause so many additional demands for healthcare services that the federal government will ration healthcare. Although a *New York Times* editorial (7/19/09) argues that it is desirable for the federal government to ration healthcare in the name of socialized medicine, many

Americans do not want the federal government between them and their physicians. Critics tapped into that fear of rationing by describing Federal Death Panels as ways to deny life-giving care, especially for seniors. Dr. Ezekiel Emanuel, health advisor to President Obama and brother to Obama's Chief of Staff Rahm Emanuel, reinforced the fear of federal rationing by proposing priority

medical care to those aged 15-40 years old (*Lancet*, 1/31/09). Since 45

percent of enrollees in Tennessee's state Medicaid program, TennCare, switched from employer-provided insurance to government insurance (*The Wall Street Journal*, 8/18/09), many Tennesseans know

that the proposed "public option" with federal government health insurance could decimate private insurance. Many fear that a similar wholesale shift to federal insurance will increase the demand for healthcare while the supply of physicians shrinks and healthcare reimbursements are cut. Increased

continued on page 10

IN THIS ISSUE

- 2** Dean's Corner
College Begins Year-Long Strategic Planning Effort
- 3** Summer BETS Program
- 4** Student Organizations Expand College's Educational Boundaries
- 5** Investments Learning Center is Resource for College
Crowe Horwath LLP Gifts to College
- 6** UT Alumni Award Recipients
- 7** Development Update
- 8** Returns on Investment
- 11** Alumni News
- 13** In Memoriam
- 14** Department, Program, and Center News
- 16** Hands-On Support to U.S. Manufacturing Industry

DEAN'S CORNER



Fall semesters are a particularly active time in the College of Business Administration, and this year is no exception. There is a lot of activity and excitement, as well as some new initiatives coming on board.

Many of us recall from our college days the time we spent participating in student organizations. These organizations offer opportunities for students to take leadership roles, provide service

to the university and community, and even learn important subject matter. They truly enhance the education we offer our students, as you will read about in an article in this issue of *Perspective*.

From time to time, we ask one of our faculty members to share his or her observations on important things taking place in Tennessee, the U.S., and even the world. In this issue of *Perspective*, long-time faculty member in management, Mike Stahl, who also serves as director of the Physician Executive MBA program, shares his views on the current healthcare environment.

Other articles explain our BETS program and its role in advancing diversity in the college; our ongoing strategic planning process; an update on our Investments Learning Center; and how our Center for Executive Education continues to work in the area of manufacturing, in which the U.S. is still a world-wide leader. Also in this issue, we recognize college alumni who recently were honored by the university.

We hope you find these articles interesting and informative about what we are doing in the College of Business Administration at the University of Tennessee, Knoxville. We value your input and look forward to hearing from you.

Jan R. Williams, Dean
Stokely Foundation Leadership Chair

College Begins Year-Long Strategic Planning Effort

The last decade has forever altered the nature of business.

It began with the dot.com meltdown and new levels of global terrorism. Since then, we've been roiled by an endless stream of corporate scandals, the continued rush to globalization, continued advances in technology, the uncertainty caused by global climate change, growing concerns for energy security, and a looming healthcare crisis. We now are ending the decade with another meltdown; this time it is in the global financial community and the global economy. Faced with this degree of change, businesses must change.

And so must business schools. Over this past summer, that realization served as an impetus for changing the College of Business Administration's strategic plan. After benchmarking dozens of peer institutions, the college's executive leadership met for a two-day retreat in June to discuss the need for change.

"We experienced two days of high-energy dialogue on some of the most important issues facing the college," says Alex Miller, associate dean for academic programs. "The retreat served as a great starting point for changes that likely will take years to completely play out."

By summer's end, the ideas that emerged from the retreat were distilled into a Statement of Strategic Intent, a one-page document detailing the Executive Committee's views on the vision and mission that need to guide the college.

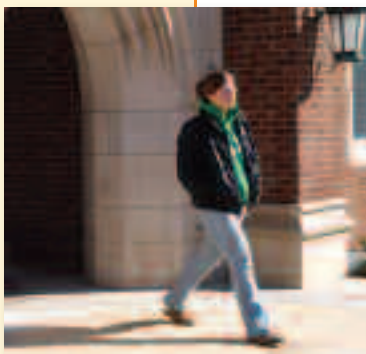
Since then, the recently formed Strategy Sounding Board—which taps into the diversity of opinion, position, and business concentration across the college—has taken on the responsibility to refine the Statement of Strategic Intent and propose it to the college faculty. Once accepted, the Statement of Strategic Intent will be used as the basis of more specific plans developed by all major programs and departments.

"This planning process will inspire the entire college to reach for new levels of leadership and relevance," says Jan Williams, dean of the College of Business Administration.

With the opening of the college's new James A. Haslam II Business Building, the college's continued movement up the rankings ladder, successes in faculty recruiting, and a tremendous show of support from alumni in the current development campaign, a new set of lofty expectations are developing within the college.

"The college clearly is on a roll," says Miller, "and the combination of an altered landscape for business and our self-imposed higher expectations is really pushing us to define a new future for the college."

Williams sums it up this way: "We are working hard to determine what a business school needs to become and how we can best leverage our past successes to fill those future needs. That is what our strategic planning process is all about." ♦



To a teenager, the word “business” generally means one thing: money.

High School Seniors Learn About Business Careers Through Summer BETS Program

“Most high schoolers don’t know what business really entails,” says Tyvi Small, coordinator of diversity initiatives for the University of Tennessee, Knoxville, College of Business Administration.

For the past two years, Tyvi Small has overseen a residence-based program offered by the college for rising high-school seniors. Called “Business Education for Talented Students” (BETS), this week-long program provides students from under-represented populations an opportunity to explore the world of business and potential business careers.

“For a high schooler who has not had to handle his or her own finances, the task of understanding the many facets of business can be quite daunting,” Small says.

BETS targets students from communities that historically have been underrepresented in business professions. There is no cost for students to participate. To identify these students, Small examines a list of UT “promise schools,” high schools having low university enrollment rates. Several factors are used to pinpoint these schools, including college enrollment patterns, graduation rates, and household income.

“Students from promise schools typically do not enroll at universities; they are even less likely to enroll as business majors,” says Small.

“It is hard to demonstrate to young people just how exciting the field of business is,” he explains. “It’s not as if you can say ‘Hey, check out these exciting spread sheets.’ That’s just not motivating for high-school students.”

To reverse this trend, BETS was developed in 2008.

Funded by the PepsiCo Foundation as part of its \$350,000 five-year grant to the business school’s diversity efforts, the 2009 BETS program was extremely successful. Participants included 29 students from Tennessee and one from Alabama, all with GPAs of 3.0 or better. Four of the 10 participants from the 2008 program enrolled in UT this past semester. One of those students was Jeremy Henriquez of East Tennessee’s Fulton High School.

“I participated in the BETS program because it was a great opportunity to get involved in an area in which I was interested, particularly the field of management,” says Henriquez.



During the students’ stay on campus, they attend presentations by UT faculty members and the business community; they also learn about the various business majors offered in UT’s College of Business Administration—accounting, finance, marketing, economics, human resource management, public administration, enterprise management, logistics, and statistics.

In addition to gaining exposure to the college setting, students walk away from the BETS program with a greater sense of confidence and leadership. They get a chance to network with professionals through field trips to local manufacturing facilities and corporate offices, including Ruby Tuesday in Maryville, TN.

“The enthusiasm of the BETS students was amazing,” says Ken Gilbert, BETS faculty member and head of the College of Business Administration’s Department of Statistics, Operations, and Management Science. “Every student wanted to participate and share his or her ideas. I covered only a fraction of the material that I had planned to cover because we had such rich discussions.”

Beyond exposing students to the business world, Small says that a fundamental goal of BETS is to teach the importance of teamwork. “Many of the BETS activities require students to rely on each other. We want students to walk away understanding that successful leaders know how to work in effective teams.” ♦

Student Organizations Expand College's Educational Boundaries

In the sea of potential academic experiences on the University of Tennessee, Knoxville, campus, it can be hard to find a common goal from department to department. But if clues are taken from the university's mission statement, one will discover that regardless of academic discipline, the central goal of the collegiate experience at UT is to "enrich society."

UT'S MISSION STATEMENT...

"As the state's flagship comprehensive research institution, UT Knoxville's primary purpose is to move forward the frontiers of human knowledge and enrich and elevate society."

In UT's College of Business Administration, the university's mission is being fulfilled through a multitude of business-related student organizations.

"Student organizations really ramp up student academic achievement," says Fred A. Pierce III, director of the college's undergraduate programs. "Through student organizations, students get a chance to leverage their skills and expertise among each other. And that sharing of ideas leads directly to improved performance in the classroom."

Business fraternities tend to be the most popular student organizations for students enrolled in the college. The philosophical models for business fraternities such as Alpha Kappa Psi and Delta Sigma Pi tend to be simple and old-fashioned: work hard, play hard. The hope of this approach is to develop well-rounded business students who are not afraid to engage with their peers.

"We are not the kind of organization that allows you to coast your way through your membership," says David Morgan, president of Alpha Kappa Psi (AKP). "You are actively engaged whether you are an officer or a pledge."

Fraternity members can expect a busy and fulfilling tenure in AKP, from hearing

high-profile, public speakers such as Dave Ramsey, to participating in annual service projects, such as Habitat for Humanity, Junior Achievement, Feed the Homeless, and Relay for Life.

The social network that emerges from this flurry of activity tends to result in higher grades and better work opportunities for AKP's roughly 140 members. Students not only study together, but they also make available to other fraternity brothers and sisters information about internships and careers. Morgan estimates that at any given time, 30 percent of the organization's undergraduate members have gained real-world experience through internships and co-ops.

On the other end of the student organization spectrum is Beta Alpha Psi (BAP), an international accounting, finance, and information management honors organization that encourages scholastic excellence and community service. BAP is one of a handful of academically oriented student organizations in the college.

"Our students are bright and service-oriented," says Karyn Valades, lecturer in the Department of Accounting and Information Management and BAP faculty advisor. "Our members understand that networking is essential in today's business environment."

Though organizations such as BAP tend to have high academic standards, they are a far cry from simply being an organized study group.

"Our focus is helping students transition from classroom to profession," says Valades. "We try to accomplish this by providing out-of-classroom experiences that help them develop professionally."

By connecting the importance of build-

College of Business Administration Student Organizations

Alpha Kappa Psi
<http://bus.utk.edu/akpsi>
Advisor: Fred A. Pierce III

American Marketing Association Student Chapter (AMA)
Advisor: Mark Collins

Beta Alpha Psi
<http://web.utk.edu/~betaalph/>
Advisors: Jack Kiger and Karyn Valades

Beta Gamma Sigma
<http://www.betagammasigma.org>
Advisor: Randal Pierce

Council of Supply Chain Management Professionals, UT Chapter
Advisor: Wendy Tate

Dean's Student Advisory Council (DSAC)
Advisor: Fred A. Pierce III

Delta Sigma Pi
<http://web.utk.edu/~deltasig/>
Advisor: Kenneth Baker

Economics Club
<http://econ.bus.utk.edu/econclub.html>
Advisor: Kenneth Baker

Executive Undergraduate Program
eup@tennessee.edu

Financial Management Association (FMA)
<http://bus.utk.edu/finance/fma/>
Advisor: Suzan Murphy

Omicron Delta Epsilon, Beta Chapter
Advisor: Kenneth Baker

Society for Human Resource Management
<http://bus.utk.edu/shrm>
Advisor: Debbie Mackey

Stats Club
Advisor: Frank Guess

Students in Free Enterprise (SIFE)
<http://www.utksife.com>

For more information on these organizations, please visit <http://bus.utk.edu/undergrad/community/>

ing a social network to academic achievement, UT's business student organizations are helping the college meet UT's mission of enrichment.

"Student organizations are expanding the boundaries and reach of the college," says Pierce, who himself is faculty advisor to Alpha Kappa Psi. "As a result, we are graduating well-rounded and connected business leaders." ♦

Investments Learning Center is Significant Resource for College

Stephenie Chun, a graduating senior majoring in finance, can divide her experiences in the University of Tennessee's College of Business Administration into two time periods: "Before the Investments Learning Center" and "After the Investments Learning Center."

Located on the second floor of the James A. Haslam II Business Building, the Investments Learning Center enhances financial education by providing cutting-edge experiential learning. For faculty and students interested in investment decision-making and portfolio management, the center offers a rare chance to gain valuable, hands-on experiences with data analysis.

Stephenie Chun first was exposed to this state-of-the-art facility as a junior during one of her finance courses. Now, as a work-study student for the center, Chun helps other students explore the many uses of its top-notch financial data software.

The Investments Learning Center (ILC) currently has two, high-tech video data terminals powered by Bloomberg, the premier financial data software system in the world. Used by investment analysts worldwide, Bloomberg gives students and faculty access to real-time and historical data on global financial markets.

"The ILC makes it much easier to find the data that I need," says Chun, who upon graduation in December 2009 will be moving to China to work in Hong Kong's financial district. "Having a reliable place to go for information is really important when you are analyzing and compiling financial data."

One of the most tapped-into services provided by the center is the ability to earn the Bloomberg Global Product Certification, which is becoming increasingly important for individuals entering the financial investments arena.

"Bloomberg Certification sends an important signal to potential employers," says ILC Director Laura Seery Cole. The center offers two Bloomberg Certification tracks, equity and fixed income. "Certification says that our students are well-educated and have the practical skills needed to impact a company immediately."

"The importance of real-world market investment experiences can't be overstated," says James Wansley, Clayton Homes Chair of Excellence in Finance and head of the Department of Finance. "Students can improve their skills at financial analysis while getting experience using the data they will work with after graduation. Plus, whenever the center is open, there is someone available to answer questions and offer guidance."

A strategic plan exists to expand the sources of software offered in the center and to connect with more students. Cole estimates that as many as 250 students each semester access the center, which is funded entirely through private donations. That number she says will grow as the center's capabilities grow.

"As the opportunities available through the center also grow, we plan to work even harder to connect the college with the business community," explains Cole. "The more technology we can give to our students, the better prepared they will be to contribute." ♦



Investments Learning Center

Crowe Horwath LLP Gifts to College

University of Tennessee alumni from Crowe Horwath LLP, one of the largest public accounting and consulting firms in the U.S., joined forces to establish the Crowe Horwath Accounting Excellence Endowment.

Earnings from the fund will support student and faculty areas of enrichment in UT's College of Business Administration's Department of Accounting and Information Management, including scholarships, fellowships, assistantships, and technology.

"Crowe Horwath has a longstanding relationship with the University of Tennessee, so it's no surprise that a number of us are Vols for life," says Rebecca Hurt, a senior manager in Crowe's Knoxville office. "The Crowe Horwath Accounting Excellence Fund will help the college continually improve its accounting program so that its graduates can continue to become leaders in our profession."

Dan Murphy, Deloitte Professor in Accounting and head of UT's Department of Accounting and Information Management, is grateful for the generosity of the Crowe Horwath professionals. "During these difficult economic times, it is gratifying to know that we have the support of our alumni, who enable us to continue providing value to our students." ♦

Congratulations to the 2009 University of Tennessee, Knoxville, Alumni Award Recipients

Distinguished campus awards recently were bestowed on five University of Tennessee, Knoxville, College of Business Administration alumni.

The Distinguished Alumnus/Alumna Award is the campus's highest alumni award. In its second year, it recognizes alumni of the university who have attained extraordinary distinction and success in their fields, whose achievements have brought credit to the University of Tennessee, and who have benefited their fellow citizens.

Two other alumni awards also were presented in their inaugural debut. The Alumni Service Award recognizes exceptional service or consistent long-term service/ leadership to the university. The Alumni Promise Award recognizes alumni no older than 40 years of age who have demonstrated distinctive achievement in career, civic involvement, or both. This award is presented to acknowledge alumni who are making a mark early in their careers. ♦



Distinguished Alumnus Award James A. Haslam II (1952)

In 1958, Jim Haslam opened a single gas station in Gate City, Virginia. He built that one station into Pilot Corporation, the largest travel center company in the nation. Pilot owns and operates more than 300 travel centers in 40 states coast-to-coast and recently opened a location in Canada; Pilot Travel Centers also is one of the largest restaurant operators in the U.S. Haslam co-chaired UT Knoxville's first major capital campaign, The Tennessee Tomorrow Campaign (1977-80).

He again led UT Knoxville's efforts during The 21st Century Campaign (1994-98), raising \$432 million for the University of Tennessee system. He currently serves as the co-chair, along with his wife, Natalie, of the university's \$1 billion comprehensive fundraising campaign, The Campaign for Tennessee. As a graduate of the College of Business Administration, Haslam's commitment to excellence in business education prompted the university to name the James A. Haslam II Business Building in honor of his service to the college. Haslam's wife, Natalie, also was named a 2009 Distinguished Alumna.



Alumni Service Award Jenny Banner (1981; 1983)

As CEO of the successful Knoxville-based Schaad Companies, Jenny Banner stays busy in her professional endeavors. However, she still manages to graciously volunteer her time for her industry, community, and alma mater. Not only does she serve as a member of the Tennessee Accounting Advisory

Roundtable, but, as a graduate of the UT Knoxville College of Business Administration, she is an active member of the college's Department of Finance Advisory Council. Additionally, Banner's Schaad Companies serves as the lead sponsor of the university's Clarence Brown Theatre main stage productions. Through her role as a member of the BB&T board of directors, Banner was instrumental in helping to direct a \$1.5 million grant to the College of Business Administration, and she regularly serves as a guest speaker for the college's finance classes.





**Alumni Service Award
Jack Mills (1968; 1971)**

Following a successful career with Procter & Gamble, Jack Mills joined the UT Knoxville College of Business Administration as an adjunct lecturer in marketing and entrepreneurship. Mills mentors students on important business practices such as resume writing and interview techniques. Additionally, he has served as a leader for the college's full-time MBA international trips. He

serves on the college's Advisory Council to the Dean and is a consistent supporter of the college's students and programs.



**Alumni Service Award
Will Pugh (1961)**

Will Pugh, founder of Pugh & Company, P.C., has tirelessly dedicated his life to accounting education and the accounting profession. He served on the Tennessee State Board of Accountancy, the boards of the Tennessee Society of Certified Public Accountants and the National Association of State Boards of Accountancy, and the Council of the American Institute of Certified Public

Accountants. Pugh received two Distinguished Service Awards from national accounting organizations and numerous awards from other state and local accounting organizations. He has served on the UT Accounting Roundtable for many years, and he has helped countless students receive state-supported accounting scholarships. His colleagues joined together in 2009 to dedicate the Will J. Pugh Classroom in the College of Business Administration's James A. Haslam II Business Building.



**Alumni Promise Award
Ali Safavi (2002)**

As global director of account management at the Walt Disney Company, Ali Safavi is responsible for over \$1 billion worth of business. He has worked in brand management for Haagen-Dazs, Levi's, Sara Lee, Procter & Gamble, and Hewlett-Packard. He launched the consumer air freshener Febreze while at Procter & Gamble, reaching over \$150 million in sales the first year, and

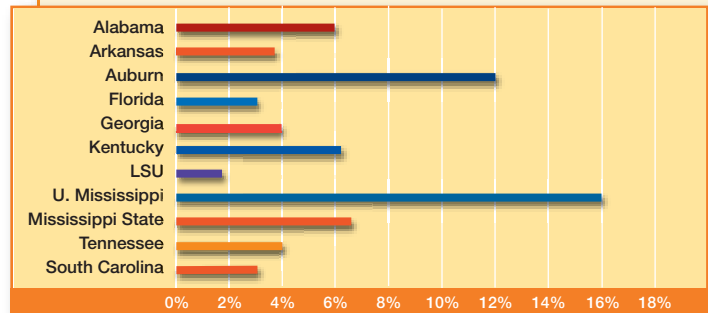
currently oversees feature animation for Disney on three continents. As a JD/MBA graduate of the UT Knoxville College of Business Administration, Safavi graciously has returned to Knoxville to speak to classes at his alma mater and is involved with the full-time MBA program.



DEVELOPMENT UPDATE

With fall upon us, football season is in full swing across the Southeastern Conference (SEC). While our students, faculty, and staff all are proud to wear orange on Saturdays and to show their competitive spirit, our college is fortunate to have the same spirit of competition in the classroom. Students and faculty in UT's College of Business Administration are among our country's best and brightest, and their pursuit of excellence is as competitive as any game you will find on a Saturday afternoon.

In the spirit of competition, your alma mater needs your help. When business schools receive their rankings, one of the criteria often evaluated is the level of alumni financial support. The graph you see below represents the percentages of alumni currently giving back to their business school alma maters at universities across the SEC.



As you can see, for the UT Knoxville College of Business Administration to excel, we need your competitive nature to shine through. Of our roughly 35,000 alumni, four percent made gifts (of any size) to the College of Business Administration during the most recent fiscal year. Compared to our friends in the SEC, we have some room to grow. Our primary goal is to increase not just dollars, but, more importantly, to increase our level of participation: one gift, any size, every year.

We hope you will help us compete against our friends across the SEC (and the rest of the country) by contributing this year to the College of Business Administration in any way that is appropriate for your family.

Please plan to visit us if you are on campus this fall. We look forward to hearing from you soon. Go Vols!

Chip Bryant
Senior Director of Development



Returns *on* Investment

College Honors Alumni and Friends with Creation of New Giving Societies

Alumni and friends of UT's College of Business Administration regularly share gifts of time, talent, and treasure with us, and we enjoy recognizing them for their generosity. Over the course of this past year, it has become more evident that the loyalty of our donors is what allows the college to excel in an increasingly competitive academic environment.

To express the deep appreciation that the College of Business Administration's faculty, staff, and students have for our donors, four unique giving societies have been created. Members of each of these societies will be recognized on the college's newly designed "Donor Wall of Fame" and in the college's annual report. All societies (with the exception of the Dean's Circle, whose membership changes annually) offer a lifetime membership.



Dean's Circle One of the best ways that loyal friends of the college can make a difference for our students is to consider a gift to the College Fund for Business Administration. These gifts provide the dean with flexibility to fund the areas of greatest need in the current year.

All alumni are encouraged to make one gift, any size, every year, as alumni participation is one of the ways that business schools are evaluated for rankings. The Dean's Circle recognizes any alum who has made an annual gift of \$1,000 or more to the College Fund during the current fiscal year. It also recognizes "young alumni," those graduating within the last 10 years, who have made an annual gift of \$500 or more to the College Fund. We hope that whether this gift stands alone or is in addition to a gift made to another area of the college or university, you will become an annual supporter of the College Fund for Business Administration and be a part of our Dean's Circle.



Archway Society While annual gifts provide value for today's students, endowments often are established to provide funding for future needs of the college. Most often, endowment funds are directed to a specific

department, program, or scholarship, but the earnings from an endowment also may be directed toward an unrestricted area, such as the College Fund for Business Administration. Donors with fully funded endowments will be welcomed into the Archway Society, named after the arches that adorn the main entrance and atrium of the James A. Haslam II Business Building.



Glocker Society While the college has benefited from many loyal supporters over its 95 years, only a few are eligible to be part of the prestigious Glocker Society. With lifetime cash gifts totaling \$1 million or more, this society recognizes the outstanding

dedication of those who have chosen to share such generous levels of giving with the college during their lifetimes. Gifts may be one-time cash gifts or the accumulation of many gifts and/or pledge payments over time. Named after the college's first dean, Theodore W. Glocker, this society honors some of the most dedicated alumni of the College of Business Administration.



1914 Society Many of the college's alumni and friends share their gifts with the college through annual gifts and/or endowments. However, a special way to include the college in your family's philanthropic plans is to consider a planned gift.

For those who have recorded their wishes to give to the college in their estate plans, the 1914 Society honors this generosity. If you have made a planned gift and have not recorded your wishes with the college, please contact us so that we may recognize your generosity appropriately. ♦

For more information on these giving societies or to discuss making a gift, please contact the College of Business Administration's Office of Development and Alumni Affairs at 865-974-8911. We look forward to hearing from you and appreciate your interest in the UT Knoxville College of Business Administration.

Recognition Opportunities Available in the Haslam Business Building

Atrium	\$5 million
Investments Learning Center	\$3 million
MBA Suite	\$1 million
MBA Classroom (160 seats)	\$750,000
Courtyard	\$750,000
Center For Executive Education Suite	\$500,000
Undergraduate Business Classrooms	\$250,000
MBA Classrooms (50 seats)	\$250,000
University Classrooms (70 seats)	\$250,000
University Classrooms (36-42 seats)	\$125,000
University Classrooms (up to 40 seats)	\$100,000
Team Rooms	\$ 50,000

Master of Accountancy Graduates Pledge \$37,200 to MAcc Excellence Fund

Over the past 31 years, the Department of Accounting and Information Management has graduated over 1,500 students from its top-ranked Master of Accountancy (MAcc) program. With a desire to give back, graduates from the Class of 2008 created the "1-2-3 Program" to encourage annual giving to the program post-graduation. Participants of the program each pledge \$100 during their first year after graduation, \$200 during their second year after graduation, and \$300 during their third year after graduation.

The Class of 2008, with its 30 percent participation rate, pledged a total of \$12,000. The 2009 graduating class strengthened this student-driven effort with an even greater 70 percent participation rate, pledging \$25,200 to be paid over the next three years.

Since the program's inception, a total of \$37,200 has been pledged, for which the department is extremely grateful. All pledges support the MAcc Excellence Fund, which invests in student scholarships and enrichment activities, such as speakers and out-of-town visits.

Says Wesley Lee, student organizer for the Class of 2009: "The class gift was important to me because it was a way to say thanks. I wanted future students to have the same wonderful experience that I had in the MAcc program. I wanted to set an example of the importance and impact that private donations have on the program." ♦



Development and Alumni Affairs Team Still Growing

M.G. Bailey has joined the college's development and alumni affairs team as one of two assistant directors of development. He joins us from Duke Athletics, where he served as assistant director of the Iron Dukes Annual Fund.

Bailey grew up in Carthage, Tennessee, where his family currently resides. He graduated from the University of Tennessee, Knoxville, with both a bachelor's degree in communication studies (2005) and a master's degree in college student personnel (2007). During his time in graduate school, Bailey worked with the UT College of Law, UT Athletics, and Florida State University as an intern.



Also joining the department is **Lance Taylor**, a Kingston, Tennessee, native and recent graduate of the College of Business Administration. Serving as annual giving coordinator for the college, he joins us from Kimberly-Clark, where he worked as an intern on the Global Transportation team.

While a student at UT, he worked for both UT Athletics and as an Ambassador Scholar for Undergraduate Admissions. He earned the university's highest student award, the Torchbearer, for serving UT with excellence and the CBA Bank of America Leadership Award; was an orientation leader; and was president of the College of Business Administration's Dean's Student Advisory Council.

Meredith Tribble Hulette has transitioned into her new role as director of stewardship and alumni affairs. ♦

Newly Created Endowments and Scholarships

Jonathan C. Bailey Accounting Excellence Endowment

Marshall and Ashley Franklin Accounting Excellence Endowment

Julia Bell Accounting Excellence Endowment

Crowe Horwath LLP Accounting Excellence Endowment

Brian and Heather Foley Accounting Excellence Endowment

Alan and Wendy Wilson Endowed Scholarship in Business

COVER STORY  *continued*

demand will occur as physician shortages approach 200,000 in a few years (*Physicians Practice*, 10/06). The result will be federal rationing of healthcare, thereby reducing access.

COST

Cost estimates of the proposed healthcare redesign range from \$1-3 trillion over 10 years. Many Americans remain skeptical that our country needs \$1-3 trillion of additional debt for a healthcare redesign that may deny them access to their preferred physician. Tennesseans know that when TennCare tried to guarantee access for all, the program almost bankrupted the state. Thus, many fear that the proposed federal “public option” with guaranteed access for all could bankrupt the U.S. When faced with rising healthcare costs, governments typically reduce payments, oftentimes denying payments, for certain drugs and treatments. Many physicians say they will leave clinical practice if the government significantly reduces reimbursements. With providers leaving due to reduced reimbursements at a time of increased demand from previously uninsured patients, access and waiting times will become huge problems.

QUALITY

If one examines healthcare results in situations when healthcare treatments are directly related to patient outcomes, such as cancer survival rates, one sees that American healthcare quality is among the best in the world. The World Health Organization ranks American healthcare the best of all countries for responsiveness to patients’ needs and choices. Others may praise the socialized medicine examples of Canada and the United Kingdom (UK) or question the quality of American healthcare, but they fail to recognize the impact of lifestyle on their comparisons. Comparing adult longevity across countries fails to recognize the impact of obesity, lack of exercise, smoking, and drug use on the comparisons. The UK socialized medicine system, which uses a Quality Adjusted Life Years methodology to ration healthcare based on an individual’s age and health, frequently denies costly cancer drugs and treatments. Indeed, the five-year survival rates for all types of cancer for both genders are higher in the U.S. than in Europe (*National Review*, 5/25/09). The Canadian Supreme Court ruled in 2005 that the Quebec law precluding Canadians from buying private health insurance was unconstitutional. Many Canadians had purchased private insurance because of multi-year waits to receive treatment. Price reductions by the U.S. government, combined with increased demand from the newly insured, could dramatically increase wait times and lower quality.

Given issues identified in the preceding discussion, let’s review alternatives to lower cost and increase quality and access.

Deregulate interstate healthcare insurance. There are no good reasons why a person in one state cannot buy basic insurance from a vendor in another state, except state prohibitions. Removing those various state mandates will cause true competition among insurers with resulting lower cost to Americans. An open national market with a federal requirement for basic catastrophic coverage will offer low-cost options.

Reward quality with payment systems. The current payment system pays for the number of procedures, not the patient outcomes. For example, a UT Physician Executive MBA alumnus is the president of an outpatient practice that performs thousands of colonoscopies yearly. With continuous process improvement, the practice’s intestinal perforation rate is one-tenth of the national average. Medicare reimburses its physicians at the same rate as a physician with a perforation rate 100 times worse. Why not reward high-quality providers and help them grow into national centers of excellence to improve national quality?

Reform malpractice costs. Many physicians acknowledge that the current malpractice mess causes defensive medicine in which physicians order extra tests as protection if a malpractice attorney sues. The yearly cost of defensive medicine is about \$210 billion (*CNNMoney.com*, 8/20/09). National tort reform will reduce the cost of healthcare.

Implement a tax deduction for individual insurance. Currently, individuals who buy health insurance do not receive an income tax deduction although businesses receive a tax deduction for health insurance costs. By implementing a tax deduction for individuals, the after-tax cost will be lowered, resulting in increased access.

As indicated above, the Democrats’ proposed healthcare legislation could reduce access through rationing, increase costs, and reduce quality. Many Americans sense this in answering an emphatic NO to the rhetorical question posed in this article’s title. There are alternatives that will lower cost and increase the quality and access to healthcare. ♦

ALUMNI NEWS

Jason Allen (MBA 2005) is operations manager of the Global Command Center at Dell Inc.

Scott Arnold (ProMBA 2007) was promoted to director of operations for Yale Residential Security Products in Lenoir City, TN.

Althea Aycock (1996) obtained both CFE and CFF designations at Dixon Hughes' Asheville, NC, office.

Letitia Basner (ProMBA 2008) is director of marketing with South Fulton Medical Center in Atlanta, GA.

Cort Berner (MAcc 2004) was promoted to tax manager at Dixon Hughes' Atlanta, GA, office.

Tony Bodoh (ProMBA 2002) started an organizational alignment and growth consulting firm in Nashville, TN, called Tony Bodoh International.

Tim Brent (ProMBA 2005) was promoted to marketing manager with Aerojet in Huntsville, AL.

Bill Broussard (ProMBA 2002) was promoted to integration of new acquisitions for Emerson Process Management in Gronau, Germany.

Jan Cable (ProMBA 2008) was promoted to site procurement manager at TVA's John Sevier Fossil Plant in Rogersville, TN.

Scott Caldwell (ProMBA 1999) is senior vice president and chief supply chain officer for Ascension Health in St. Louis, MO.

Angie Caldwell (ProMBA 2000) is a senior manager at Pershing Yoakley & Associates in Knoxville, TN.

Charles Carathers (ProMBA 2006) is a safety engineering consultant for Hukari Technical Services, Inc. at Los Alamos National Laboratory.

Brad Carraway (ProMBA 2004) was promoted to manager of global logistics projects & container sourcing at Alcoa Materials Management in Knoxville, TN.

Sam Carter (Ph.D. in economics 1984) has unretired and been named director of emerging solutions and advanced systems at Cisco Systems, Inc. Carter is a member of the Department of Economics Advisory Council.

Steven Carter (ProMBA 2006) was promoted to customer solutions architect at Cisco Systems in San Francisco, CA.

Jessica Cathey (2009) joined the staff of EconOne in Washington, D.C., as an economist.

Robert Cathey (MBA 1991) was named president of In10sity Interactive in Knoxville, TN.

Matthew Donegan (MBA 1992) was named to the State Board of Higher Education in Oregon.

Greg Chirieleison (ProMBA 2008) was promoted to managing director of Haynes Pacific in Singapore.

Stacy Chow (MAcc 2007) was promoted to senior accountant at Pugh & Company.

Brent Clark (2001) was promoted to manager at Pugh & Company.

Charles Clark (MBA 1989) is senior controller for Volkswagen's Chattanooga, TN, location.

David Cobb (ProMBA 1999) was promoted to director of business planning and development international with Disney Channels Worldwide in Burbank, CA.

Brian Cohn (2002, MAcc 2003) was promoted to audit manager at Dixon Hughes' Memphis, TN, office.

Dave Cook (ProMBA 2008) is general manager of Asia-Apex Construction and Logistics in Kabul, Afghanistan.

Janeen Cook (EMBA 2000) left corporate life and enrolled in Vanderbilt's Nurse Practitioner program, planning to concentrate in nurse midwifery and family practice.

Stuart Cooper (ProMBA 2008) is a relationship manager with Heartland Payment Systems in Knoxville, TN.

Kimmy Criss (MAcc 2007) was promoted to senior at PriceWaterhouseCoopers.

Henry David (ADMBA 2004) is vice president—business development and general manager at Brek Manufacturing Company.

Matt Davis (2008, MAcc 2009) joined Dixon Hughes' Atlanta, GA, office.

Sarah Owen Davis (MBA 2009) started JADiS Energy Solutions, LLC, an energy monitoring service business.

Tara Davis (MAcc 2009) joined Dixon Hughes' Atlanta, GA, office and passed all four parts of the CPA exam.

Annette Dekanich (ProMBA 2005) is an ambulatory care specialist with B. Braun in Nashville, TN.

Mark Delph (ProMBA 2007) was promoted to a project lead position for the Nonreactor Nuclear Facilities Division at Oak Ridge National Laboratory in Oak Ridge, TN.

Prashant M. Desai (MAcc 2004) was promoted to manager at PriceWaterhouseCoopers.

Amata Sangho Diabate (Ph.D. in economics 2000) became senior economic adviser with the United Nations Development Program in Kigali, Rwanda.

Paula Dowell (Ph.D. in economics 2000) was named senior associate and director, National Transportation Economics Group, Cambridge Systematics, Inc., Atlanta, GA. Dowell is a member of the Department of Economics Advisory Council.

Tracy Edmundson (ProMBA 2000) is chief legal officer and executive vice president at DeRoyal Industries in Powell, TN.

Hoda El-Ghazaly (2009) has joined the Federal Reserve Bank of St. Louis as a research analyst.

Angie Epps (ProMBA 2004) is director of product development for Scripps Interactive Group in Knoxville, TN.

Rocky Evans (ProMBA 2007) was promoted to abrasives systems division regional sales coach with 3M in Chattanooga, TN.

Andy Fincher (EMBA 2001) was promoted to executive vice president of Dover Industrial Products.

Mark Flynn (ProMBA 2001) is a manufacturing engineer with Boeing in North Charleston, SC.

Nat Ford (ProMBA 2004) is director of payroll systems for Marriott International at Marriott Business Services in Louisville, TN.

Peter Fox (ProMBA 2005) was promoted to customer business manager for the Kroger account with Unilever in Cincinnati, OH.

Marshall Franklin (2003, MAcc 2004) was promoted to audit manager at Dixon Hughes' Atlanta, GA, office.

Millie Franklin (MAcc 2007) was promoted to senior at PriceWaterhouseCoopers.

Charlie Gardner (ProMBA 2008) was promoted to CMSF specialty representative with Merck, Knoxville, TN.

ALUMNI NEWS

Armando Garza (ProMBA 2004) is manager for project planning and development at the nuclear power plant division of Westinghouse Electric Company in Pittsburgh, PA.

Peter Geddes (ProMBA 2006) is corporate purchasing manager for Visual Products in Knoxville, TN.

Matthew Getter (ProMBA 2005) was promoted to director of human resources for Honeywell International.

Wilburn "Trey" Thomas Grant III (2002, MAcc 2004) was promoted to manager at Deloitte LLP in Nashville, TN.

Gary Grecsek (ProMBA 2000) was promoted to vice president of OneSource Service Solutions at PerkinElmer in Shelton, CT.

Daniel Greer (MAcc 2007) was promoted to senior accountant with Pugh & Company.

Mike Gregory (ProMBA 2008) was promoted to regional sales trainer with Genzyme Biosurgery in Knoxville, TN.

Paul Gubanc (ProMBA 2008) is a consulting engineer with URS-Washington Division in Oak Ridge, TN.

Shannon Hargis (ProMBA 2008) was promoted to provider documentation operations manager for the emergency and hospital medicine divisions at TeamHealth in Knoxville, TN.

Nate Harrison (MBA 2008) was promoted from auditor I to auditor II at Coca-Cola Enterprises.

Debbie Healy (ProMBA 2008) is director of two outpatient rehabilitation clinics for Covenant Health in East Tennessee.

Ryan Heatherly (ProMBA 2008) is an account representative with Hologic in Knoxville, TN.

Ron Hees (ProMBA 2007) has started a tax preparation/bookkeeping firm called Holston Tax Service in Knoxville, TN.

Ashley Hickman (2005) moved to Senior Living Practice at Dixon Hughes' Atlanta, GA, office and passed all parts of the CPA exam.

Steven Hintz (2000, MAcc 2002) was promoted to audit manager at Dixon Hughes in Charlotte, SC.

Karen Hood (ProMBA 1999) earned her Ph.D. in marketing at UT and is assistant professor of marketing and advertising at the University of Arkansas, Little Rock.

Phil Hulbert (ProMBA 1999) was promoted to director of manufacturing excellence with Key Safety Systems in Knoxville, TN.

David Jenkins (MAcc 1995) was promoted to senior accountant with Pugh & Company.

Jaime Johnson (ProMBA 2008) is master scheduler with Qualitest Pharmaceuticals in Huntsville, AL.

Lou Ann Johnson (MBA 2008) joined Avery Dennison's Global Operations Leadership Development Program as a supply chain analyst with FASSON North America in Mentor, OH.

Tom Johnston (ProMBA 2004) was promoted to plant manager for Cintas Corporation in Rockford, TN.

Nicole Kemper (MBA 2006) will be married May 15, 2010, to Dr. Rhett Ezzell of Auburn University.

Marsha Kennedy (JD/MBA 2003) is the staff attorney to the Congress of Micronesia; she works on the national budget, legislation, and speeches.

Melissa Kestner (ProMBA 2006) is an IS business systems analyst with Mountain States Health Alliance in Johnson City, TN.

Cedric King (ProMBA 2005) started an information technology services company called King-Thompson in Knoxville, TN.

Alina Kirilina (MAcc 2009) started full-time at Dixon Hughes' Atlanta, GA, office.

Zach Kissel (ProMBA 2006) is manager of subsidiary operations with DASH Multi-Corp in St. Louis, MO.

Sandra Lee (ProMBA 2007) was promoted to senior director of operations services and training at Denny's in Spartanburg, SC.

Brad Maeder (ProMBA 2008) is plant building project controller for Alstom Power in Chattanooga, TN.

Andy Marquardt (ProMBA 2005) is the electrical engineering design manager with American Electric Power at the DC Cook nuclear plant in Bridgman, MI.

Michael Martin (ProMBA 2008) is a consulting security engineer with Blue Cross Blue Shield of Tennessee in Chattanooga, TN.

Stacy McCoy (2006) was promoted to senior accountant with Pugh & Company.

Diane McDaniel (ProMBA 2004) is vice president of business affairs and strategic planning with Ingenium Professional Services in Oak Ridge, TN.

Corey Moles (ProMBA 2008) is sales manager of the Sears Laundry account with Whirlpool in Benton Harbor, MI.

Joey Morrell (ProMBA 2004) is manager of Payroll Web/PC Systems with Marriott Business Services in Louisville, TN.

Catherine Dalton Morris (2001, MAcc 2002) rejoined Dixon Hughes as recruiting manager, Asheville, NC, office.

James Newsome III (1976, MBA 1977) was hired as president and CEO of the South Carolina State Ports Authority.

Steve Olson (ProMBA 2006) was promoted to lean leader, Black Belt 4 in the Renewables Quality Group at GE in Greenville, SC.

Scott Patterson (EMBA 2008) was appointed general manager of Horizontal Pumps with Peerless Pump Company in Indianapolis, IN.

Scott Parish (MBA 1991) was promoted to chief operating officer at Alcon Entertainment. He retains his title of chief financial officer.

LeEllen Phillips (MAcc 2007) was promoted to senior at PriceWaterhouseCoopers.

Tracy Porier (ProMBA 2006) is an account executive with Marriott in Nashville, TN.

Nicole Bates Provonchee (MBA 2000) was married March 2009 to Zach Provonchee, a Nashville architect. They reside in Nashville, TN.

Sabrina (Young) Preston (2006, MAcc 2007) completed all four parts of the CPA exam and was granted her CPA in South Carolina.

Alec Queen (MAcc 2004) was promoted to audit manager at Dixon Hughes' Atlanta, GA, office.

Stephanie (Binger) Rasmussen (MBA 2000) earned a Ph.D. in accounting from Texas A&M University and has accepted a position as assistant professor of accounting at the University of Texas at Arlington.

Aaron Sams (JD/MBA 2006) passed the CFA Level 3 exam.

Deborah Sanderfur (ProMBA 2006) was promoted to digital media product specialist at the Knoxville *News Sentinel*.

ALUMNI NEWS

Anja Schleth (ProMBA 2002) is worldwide service support manager for Uster Technologies in Knoxville, TN.

Bill Scheib (ProMBA 2006) is continuous improvement manager with American Centrafuge Manufacturing LLC (B&W Partnership) in Oak Ridge, TN.

Kathleen Schlitz (ProMBA 2008) was promoted to manager of affiliate operations at Scripps Networks in Knoxville, TN.

Barrett Simonis (2001) was promoted to vice president with Pugh & Company.

Mike Smith (ProMBA 2008) was promoted to site purchasing director/regional business analysis manager with Volvo Construction Equipment in Asheville, NC.

Patrick Smith (ProMBA 2008) is commodity manager with PETNET Solutions in Knoxville, TN.

Casey Snyder (ProMBA 2003) was promoted to deputy finance director for Gwinnett County, GA.

Greg Sonnenfeld (ProMBA 2005) was promoted to director of radiation oncology at Willis Knighton Health System in Shreveport, LA.

Jennifer Sowers (2006) was promoted to senior at PriceWaterhouseCoopers.

Sam Spivey (ProMBA 2008) is a financial services professional with Capital Financial Group in Knoxville, TN.

Toby Steele (ProMBA 2005) is human resource manager at Maremont in Loudon, TN.

Vernon Steele (ProMBA 2008) is a power systems engineer with Florida Power & Light in Fort Myers, FL.

Tim Stover, MD (PEMBA 2001) is senior vice president and chief medical officer of Akron General Health System in Akron, Ohio.

Scott Studham (EMBA 2008) joined the University of Tennessee as chief information officer.

Nancy Sullivan (ProMBA 2006) was promoted to underwriting consultant with Humana in Louisville, KY.

R. David Swanson (MBA 1990) is working on a Ph.D. in logistics at the University of Arkansas.

Krissada (Tom) Suwanbenchakul (MBA 2007) relocated to Thailand in May 2008 as client solutions executive for The Nielsen Company Limited. He is transitioning to work for DHL Express International Ltd. as a product specialist.

John Tester (2003) is participating in Ernst & Young's Global Exchange Program; he will serve as a manager in an 18-month international rotation in Brussels, Belgium.

Joel Townsend (ProMBA 2005) started an agriculture company in Knoxville, TN, called Greater Growth.

Terry Tyler (MBA 1983) is executive vice president, chief technology officer, and chief information officer at ENMAX Corporation.

Erik Vogeley (ProMBA 1999) is a radiological specialist with Enercon Services in Oak Ridge, TN.

John Wagner (EMBA 2008) was promoted to manufacturing engineering manager in addition to continuing his role as advanced procurement manager for Peerless Pump.

Tom Waryas (ProMBA 2006) was promoted to business analysis team leader for the Wal-Mart and Sam's Club Sales Team of Kimberly-Clark in Rogers, AK.

Colonel William L. Walters (MBA 1977) completed a 28-year career in the United States Air Force after commanding two F-4 fighter squadrons and being air attaché to Italy. He now is a senior business development manager for Lockheed Martin Simulation Training and Support in Orlando, FL.

Tom Welch (ProMBA 2005) was promoted to CEO of PETNET Solutions in Knoxville, TN.

Heidi White (ProMBA 2000) is human resources manager for VHQC in Richmond, VA.

Tom Wier (Ph.D. in economics 1992) joined John Hill (Ph.D. in economics 1995) as an associate professor at Hardin Simmons University.

Kim Wilford (2006) was promoted to senior audit staff at Crowe Horwath LLP after passing the CPA exam.

Leroy Williams (EMBA 2007) was promoted to general manager of Vertical Pumps with Peerless Pump Company in Indianapolis, IN.

Ramie Wilkerson (ProMBA 2005) was promoted to analysis and assessment manager in the Office of Integrated Performance at Oak Ridge National Laboratory in Oak Ridge, TN.

Clayton Williams (2003) enrolled in the Columbia University (NYC) MBA program.

Tom Worgess (ProMBA 2007) has been promoted to supply chain manager of the markers, highlighters, and art global business unit of Sanford in Maryville, TN.

The University of Tennessee's undergraduate business program was again top-ranked by U.S. News & World Report. The 2010 report ranks the program #28 among public institutions and #48 nationally.

IN MEMORIAM

Andrew Abernathy, '49
Alfred J. Adams, '58
Emmett P. Adkins Jr., '57
James B. Artman, '59
Elbert Asbury, '54
Barney H. Barrett, '52
Billie C. Bogart, '41
William C. Bryan, '68
Kenneth W. Christopher, '73

Richard W. Clark III, '91
Douglas M. Condry, '72
Robert W. Crabtree, '48
Alvin E. Davis, '58
Rebecca M. Dawson, '59
Michael J. DuBois Jr., '63
John W. Fisher, '38
Robert E. Gluck, '49
Hugh F. Haston, '51

Marvin E. Keller, '38
Robert B. Kelly, '60
Carl Kincaid, '49
Don R. McNeil, '92
Jerry W. Morgan, '71
John D. Nichols Sr., '64
Robert Nichols Jr., '81
Julia F. Parks, '39
Norris F. Roberts, '64

William A. Rutherford III, '47
Emily W. Sams, '42, '44
William A. Shelton, '50
Virginia Stivers, '43
William M. Tate, '45
John B. Webb, '50
Robert M. Weems, '47
Charles M. Williams, '54
James B. Worley III, '50

DEPARTMENT, PROGRAM, AND CENTER NEWS

ACCOUNTING AND INFORMATION MANAGEMENT

During spring break 2009, **Master of Accountancy students** traveled to Hong Kong to meet with accounting firms, investment banks, and manufacturing companies.



Ken Anderson, Pugh & Co. Professor in Taxation, has been appointed director of UT's Master of Accountancy (MAcc) program.

Joseph Carcello, Ernst & Young Professor in Accounting, is chairman of the Knox County (TN) Audit Committee; he also was named the only academic to the Public Company Accounting Oversight Board inaugural Investor Advisory Group.

Bruce Fisher had an article accepted for publication in the *Michigan Bar Journal*.

Robert Fuller, Reagan Faculty Scholar, won the 2008 *MIS Quarterly* Best Paper of the Year.

Daniel Murphy, Deloitte Professor of Accounting, is president-elect of the Accounting Programs Leadership Group, American Accounting Association.

CENTER FOR EXECUTIVE EDUCATION

Alex Miller, associate dean and Stokely Chair in Management, was recognized by *DC Velocity* as one of 14 Industry Rainmakers in 2009. He also became the college's associate dean of academic programs.

Theodore P. Stank, Dove Professor in Logistics and Transportation, was named associate dean of executive education.

Kate Vitasek was selected by *Supply Chain Digest* as one of 10 senior leaders/achievers in supply chain. She also was a Global EXEC Women's 2009 International Women of Influence Awards honoree.

FULL-TIME MBA

MBA students attended the Tech 2020 Innovation Imperative Conference, focused on creating a competitive advantage in a post-recession economy. Attendance was made possible by **The First Tennessee Foundation**.

The annual **Career Fair** attracted companies from healthcare to government services to manufacturing. Contact MBACareerServices@utk.edu if interested in hiring an MBA.

The annual **Tennessee Organization of MBAs (TOMBA)** golf scramble for students and alumni recently was held at River Island Golf Course. A good time was had by all.

THE UNIVERSITY of TENNESSEE CENTER for EXECUTIVE EDUCATION

Tennessee MBA Annual Alumni Conference

INAUGURAL EVENT: NOVEMBER 6-7, 2009
HASLAM BUSINESS BUILDING

Continuous learning sessions, networking dinner, and annual homecoming tailgate.

For more details on this annual event, contact Kim Mallory at kmallory@utk.edu

U.S. News & World Report again lists the program among the world's best. The 2010 report ranks the program **#27** among public universities and **#54** nationwide. The supply chain/logistics graduate program ranked **#5** among public institutions and **#9** nationwide.

Annual Career Blitz Day offered first-year MBA students the opportunity to gain exposure to different industries, trends, and potential career paths. Participating alumni represented fields of finance, logistics, marketing, operations, and entrepreneurship.

ECONOMICS

Mary F. Evans; Scott M. Gilpatric; and Christian A. Vossler, Stokely Scholar, were promoted to associate professors and granted tenure.

Ph.D. graduate **Mark Assibey-Yeboah** is a lecturer at the Ghana Institute of Management.

FINANCE

Ramon P. DeGennaro, CBA Professor of Banking and Finance, presented research and wrote three short papers while visiting the American Institute for Economic Research.

Ph.D. graduate **Tianning Li** is an assistant professor at Hood College, Frederick, MD.

John Wachowicz's *Fundamentals of Financial Management* was published in Chinese and Georgian-language versions. Wachowicz is a Regions Bank Scholar.

MANAGEMENT

Russell Crook was named to the *Journal of Management* editorial review board.

Lane Morris, Reagan Faculty Scholar, was named to the *Academy of Management Learning and Education Journal* editorial review board.

Donde Plowman was named Ralph and Janet Heath Professor in Business; **Anne Smith** was named Flaskerud Professor in Business. Plowman also was named head of the Department of Management.

Dave Woehr was named associate editor of *Human Performance*.

The department sponsored four study-abroad trips during summer 2009: France, Italy, Bulgaria, and China. Participating faculty members were **Anne Smith**, Flaskerud Professor in Business; **Donde Plowman**, Heath Professor in Business; **Dave Woehr**; **Detelin Elenkov**; **John Hoffman**; and **Russell Crook**.

Undergraduate curriculum changes:

New Management major prepares students to lead organizations; it replaces Enterprise Management. New Human Resource Management major teaches students to lead people. New Entrepreneurship collateral (nine credit hours) teaches students to lead start-up businesses.

MARKETING AND LOGISTICS

Terry Esper was promoted to associate professor and granted tenure.

The Academy of Management recognized **John T. (Tom) Mentzer**, Chancellor's Professor and Bruce Chair of Excellence; **Theodore P. Stank**, associate dean and Dove Professor in Logistics and Transportation; and **Beth Davis** for their article that took second place in the *Journal of Operations Management* Best Paper Award.

John T. (Tom) Mentzer, Chancellor's Professor and Bruce Chair of Excellence, shared his knowledge and insights as key speaker for a *Journal of Commerce* webinar on "New Efficiencies in Retail Supply Chains: Putting Productivity to Work in the Downturn." The webinar can be viewed at www.joc.com/supplychain.

Lloyd Rinehart received the 2008 Best Associate Editor Award from the *Journal of Supply Chain Management*.

The University of Tennessee has one of the nation's strongest supply chain programs in the U.S., according to AMR Research, the leading research firm focused on the global supply chain and its supporting technologies

U.S. News & World Report again top-ranked the college's **undergraduate supply chain/logistics program**. In the 2010 rankings, it ranked **#5** among public institutions and **#7** nationwide.

Marketing Ph.D. graduates accepted positions at the following institutions: **Karen Hood**, assistant professor of marketing and advertising, University of Arkansas, Little Rock, AR; **Scott Rader**, assistant professor of marketing, University of St. Thomas, Minneapolis, MN; and **Xiaojing Sheng**, assistant professor, University of Texas-Pan American, Edinburg, TX.

STATISTICS, OPERATIONS, AND MANAGEMENT SCIENCE

Hamparum Bozdogan, McKenzie Professor in Business, is editing the May 2010 special issue of the *European Journal of Pure and Applied Mathematics*.

Ken Gilbert was re-appointed to a second five-year term as department head.

The team of **Andrew Howe**, **Ezra Turan**, and **Eylem Deniz Akinci** (visiting assistant professor from Istanbul, Turkey) won "Best Operative Solution" in the Classification and Data Analysis Group Young Researcher Data Mining Competition in Italy. Eleven teams competed. **Hamparum Bozdogan**, McKenzie Professor in Business, was faculty advisor.

Mandyam Srinivasan, Pilot Corporation Chair of Excellence; **Nana Vepkhvadze**; and **Minhui Liu** co-authored one of two papers selected monthly to be published both in *IIE*, a top academic publication, and *IE Transactions*, a top practitioner publication. This confirms the value of our academic research in benefiting practitioners.

Chanaka Edirisinghe, Reagan Faculty Scholar, was awarded an Emerald Management Reviews Citation of Excellence; 15,000 articles were reviewed, 50 received the accolade.

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UT's Center for Executive Education Offers Hands-On Support to U.S. Manufacturing Industry

In recent years, business leaders and academics have tried to write off American manufacturing as a dying enterprise. Indeed, in terms of volume, United States' manufacturing output as a percent of global output has steadily decreased in recent years.

And yet, even as more and more operations move overseas, the U.S. continues to lead the world in the production of high-value products. If recent reports are any indication, that belief has been partially validated. Although many U.S. manufacturers are not operating at full capacity, the Associated Press reported that over the summer of 2009, industrial production output from U.S. manufacturers posted widespread gains for the first time since the beginning of the recession.

For that reason, leaders in the University of Tennessee's Center for Executive Education (CEE) say that the manufacturing sector will continue to be a core focus of the center—joining aerospace and defense, and healthcare.

"Our faculty members are not willing to give up on manufacturing," says Chuck Parke, CEE faculty member and former manufacturing executive. "We believe that although the landscape is shifting, manufacturing will continue to be a core component of American industry."

To ensure that a high level of support is maintained throughout the college, CEE is continuing to hire faculty who possess backgrounds in manufacturing. That applied experience expands the value of the education.

La-Z-Boy Tennessee has sent dozens of individuals to CEE's courses and programs in both the degree and non-degree areas.

Darrell Edwards, a 2003 graduate of the center's Professional MBA program and now vice president of La-Z-Boy Tennessee, says that La-Z-Boy fully expects each program to pay for itself.



"UT has a really strong brand that attracts high-caliber students and professionals," Edwards says. "The faculty is passionate about improving the business environment. Because of that passion, these programs have favorably improved our strategic planning at both the macro and micro level."

Programs in process improvement and lean enterprise traditionally have dominated the center's manufacturing focus, in part because a large contingent of faculty had industry backgrounds in the area of operations. However, because the manufacturing industry now finds itself scrambling to fill

the leadership positions left vacant by retiring baby boomers, CEE faculty recently came to the collective realization that the United States' ability to remain competitive in the manufacturing sector will be strongly dependent upon the leadership ability of the next generation of manufacturing plant leaders.

That's why CEE enhanced its focus on improving management practices and processes as a way of strengthening the U.S. manufacturing base. Educating plant leadership, says Parke, is the best way for CEE to balance out its offerings to manufacturing stakeholders.

"One of the strengths of our faculty is their ability to look at manufacturing holistically," Parke says, "from the operations end to the leadership component. We recognize that the development of solid manufacturing leadership and processes is a growth strategy for an organization, not a business expense." ♦